

(b) (6)

CIV USAF HAF SAF/SP

---

**From:** (b) (6) CIV USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Monday, April 8, 2024 4:08 PM  
**To:** (b) (6) CIV USAF HAF SAF/SP  
**Subject:** email attachment from 17 Jan 2020  
**Attachments:** SPACE FORCE NEW CONCEPTS - 1-17-2020.pptx

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Email attachment from 17 Jan 2020. Could not open email.

(b) (6)

Chief, Air Force Uniform Office  
1901 10<sup>th</sup> Street, Bldg 63, Area B  
WPAFB, OH 45433  
Office (b) (6)  
Cell/ Telework (b) (6)

**From:** [Myers, LaDonna L CIV \(USA\)](#)  
**To:** (b) (6) [GS-13 USAF HAF SAF/SP](#); (b) (6) [.COL USARMY HQDA DCS G-3-5-7 \(USA\)](#)  
**Subject:** Fwd: New USSF nametapes  
**Date:** Thursday, January 16, 2020 7:39:25 AM

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Blue it is

LaDonna L. Myers  
Director of Staff  
OCSO, Establishment Team  
The Pentagon, 1E868  
Office: 703.697.7812  
iPhone: (b) (6)  
[LaDonna.l.myers.civ@mail.mil](mailto:LaDonna.l.myers.civ@mail.mil)

---

**From:** "Thompson, David D Lt Gen USAF AFSPC/CV (USA)"  
<[david.d.thompson3.mil@mail.mil](mailto:david.d.thompson3.mil@mail.mil)>  
**Date:** Thursday, January 16, 2020 at 7:15:57 AM  
**To:** "Mulcahy, Patricia SES USAF SAF-MR (USA)" <[patricia.mulcahy.civ@mail.mil](mailto:patricia.mulcahy.civ@mail.mil)>, "Dunn, Troy (b) (6) Pease, Marcianna J Maj USAF (USA)" <(b) (6) @mail.mil>, "(b) (6) CIV USAF AF-A1 (USA)" <(b) (6) @mail.mil>, "Myers, LaDonna L CIV (USA)" <[ladonna.l.myers.civ@mail.mil](mailto:ladonna.l.myers.civ@mail.mil)>, "(b) (6) CIV USARMY HQDA TIOH (USA)" <(b) (6) @mail.mil>, "(b) (6) CIV USAF AFLCMC ACS (USA)" <(b) (6) @us.af.mil>, "(b) (6) CIV (USA)" <(b) (6) @us.af.mil>  
**Cc:** "Truesdale, Lisa M SES USAF AF-A1 (USA)" <[lisa.m.truesdale.civ@mail.mil](mailto:lisa.m.truesdale.civ@mail.mil)>, "Anderson, Brian A Col USAF AF-A1 (USA)" <[brian.a.anderson4.mil@mail.mil](mailto:brian.a.anderson4.mil@mail.mil)>, "(b) (6) Maj USAF SAF-PA (USA)" <(b) (6) @mail.mil>, "(b) (6) Maj USAF AF-A1 (USA)" <(b) (6) @mail.mil>, "(b) (6) Maj USAF (USA)" <(b) (6) @us.af.mil>, "(b) (6) CIV USAF (USA)" <(b) (6) @mail.mil>, "(b) (6) Maj USAF USSPACECOM J0 (USA)" <(b) (6) @us.af.mil>, "(b) (6) Lt Col USAF AFSPC/CV (USA)" <(b) (6) @mail.mil>, "(b) (6) Lt Col USAF AFSPC/CV (USA)" <(b) (6) @mail.mil>, "Crosier, Clinton E Maj Gen USAF (USA)" <[clinton.e.crosier.mil@mail.mil](mailto:clinton.e.crosier.mil@mail.mil)>, "Hollywood, Bruce E CIV USAF AFSPC/CV (USA)" <[bruce.e.hollywood.civ@mail.mil](mailto:bruce.e.hollywood.civ@mail.mil)>, "Rego, Robert D HQE STRATCOM J0CC (USA)" <[robert.d.rego.civ@mail.mil](mailto:robert.d.rego.civ@mail.mil)>, "Thomas, Edward W (Ed) JR Brig Gen USAF SAF-PA (USA)" <[edward.w.thomas18.mil@mail.mil](mailto:edward.w.thomas18.mil@mail.mil)>  
**Subject:** RE: New USSF nametapes

Team,

Please stand down. The right (small!) group of folks has it.

VR,  
LG T

-----Original Message-----

From: Mulcahy, Patricia SES USAF SAF-MR (USA)  
<[patricia.mulcahy.civ@mail.mil](mailto:patricia.mulcahy.civ@mail.mil)>

Sent: Thursday, January 16, 2020 6:42 AM

To: Dunn, Troy E Brig Gen USAF AF-A1 (USA) <[troy.e.dunn2.mil@mail.mil](mailto:troy.e.dunn2.mil@mail.mil)>;  
(b) (6) Maj USAF (USA) <(b) (6) @mail.mil>; (b) (6)  
(b) (6) CIV USAF AF-A1 (USA) <(b) (6) @mail.mil>; Myers,  
LaDonna L CIV (USA) <[ladonna.l.myers.civ@mail.mil](mailto:ladonna.l.myers.civ@mail.mil)>; (b) (6) CIV  
USARMY HQDA TIOH (USA) <(b) (6) @mail.mil>; (b) (6) CIV  
USAF AFLCMC ACS (USA) <(b) (6) @us.af.mil>; (b) (6) CIV  
(USA) <(b) (6) @us.af.mil>  
Cc: Thompson, David D Lt Gen USAF AFSPC/CV (USA)  
<[david.d.thompson3.mil@mail.mil](mailto:david.d.thompson3.mil@mail.mil)>; Truesdale, Lisa M SES USAF AF-A1 (USA)  
<[lisa.m.truesdale.civ@mail.mil](mailto:lisa.m.truesdale.civ@mail.mil)>; Anderson, Brian A Col USAF AF-A1 (USA)  
<[brian.a.anderson4.mil@mail.mil](mailto:brian.a.anderson4.mil@mail.mil)>; (b) (6) Maj USAF SAF-PA (USA)  
<(b) (6) @mail.mil>; (b) (6) Maj USAF AF-A1 (USA)  
<(b) (6) @mail.mil>; (b) (6) Maj USAF (USA)  
<(b) (6) @us.af.mil>; (b) (6) CIV USAF (USA)  
<(b) (6) @mail.mil>; (b) (6) Maj USAF USSPACECOM  
J0 (USA) <(b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AFSPC/CV (USA) <(b) (6) @mail.mil>; (b) (6) Lt Col  
USAF AFSPC/CV (USA) <(b) (6) @mail.mil>; Crosier, Clinton E  
Maj Gen USAF (USA) <[clinton.e.crosier.mil@mail.mil](mailto:clinton.e.crosier.mil@mail.mil)>; Hollywood, Bruce E CIV  
USAF AFSPC/CV (USA) <[bruce.e.hollywood.civ@mail.mil](mailto:bruce.e.hollywood.civ@mail.mil)>; Rego, Robert D HQE  
STRATCOM J0CC (USA) <[robert.d.rego.civ@mail.mil](mailto:robert.d.rego.civ@mail.mil)>; Thomas, Edward W (Ed) JR  
Brig Gen USAF SAF-PA (USA) <[edward.w.thomas18.mil@mail.mil](mailto:edward.w.thomas18.mil@mail.mil)>  
Subject: RE: New USSF nametapes

Thanks so much, Troy -- please advise as soon possible! Regards, PM

-----Original Message-----

From: Dunn, Troy E Brig Gen USAF AF-A1 (USA) <[troy.e.dunn2.mil@mail.mil](mailto:troy.e.dunn2.mil@mail.mil)>  
Sent: Wednesday, January 15, 2020 10:17 PM  
To: (b) (6) Maj USAF (USA) <(b) (6) @mail.mil>;  
(b) (6) CIV USAF AF-A1 (USA) <(b) (6) @mail.mil>;  
Myers, LaDonna L CIV (USA) <[ladonna.l.myers.civ@mail.mil](mailto:ladonna.l.myers.civ@mail.mil)>; (b) (6)  
CIV USARMY HQDA TIOH (USA) <(b) (6) @mail.mil>; (b) (6) CIV  
USAF AFLCMC ACS (USA) <(b) (6) @us.af.mil>; (b) (6) CIV  
(USA) <(b) (6) @us.af.mil>  
Cc: Thompson, David D Lt Gen USAF AFSPC/CV (USA)  
<[david.d.thompson3.mil@mail.mil](mailto:david.d.thompson3.mil@mail.mil)>; Mulcahy, Patricia SES USAF SAF-MR (USA)  
<[patricia.mulcahy.civ@mail.mil](mailto:patricia.mulcahy.civ@mail.mil)>; Truesdale, Lisa M SES USAF AF-A1 (USA)  
<[lisa.m.truesdale.civ@mail.mil](mailto:lisa.m.truesdale.civ@mail.mil)>; Anderson, Brian A Col USAF AF-A1 (USA)  
<[brian.a.anderson4.mil@mail.mil](mailto:brian.a.anderson4.mil@mail.mil)>; (b) (6) Maj USAF SAF-PA (USA)  
<(b) (6) @mail.mil>; (b) (6) Maj USAF AF-A1 (USA)  
<(b) (6) @mail.mil>; (b) (6) Maj USAF (USA)  
<(b) (6) @us.af.mil>; (b) (6) CIV USAF (USA)  
<(b) (6) @mail.mil>; (b) (6) Maj USAF USSPACECOM  
J0 (USA) <(b) (6) @us.af.mil>; (b) (6) Lt Col USAF  
AFSPC/CV (USA) <(b) (6) @mail.mil>; (b) (6) Lt Col  
USAF AFSPC/CV (USA) <(b) (6) @mail.mil>; Crosier, Clinton E  
Maj Gen USAF (USA) <[clinton.e.crosier.mil@mail.mil](mailto:clinton.e.crosier.mil@mail.mil)>; Hollywood, Bruce E CIV  
USAF AFSPC/CV (USA) <[bruce.e.hollywood.civ@mail.mil](mailto:bruce.e.hollywood.civ@mail.mil)>; Rego, Robert D HQE



STRATCOM J0CC (USA) <[robert.d.rego.civ@mail.mil](mailto:robert.d.rego.civ@mail.mil)>; Thomas, Edward W (Ed) JR  
Brig Gen USAF SAF-PA (USA) <[edward.w.thomas18.mil@mail.mil](mailto:edward.w.thomas18.mil@mail.mil)>  
Subject: RE: New USSF nametapes

(b) (6), connecting 3 key players. Recommend they get on the horn soonest to discuss. LaDonna from SF staff (b) (6) in AF Uniform Office (b) (6) at Institute of Heraldry. LaDonna was able to get the name, rank, and SF tape done for POTUS meeting. (b) (6) from AF policy office will advise as required (+ (b) (6) at AFMC/A4).

LaDonna (b) (6), huddle for immediate action and report back to (b) (6). Skinny down follow-on response to smaller audience.

(b) (6), please consult with the team and advise accordingly.

This is history in the making, and we get to play a part! Imagine the stories we'll get to tell future generations and to say we were there. Can't wait to read about this in textbooks on American history. What an honor! For now, immediate action please.

td

From: (b) (6) Maj USAF (USA) <(b) (6)@mail.mil>  
Sent: Wednesday, January 15, 2020 9:45 PM  
To: (b) (6) Maj USAF USSPACECOM J0 (USA)  
(b) (6) >; (b) (6) Lt Col USAF AFSPC/CV (USA)  
<(b) (6)@mail.mil>; (b) (6) Lt Col USAF AFSPC/CV  
(USA) <(b) (6)@mail.mil>; Dunn, Troy E Brig Gen USAF AF-A1  
(USA) <[troy.e.dunn2.mil@mail.mil](mailto:troy.e.dunn2.mil@mail.mil)>; Crosier, Clinton E Maj Gen USAF (USA)  
<[clinton.e.crosier.mil@mail.mil](mailto:clinton.e.crosier.mil@mail.mil)>; Rego, Robert D HQE STRATCOM J0CC (USA)  
<[robert.d.rego.civ@mail.mil](mailto:robert.d.rego.civ@mail.mil)>; Thomas, Edward W (Ed) JR Brig Gen USAF SAF-PA  
(USA) <[edward.w.thomas18.mil@mail.mil](mailto:edward.w.thomas18.mil@mail.mil)>; Hollywood, Bruce E CIV USAF AFSPC/CV  
(USA) <[bruce.e.hollywood.civ@mail.mil](mailto:bruce.e.hollywood.civ@mail.mil)>  
Cc: (b) (6) CIV USAF (USA) <[emilee.w.burns.civ@mail.mil](mailto:emilee.w.burns.civ@mail.mil)>; (b) (6)  
(b) (6) Maj USAF (USA) (b) (6)@us.af.mil>; (b) (6) Maj  
USAF SAF-PA (USA) <(b) (6)@mail.mil>; (b) (6) (b) (6) Maj  
USAF AF-A1 (USA) <(b) (6)@mail.mil>; Thompson, David D Lt Gen  
USAF AFSPC/CV (USA) <[david.d.thompson3.mil@mail.mil](mailto:david.d.thompson3.mil@mail.mil)>  
Subject: Re: New USSF nametapes



Maj [REDACTED]

Looping in a few POCs that have vis on this issue.

Team, please see below for a quick turn request for Gen Raymond.

V/R,

Maj (b) (6)

From: "(b) (6) Maj USSF SPOC USSPACECOM/CCA"  
<(b) (6) @us.af.mil <mailto:(b) (6) @us.af.mil> >  
Date: Wednesday, January 15, 2020 at 9:28:22 PM  
To: "(b) (6) Lt Col USAF AFSPC/CV (USA)"  
<(b) (6) @mail.mil <mailto:(b) (6) @mail.mil> >,  
"(b) (6) Lt Col USAF AFSPC/CV (USA)"  
<(b) (6) @mail.mil <mailto:(b) (6) @mail.mil> >  
Cc: "(b) (6) Maj USAF (USA)" <(b) (6) @mail.mil  
<mailto:(b) (6) @mail.mil> >," (b) (6) CIV USAF (USA)"  
<(b) (6) @mail.mil <mailto:(b) (6) @mail.mil> >,  
"(b) (6) Maj USAF (USA)" <(b) (6) @us.af.mil  
<mailto:(b) (6) @us.af.mil> >  
Subject: FW: New USSF nametapes

Team-

Who did the uniform mockups for POTUS meeting today? We need help seeing if we can get a quick turn on a uniform for Gen Raymond...

Any/all help is greatly appreciated.

Thank you!

V/r,

(b) (6)

Sent with BlackBerry Work  
([www.blackberry.com](http://www.blackberry.com) <<http://www.blackberry.com>> )

Not sure if Gen Raymond already reached out to you, but he wanted to see the possibility of getting his uniform turned to the blue thread stitch that was chosen by POTUS today ASAP.... Technically we have the name, rank, and Space Force tape-but would have to have the badges in blue thread as well.

I know your team got the samples done at the pentagon, wanted to see the possibility of updating his uniform by Friday.

If you could point us in the right direction of a good POC to work with on this-would be greatly appreciated.

Sent with BlackBerry Work  
([www.blackberry.com](http://www.blackberry.com) <<http://www.blackberry.com>> )



# USSF

## UNIFORM CONCEPTS

by AFUO



US SPACE FORCE

UNCLASSIFIED//FOR OFFICIAL USE ONLY



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(b) (6)

CIV USAF HAF SAF/SP

---

**From:** (b) (6) CIV USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Monday, April 8, 2024 4:30 PM  
**To:** (b) (6) CIV USAF HAF SAF/SP  
**Subject:** FW: FOUO\\Space Force Uniform Concepts -5  
**Attachments:** January 2020- USSF Design Concepts-5.pdf  
**Signed By:** (b) (6)

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Let me know if you receive

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**From:** (b) (6) NH-03 USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Friday, January 17, 2020 2:53 PM  
**To:** REGO, ROBERT D HQE USAF HAF SAF/SP <robert.rego.1@us.af.mil>; MYERS, LADONNA L GS-15 USAF HAF AF/DSP <ladonna.myers@us.af.mil>  
**Cc:** VARCARCEL, EMILIO NH-04 USAF AFMC AFLCMC/WNU <emilio.varcarcel@us.af.mil>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) GS-14 USAF HAF AF/AF/A1P <(b) (6)>  
**Subject:** FOUO\\Space Force Uniform Concepts -5

This e-mail contains FOR OFFICIAL USE ONLY (FOUO)

We can also complete concept illustrations if that is preferred.

(b) (6)  
AF Uniform Office Chief, NH-03  
AFLCMC/WNU  
1901 10th Street, Bldg 63, Area B  
Wright-Patterson, OH 45433  
Office: (b) (6)  
Mobile: (b) (6)  
(b) (6)





# **UNIFORM PROPOSALS 2020**

## **US SPACE FORCE**













































U.S. AIR FORCE



*AFLCMC... Providing the Warfighter's Edge*



# Space Force Uniform Development Cost and Schedule Estimate



Ms. (b) (6)

Air Force Uniform Office (AFUO), Chief

(b) (6)

(b) (6)



U.S. AIR FORCE

# Assumptions



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## Uniform Design Assumptions

- Utilizing existing OCP Uniform with Space Force (SF) specific rank & insignia
- Utilize form, fit and fabrics of existing AF Service Dress Trousers, Slacks, Skirt, Shirt, Necktab, Necktie, and Cap in new Space Force custom shades
- Utilize form, fit and fabrics of existing AF Service Dress Coat with SF specific design elements, i.e. pocket, belt, collar
- SF uniforms will be Berry Amendment compliant

## Resource Assumption

- Additional resources will be provided to AFUO to support development of SF uniform items concurrently with existing AF requirements





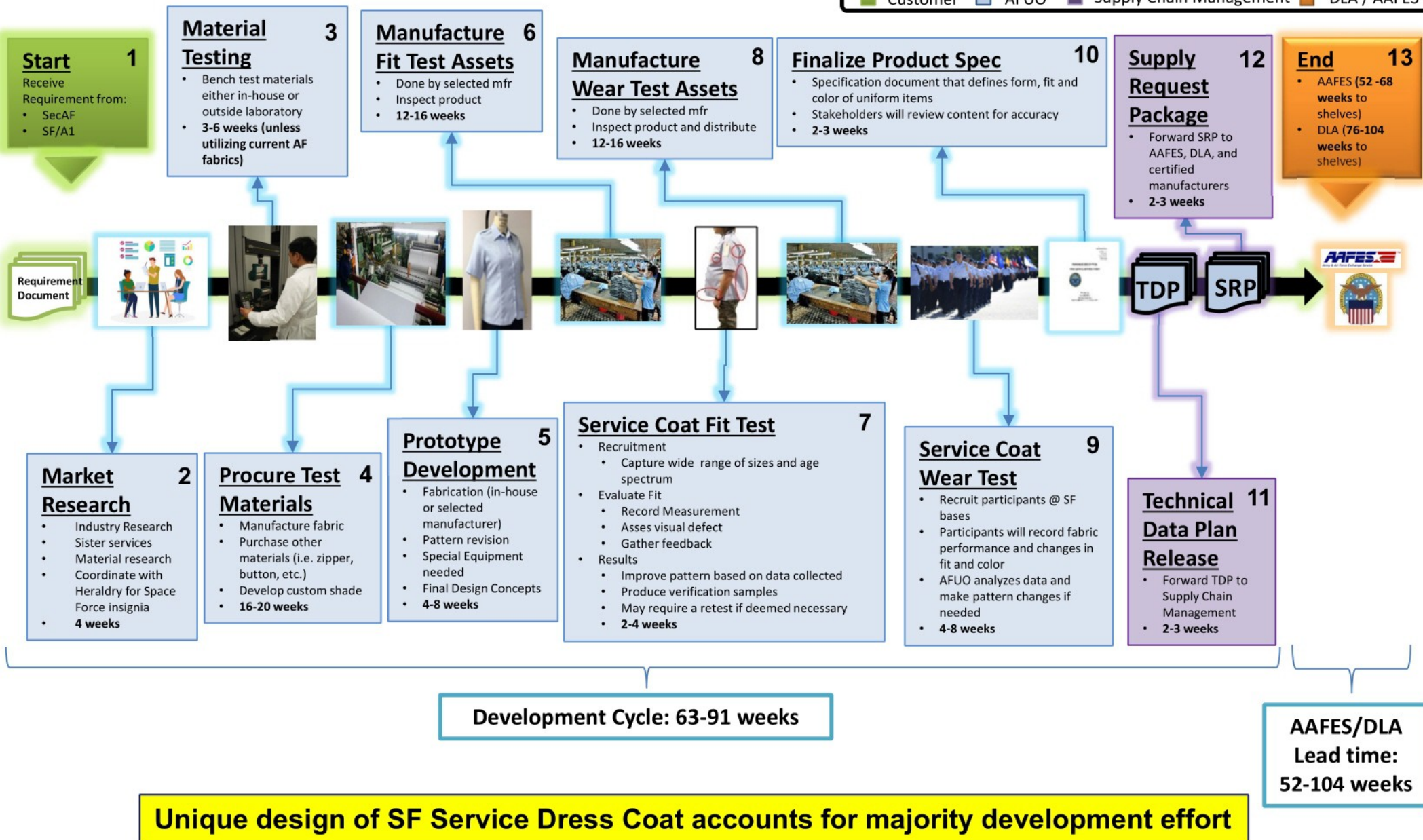
U.S. AIR FORCE

# SF Service Dress Uniform Development Schedule

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Customer AFUO Supply Chain Management DLA / AAFES





# SF Service Dress Uniform Development Cost Estimate

*AFLCMC... Providing the Warfighter's Edge*



## **Non-recurring cost for design and development: \$1.697M**

- **Coat, Men's & Women's: \$400K**
- **Maternity Service Dress Ensemble \$250K**
- **Lightweight Jacket, Men's & Women's \$250K**
- **Shirt, Men's & Women's Long Sleeve/Short Sleeve: \$150K**
- **Optional Items, i.e. Sweater: \$150K**
- **Men's Trousers: \$140K**
- **Women's Slacks: \$140K**
- **Women's Skirt: \$120K**
- **Service Dress Hat, Men's & Women's: \$100K**
- **Cap, Men's & Women's: \$40K**
- **Accessories: \$25K**
- **Rank/Insignia: \$ 31.5K**

### *Notes:*

- 1. Does not include cost of additional AFUO staff if required*
- 2. Cost derived from ongoing AF uniform improvement projects*



# SF OCP Development Cost Estimate



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- **Projected costs to modify existing AF OCP rank/insignia and patches into SF color scheme:**

Action	Amount
Develop Rank/Insignia with new thread color	\$19.75K
Patch Development	\$13.75K
Total Non-Recurring cost	\$33.5K

*Note: Above costs derived from AF effort to transition to OCP uniform; AF actual non-recurring cost for design and development of new rank/insignia and patches was \$670K*





U.S. AIR FORCE

# SF/A1 Uniform Requirements Letter



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## Recommended information to be included in the SF Uniform Requirements Letter:

- Specific Uniform Item List
- User/Performance Requirements
- Color/Visual Requirements
- Heraldry/Insignia
- Cost Target
- Schedule Target
- Procurement Strategy (AAFES and/or DLA)
- Expected Overall Uniform Demand



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# Current AF Uniform Projects



*AFLCMC... Providing the Warfighter's Edge*

- 1. Modernized Physical Training Gear**
- 2. Female 2-Piece Flight Duty Uniform**
- 3. Maternity Flight Duty Uniform**
- 4. Improved Thermal Burden Flight Suit Material Study**
- 5. Mess Dress Women's Slacks**
- 6. Service Dress Skirt (design improvement)**
- 7. Women's Service Dress Slacks (design improvement)**
- 8. Maternity Service Dress Shirt (design improvement)**
- 9. Men's Service Dress Trousers (design improvement)**
- 10. Fire Retardant/No Melt No Drip Undergarment List**
- 11. Maternity Service Dress Ensemble**



# AFUO Constraints and Decisions Requested

*AFLCMC... Providing the Warfighter's Edge*



- **AFUO resource constraints:**
  - Currently only staffed for AF requirements
  - If tasked to execute SF requirements now, AF/A1 will need to prioritize/suspend some existing AF uniform projects
- **Decisions requested:**
  - ☐ Projected SF uniform requirements letter release date
  - ☐ Will AFUO assume long term SF uniform program management or will a separate SFUO be established?



(b) (6)

CIV USAF HAF SAF/SP

**From:** (b) (6) CIV USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Monday, April 8, 2024 4:36 PM  
**To:** (b) (6) CIV USAF HAF SAF/SP  
**Subject:** FW: FOUO\\Space Force Uniform Concepts -1  
**Attachments:** January 2020- USSF Design Concepts-1.pdf  
**Signed By:** (b) (6)

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

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**From:** (b) (6) NH-03 USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Friday, January 17, 2020 1:46 PM  
**To:** REGO, ROBERT D HQE USAF HAF SAF/SP <robert.rego.1@us.af.mil>; MYERS, LADONNA L GS-15 USAF HAF AF/DSP <ladonna.myers@us.af.mil>  
**Cc:** VARCARCEL, EMILIO NH-04 USAF AFMC AFLCMC/WNU <emilio.varcarcel@us.af.mil>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) GS-14 USAF HAF AF/AF/A1P <(b) (6)>; (b) (6) CIV USAF AFLCMC ACS (USA) <(b) (6)>  
**Subject:** FOUO\\Space Force Uniform Concepts -1

This e-mail contains FOR OFFICIAL USE ONLY (FOUO)

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Mr. Rego/ Ms. Myers,

Air Force Uniform Office has team of professional clothing designers, pattern makers, and textile engineers with both industry clothing design experience as well as military uniform experience, strong working relationships with U.S. textile/clothing production industry, and experience with meeting the legal requirements, such as the Berry Amendment.

Our AF design team has industry experience creating for many brands such as:

Isaac Mizrahi	Virgin America
Baby Phat	Delta Airlines
Ed Hardy	South West Airlines
Land's End	Continental Airlines
Theory	New York City Transit
Banana Republic	MLB
Dylan George	NFL
Abbot Main	NHL
Saks Fifth Avenue/Private Label	Disney
Dillards's/Private Label	American Airlines
Macy's/Private Label	Vera Bradley
Kohl's/Private Label	Mary Kay

The AF Uniform Office utilizes an Advisory and Assistance Services (A&AS) Contract for manpower and services. We have an Other Direct Cost (ODC) line on that contract to support the purchases of fabric, prototypes, and test assets. The

purchasing is done by our support contactor, PE Systems, who is able to secure contracts and purchase orders in 1-2 days. This allows us to be much more aggressive in our development schedule than if we were using Government contracting. A limitation to the ODC is that it cannot be utilized for initial or sustained fielding.

We look forward to working together on development of Space Force Uniforms. I have attached some concepts that the team has developed for initial review. Due to the size of the files I will need to send them in multiple emails. As you can see by the variations, each concept can be modified in many ways such as color, details, and shape. Once you get a chance to review/share the concepts, I would love to discuss how we may continue our efforts to develop a final design.

V/r,

(b) (6)

AF Uniform Office Chief, NH-03

AFLCMC/WNU

1901 10th Street, Bldg 63, Area B

Wright-Patterson, OH 45433

Office: (b) (6)

Mobile: (b) (6)

(b) (6)

(b) (6)

CIV USAF HAF SAF/SP

---

**From:** (b) (6) CIV USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Monday, April 8, 2024 4:32 PM  
**To:** (b) (6) CIV USAF HAF SAF/SP  
**Subject:** FW: FOUO\\Space Force Uniform Concepts -2  
**Attachments:** January 2020- USSF Design Concepts-2.pdf  
**Signed By:** (b) (6)

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

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**From:** (b) (6) NH-03 USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Friday, January 17, 2020 2:32 PM  
**To:** REGO, ROBERT D HQE USAF HAF SAF/SP <robert.rego.1@us.af.mil>; MYERS, LADONNA L GS-15 USAF HAF AF/DSP <ladonna.myers@us.af.mil>  
**Cc:** VARCARCEL, EMILIO NH-04 USAF AFMC AFLCMC/WNU <emilio.varcarcel@us.af.mil>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) GS-14 USAF HAF AF/AF/A1P <(b) (6)>  
**Subject:** FOUO\\Space Force Uniform Concepts -2

This e-mail contains FOR OFFICIAL USE ONLY (FOUO)

---

Additional Space Force concepts

(b) (6)  
AF Uniform Office Chief, NH-03  
AFLCMC/WNU  
1901 10th Street, Bldg 63, Area B  
Wright-Patterson, OH 45433  
Office: (b) (6)  
Mobile: (b) (6)  
(b) (6)

(b) (6)

CIV USAF HAF SAF/SP

---

**From:** (b) (6) CIV USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Monday, April 8, 2024 4:31 PM  
**To:** (b) (6) CIV USAF HAF SAF/SP  
**Subject:** FW: FOUO\\Space Force Uniform Concepts -2  
**Attachments:** January 2020- USSF Design Concepts-2.pdf  
**Signed By:** (b) (6)

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

---

**From:** (b) (6) NH-03 USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Friday, January 17, 2020 2:43 PM  
**To:** REGO, ROBERT D HQE USAF HAF SAF/SP <robert.rego.1@us.af.mil>; MYERS, LADONNA L GS-15 USAF HAF AF/DSP <ladonna.myers@us.af.mil>  
**Cc:** (b) (6) GS-14 USAF HAF AF/AF/A1P <(b) (6)>; VARCARCEL, EMILIO NH-04 USAF AFMC AFLCMC/WNU <emilio.varcarcel@us.af.mil>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>  
**Subject:** FOUO\\Space Force Uniform Concepts -2

This e-mail contains FOR OFFICIAL USE ONLY (FOUO)

---

Additional Space Force concepts

(b) (6)  
AF Uniform Office Chief, NH-03  
AFLCMC/WNU  
1901 10th Street, Bldg 63, Area B  
Wright-Patterson, OH 45433  
Office: (b) (6)  
Mobile: (b) (6)  
(b) (6)

(b) (6)

CIV USAF HAF SAF/SP

---

**From:** (b) (6) CIV USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Monday, April 8, 2024 4:35 PM  
**To:** (b) (6) CIV USAF HAF SAF/SP  
**Subject:** FW: FOUO\\Space Force Uniform Concepts -3  
**Attachments:** January 2020- USSF Design Concepts-3.pdf  
**Signed By:** (b) (6)

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

---

**From:** (b) (6) NH-03 USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Friday, January 17, 2020 1:52 PM  
**To:** REGO, ROBERT D HQE USAF HAF SAF/SP <robert.rego.1@us.af.mil>; MYERS, LADONNA L GS-15 USAF HAF AF/DSP <ladonna.myers@us.af.mil>  
**Cc:** VARCARCEL, EMILIO NH-04 USAF AFMC AFLCMC/WNU <emilio.varcarcel@us.af.mil>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) GS-14 USAF HAF AF/AF/A1P <(b) (6)>; (b) (6) CIV USAF AFLCMC ACS (USA) <(b) (6)>  
**Subject:** FOUO\\Space Force Uniform Concepts -3

This e-mail contains FOR OFFICIAL USE ONLY (FOUO)

---

Additional Space Force concepts

(b) (6)  
AF Uniform Office Chief, NH-03  
AFLCMC/WNU  
1901 10th Street, Bldg 63, Area B  
Wright-Patterson, OH 45433  
Office: (b) (6)  
Mobile: (b) (6)  
(b) (6)



(b) (6)

CIV USAF HAF SAF/SP

---

**From:** (b) (6) CIV USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Monday, April 8, 2024 4:34 PM  
**To:** (b) (6) CIV USAF HAF SAF/SP  
**Subject:** FW: FOUO\\Space Force Uniform Concepts -4A  
**Attachments:** January 2020- USSF Design Concepts-4.pdf  
**Signed By:** (b) (6)

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

---

**From:** (b) (6) NH-03 USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Friday, January 17, 2020 2:31 PM  
**To:** REGO, ROBERT D HQE USAF HAF SAF/SP <robert.rego.1@us.af.mil>; MYERS, LADONNA L GS-15 USAF HAF AF/DSP <ladonna.myers@us.af.mil>  
**Cc:** VARCARCEL, EMILIO NH-04 USAF AFMC AFLCMC/WNU <emilio.varcarcel@us.af.mil>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) GS-14 USAF HAF AF/AF/A1P <(b) (6)>  
**Subject:** FOUO\\Space Force Uniform Concepts -4A

This e-mail contains FOR OFFICIAL USE ONLY (FOUO)

---

Had to add additional concept to concepts 4 email

(b) (6)  
AF Uniform Office Chief, NH-03  
AFLCMC/WNU  
1901 10th Street, Bldg 63, Area B  
Wright-Patterson, OH 45433  
Office: (b) (6)  
Mobile: (b) (6)  
(b) (6)

(b) (6)

CIV USAF HAF SAF/SP

**From:** (b) (6) CIV USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Monday, April 8, 2024 4:36 PM  
**To:** (b) (6) CIV USAF HAF SAF/SP  
**Subject:** FW: FOUO\\Space Force Uniform Concepts -4A  
**Signed By:** (b) (6)

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

---

**From:** Myers, LaDonna L CIV (USA) <ladonna.l.myers.civ@mail.mil>  
**Sent:** Friday, January 17, 2020 4:13 PM  
**To:** (b) (6) C NH-03 USAF AFMC AFLCMC/WNU,Aircrew Performance <(b) (6)>; REGO, ROBERT D HQE USAF HAF SAF/SP <robert.rego.1@us.af.mil>  
**Cc:** VARCARCEL, EMILIO NH-04 USAF AFMC AFLCMC/WNU <emilio.varcarcel@us.af.mil>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) GS-14 USAF HAF AF/AF/A1P <(b) (6)>  
**Subject:** RE: FOUO\\Space Force Uniform Concepts -4A

Thank you! I was just on the phone with Emilio. Understood.

---

**From:** (b) (6) NH-03 USAF AFMC AFLCMC/WNU,Aircrew Performance <(b) (6)>  
**Sent:** Friday, January 17, 2020 3:59 PM  
**To:** Myers, LaDonna L CIV (USA) <ladonna.l.myers.civ@mail.mil>; Rego, Robert D HQE STRATCOM JOCC (USA) <robert.d.rego.civ@mail.mil>  
**Cc:** Varcарcel, Emilio CIV USAF AFLCMC (USA) <emilio.varcarcel@us.af.mil>; (b) (6) Lt Col USAF SAF-AQ (USA) <(b) (6)>; (b) (6) Lt Col USAF AFLCMC (USA) <(b) (6)>; (b) (6) CIV USAF AF-A1 (USA) <(b) (6)>  
**Subject:** RE: FOUO\\Space Force Uniform Concepts -4A

Ms. Myers,

The rank can be switched to another rank or removed. We do not have any guidance on Space Force rank and wanted to show that rank placement was an option.

All of the concepts have the ability to be modified and combined. This was simply an opportunity to send you many different concept inspirations.

V/r,

(b) (6)

AF Uniform Office Chief, NH-03  
AFLCMC/WNU  
1901 10th Street, Bldg 63, Area B  
Wright-Patterson, OH 45433  
Office: (b) (6)  
Mobile: (b) (6)

(b) (6)

---

**From:** Myers, LaDonna L CIV (USA) <[ladonna.l.myers.civ@mail.mil](mailto:ladonna.l.myers.civ@mail.mil)>

**Sent:** Friday, January 17, 2020 3:10 PM

**To:** (b) (6) NH-03 USAF AFMC AFLCMC/WNU, Aircrew Performance <(b) (6)>; REGO, ROBERT D HQE USAF HAF SAF/SP <[robert.rego.1@us.af.mil](mailto:robert.rego.1@us.af.mil)>

**Cc:** VARCARCEL, EMILIO NH-04 USAF AFMC AFLCMC/WNU <[emilio.varcarcel@us.af.mil](mailto:emilio.varcarcel@us.af.mil)>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) GS-14 USAF HAF AF/AF/A1P <(b) (6)>

**Subject:** RE: FOUO\\Space Force Uniform Concepts -4A

Thanks (b) (6),

Question: Is there a requirement for the sketches to use/depict the "Air Force" enlisted ranks?

---

**From:** (b) (6) NH-03 USAF AFMC AFLCMC/WNU, Aircrew Performance <(b) (6)>

**Sent:** Friday, January 17, 2020 2:31 PM

**To:** Rego, Robert D HQE STRATCOM JOCC (USA) <[robert.d.rego.civ@mail.mil](mailto:robert.d.rego.civ@mail.mil)>; Myers, LaDonna L CIV (USA) <[ladonna.l.myers.civ@mail.mil](mailto:ladonna.l.myers.civ@mail.mil)>

**Cc:** Varcарcel, Emilio CIV USAF AFLCMC (USA) <[emilio.varcarcel@us.af.mil](mailto:emilio.varcarcel@us.af.mil)>; (b) (6) Lt Col USAF SAF-AQ (USA) <(b) (6)>; (b) (6) Lt Col USAF AFLCMC (USA) <(b) (6)>; (b) (6) CIV USAF AF-A1 (USA) <(b) (6)>

**Subject:** FOUO\\Space Force Uniform Concepts -4A

This e-mail contains FOR OFFICIAL USE ONLY (FOUO)

---

Had to add additional concept to concepts 4 email

(b) (6)

AF Uniform Office Chief, NH-03

AFLCMC/WNU

1901 10th Street, Bldg 63, Area B

Wright-Patterson, OH 45433

Office: (b) (6)

Mobile: (b) (6)

(b) (6)



(b) (6)

CIV USAF HAF SAF/SP

**From:** (b) (6) CIV USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Monday, April 8, 2024 10:43 AM  
**To:** (b) (6) CIV USAF HAF SAF/SP  
**Subject:** FW: Space Force Uniform Development Slides  
**Attachments:** Space Force Product Development Cost Schedule\_Jan2020.pptx  
**Signed By:** (b) (6)

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

---

**From:** VARCARCEL, EMILIO NH-04 USAF AFMC AFLCMC/WNU <emilio.varcarcel@us.af.mil>  
**Sent:** Monday, January 6, 2020 4:38 PM  
**To:** WAUGH, PAUL C SES USAF AFMC AFLCMC/WN <paul.waugh.1@us.af.mil>  
**Cc:** KIRKWOOD, LEA T Col USAF AFMC AFLCMC/WN <lea.kirkwood@us.af.mil>; MARTINI, MICHAEL J Col USAF AFMC AFLCMC/WN <michael.martini.1@us.af.mil>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU  
<(b) (6)>; (b) (6) NH-03 USAF AFMC AFLCMC/WNU,Aircrew Performance  
<(b) (6)>; (b) (6) CIV USAF AFLCMC ACS (USA) <(b) (6)>; (b) (6)  
<(b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) CMSgt USAF AFMC  
AFLCMC/WNU <(b) (6)>; (b) (6) GS-09 USAF AFMC AFLCMC/WNU <(b) (6)>  
**Subject:** FW: Space Force Uniform Development Slides

Sir,

Attached are the proposed slides on the cost of developing the USSF uniforms.

The slides are no longer needed to support a meeting occurring today, but Ms Myers asked if we should could get PEO and A1P approved charts complete and sent to A1P and Space Force by COB or early tomorrow.

Please let us know if you are good with the charts as is or whether you want us to make any changes.

v/r

V V  
V V  
V

Emilio "V" Varcарcel, NH-IV, DAF  
SML, Human Systems Division  
AFLCMC/WNU, Agile Combat Support  
Office: (b) (6)  
Mobile: (b) (6)  
emilio.varcarcel@us.af.mil  
SIPR: emilio.varcarcel.civ@mail.smil.mil

*Every Airman... Every Aircraft... Every Day!*



**From:** (b) (6) CIV USN DON AA WASHINGTON DC (USA)  
**To:** [Rego, Robert D HQE STRATCOM J0CC \(USA\)](#)  
**Subject:** Uniform Issue  
**Date:** Thursday, January 16, 2020 12:34:00 PM  
**Importance:** High

---

Sir

Is there a number I can get you at to let you know what obstacles I hit and potential workarounds I need your help with on this tags/badge?

VR

(b) (6)

Navy Representative  
Establishment Team  
Office of the Chief of Space Operations  
Room 1E868 (Pentagon)  
Comm: 703-693-8433  
DSN: 223-8433

(b) (6)

CIV USAF HAF SAF/SP

**From:** (b) (6) CIV USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Monday, April 8, 2024 10:43 AM  
**To:** (b) (6) CIV USAF HAF SAF/SP  
**Subject:** FW: USSF Uniforms  
**Signed By:** (b) (6)

**Importance:** High

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

---

**From:** (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>  
**Sent:** Thursday, January 2, 2020 2:48 PM  
**To:** (b) (6) NH-03 USAF AFMC AFLCMC/WNU,Aircrew Performance <(b) (6)>  
**Cc:** VARCARCEL, EMILIO NH-04 USAF AFMC AFLCMC/WNU <emilio.varcarcel@us.af.mil>; (b) (6) CMSgt  
USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) Capt USAF AFMC AFLCMC/WNU  
<(b) (6)>; (b) (6) GS-09 USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6)  
<(b) (6)>; (b) (6) GS-12 USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) GS-14 USAF HAF AF/AF/A1P  
<(b) (6)>  
**Subject:** FW: USSF Uniforms  
**Importance:** High

(b) (6),

As discussed, I need your help in putting together some information, by Monday, 6 Jan mid-afternoon, for Space Force, in prep for their meetings with SecAF, SecDef, and POTUS. They need info on the process, schedule, cost, etc, to develop SF uniforms.

Recommended deliverables to provide on Monday:

1. Cost & Schedule estimates:
  - a. A rough schedule, that begins with SF/A1 requirements letter, and ends with uniforms on shelves at AAFES. A written format is fine, but identify the steps in the process, as well as the durations of each step.
  - b. A rough cost estimate for the design work
  - c. Note: for a & b, assume 1 uniform: a SF equivalent for the AF blues uniform
2. Requirements letter description: Please identify what we would need in a requirements letter from SF/A1, to include which uniforms they want designed and anything else that you would need.
3. Resources and Decisions needed: we need to identify the AFUO's resource constraints, and decisions needed to incorporate this workload if so directed
  - a. AFUO is currently only manned for AF requirements. Is SecAF going to direct the AFUO to assume all SF uniform workload, or just the initial duty uniform? Is SF going to stand up its own uniform Office?
  - b. Depending on the plan, AFUO will either need to take a strategic pause on AF requirements to prioritize SF work, or we will need to staff up to accommodate the additional workload, which will take time.

I'm ready to work with you on Monday on this. Let me know when you can meet.



Thanks,

(b) (6)

(b) (6), Lt Col, USAF  
Deputy Chief, Human Systems Division  
Agile Combat Support Directorate  
Office: (b) (6)  
Cell: (b) (6)  
SIPR: (b) (6)

---

**From:** (b) (6) Lt Col USAF AFMC AFLCMC/WNU  
**Sent:** Thursday, January 2, 2020 2:03 PM  
**To:** MYERS, LADONNA L GS-15 USAF HAF AF/DSP <ladonna.myers@us.af.mil>  
**Cc:** WAUGH, PAUL <paul.waugh.1@us.af.mil>; KIRKWOOD, LEA <lea.kirkwood@us.af.mil>; VARCARCEL, EMILIO <emilio.varcarcel@us.af.mil>; (b) (6) CIV USAF AF-A1 (USA) <(b) (6)>  
**Subject:** FW: USSF Uniforms

Ms Myers,

Nice chatting with you. As promised, here is an email with my contact information. Many of our Air Force Uniform Office (AFUO) personnel are out for the rest of this week, to include our Lead, but we will provide an update to you on Monday that covers the overall uniform design process, to include rough cost and schedule estimates. We will also need to coordinate with HAF/A1 and Space Force on the priority of this design effort and whether or not the AFUO will be formally tasked to execute the Space Force uniforms. As you would expect, we are currently only resourced for AF requirements.

Thanks,

(b) (6)

(b) (6), Lt Col, USAF  
Deputy Chief, Human Systems Division  
Agile Combat Support Directorate  
Office: (b) (6)  
Cell: (b) (6)  
SIPR: (b) (6)

---

**From:** Myers, LaDonna L CIV (USA) <ladonna.l.myers.civ@mail.mil>  
**Sent:** Thursday, January 2, 2020 1:23 PM  
**To:** Crosier, Clinton E Maj Gen USAF (USA) <clinton.e.crosier.mil@mail.mil>; DeFilippi, Gwendolyn R (Gwen) SES USAF AF-A1 (USA) <gwendolyn.r.defilippi.civ@mail.mil>  
**Cc:** (b) (6) Capt USAF SAF-SP (USA) <(b) (6)>; Brewer, Steven E COL USARMY HQDA DCS G-3-5-7 (USA) <steven.e.brewer.mil@mail.mil>; (b) (6) CIV USAF AF-A1 (USA) <(b) (6)>; (b) (6) CIV USAF AF-A1 (USA) <(b) (6)>  
**Subject:** Re: USSF Uniforms

Hello Sir/Ma'am,

I've been put in contact with (b) (6) (copied here) to begin the Uniform process.

Vr/

LaDonna L. Myers  
Office of the Chief of Space Operations  
The Pentagon, 1E868  
Office: (b) (6)  
iPhone: (b) (6)

---

**From:** "Crosier, Clinton E Maj Gen USAF (USA)" <[clinton.e.crosier.mil@mail.mil](mailto:clinton.e.crosier.mil@mail.mil)>  
**Date:** Thursday, January 2, 2020 at 11:07:14 AM  
**To:** "DeFilippi, Gwendolyn R (Gwen) SES USAF AF-A1 (USA)" <[gwendolyn.r.defilippi.civ@mail.mil](mailto:gwendolyn.r.defilippi.civ@mail.mil)>  
**Cc:** "Myers, LaDonna L CIV (USA)" <[ladonna.l.myers.civ@mail.mil](mailto:ladonna.l.myers.civ@mail.mil)>, "(b) (6)" Capt USAF  
SAF-SP (USA)" <(b) (6)>, "Brewer, Steven E COL USARMY HQDA DCS G-3-  
5-7 (USA)" <[steven.e.brewer.mil@mail.mil](mailto:steven.e.brewer.mil@mail.mil)>  
**Subject:** USSF Uniforms

Gwen,

Per our conversation earlier in the week...can you please provide us your POC for uniforms? Would like to get them with Ms LaDonna Myers as quickly as possible to talk process, timelines, etc...all in advance of 15 Jan White House meeting (and 6 Jan update to SECAF/CSO).

Thanks!!

Clint

CLINTON E. CROSIER, Maj Gen, USAF  
Director, Space Force Planning Task Force  
SAF/SP, Pentagon  
(b) (6)  
DSN (b) (6)

(b) (6)

CIV USAF HAF SAF/SP

**From:** (b) (6) CIV USAF AFMC AFLCMC/WNU,Aircrew Performance  
**Sent:** Monday, April 8, 2024 10:43 AM  
**To:** (b) (6) CIV USAF HAF SAF/SP  
**Subject:** FW: USSF Uniforms  
**Signed By:** (b) (6)

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

---

**From:** VARCARCEL, EMILIO NH-04 USAF AFMC AFLCMC/WNU <emilio.varcarcel@us.af.mil>  
**Sent:** Friday, January 3, 2020 6:06 PM  
**To:** (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) NH-03 USAF AFMC AFLCMC/WNU,Aircrew Performance <(b) (6)>  
**Cc:** (b) (6) CMSgt USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) Capt USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) GS-09 USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) GS-12 USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) GS-14 USAF HAF AF/AF/A1P <(b) (6)>; MCLEAN, DEBRA A NH-04 USAF AFMC AFLCMC/WNU AIRCREW PERFORMANCE <debra.mclean@us.af.mil>; (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>; (b) (6) Maj USAF AFMC AFLCMC/WNU <(b) (6)>  
**Subject:** RE: USSF Uniforms

(b) (6),

Lt Col (b) (6) did a fantastic job below of laying out the structure and the data required for the response.

I would like you to add two things:

**Under 1b:** if the cost to design a service dress uniform, versus a utility uniform is significantly different, address those cost differences in this section.

**Under 1c:** Specify whether the estimate is for just the service uniform (shirts + pants) or the complete service dress with a coat. Also address the savings of just mirroring the current uniform patterns but with a different color (e.g. black pants with light grey shirts) vs a complete redesign to a Star Trek look.

Lastly, do we know if the Heraldry office has already been contacted? They need to be in this from the start, especially if the ranks are going to be redesigned (i.e. sleeves vs shoulder boards like in the navy?).

Thanks,

v/r

V V  
V V  
V



Emilio "V" Varcарcel, NH-IV, DAF  
SML, Human Systems Division  
AFLCMC/WNU, Agile Combat Support  
Office: (b) (6)  
Mobile (b) (6)  
[emilio.varcarcel@us.af.mil](mailto:emilio.varcarcel@us.af.mil)  
SIPR: [emilio.varcarcel.civ@mail.smil.mil](mailto:emilio.varcarcel.civ@mail.smil.mil)

*Every Airman... Every Aircraft... Every Day!*

---

**From:** (b) (6) Lt Col USAF AFMC AFLCMC/WNU <(b) (6)>  
**Date:** Thursday, Jan 02, 2020, 1:47 PM  
**To:** (b) (6) NH-03 USAF AFMC AFLCMC/WNU, Aircrew Performance <(b) (6)>  
**Cc:** VARCAREL, EMILIO NH-04 USAF AFMC AFLCMC/WNU <[emilio.varcarcel@us.af.mil](mailto:emilio.varcarcel@us.af.mil)>, (b) (6) CMSgt USAF  
AFMC AFLCMC/WNU <(b) (6)>, (b) (6) Capt USAF AFMC AFLCMC/WNU  
<(b) (6)>, (b) (6) GS-09 USAF AFMC AFLCMC/WNU <(b) (6)>, (b) (6) GS-  
12 USAF AFMC AFLCMC/WNU <(b) (6)>, (b) (6) GS-14 USAF HAF AF/AF/A1P  
<(b) (6)>  
**Subject:** FW: USSF Uniforms

(b) (6)

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  - a. A rough schedule, that begins with SF/A1 requirements letter, and ends with uniforms on shelves at AAFES. A written format is fine, but identify the steps in the process, as well as the durations of each step.
  - b. A rough cost estimate for the design work
  - c. Note: for a & b, assume 1 uniform: a SF equivalent for the AF blues uniform
2. Requirements letter description: Please identify what we would need in a requirements letter from SF/A1, to include which uniforms they want designed and anything else that you would need.
3. Resources and Decisions needed: we need to identify the AFUO's resource constraints, and decisions needed to incorporate this workload if so directed
  - a. AFUO is currently only manned for AF requirements. Is SecAF going to direct the AFUO to assume all SF uniform workload, or just the initial duty uniform? Is SF going to stand up its own uniform Office?
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I'm ready to work with you on Monday on this. Let me know when you can meet.

Thanks,

(b) (6)

(b) (6), Lt Col, USAF  
Deputy Chief, Human Systems Division  
Agile Combat Support Directorate  
Office: (b) (6)



Cell: (b) (6)  
SIPR: (b) (6)

---

**From:** (b) (6) Lt Col USAF AFMC AFLCMC/WNU  
**Sent:** Thursday, January 2, 2020 2:03 PM  
**To:** MYERS, LADONNA L GS-15 USAF HAF AF/DSP <ladonna.myers@us.af.mil>  
**Cc:** WAUGH, PAUL <paul.waugh.1@us.af.mil>; KIRKWOOD, LEA <lea.kirkwood@us.af.mil>; VARCARCEL, EMILIO <emilio.varcarcel@us.af.mil>; (b) (6) CIV USAF AF-A1 (USA) <(b) (6)>  
**Subject:** FW: USSF Uniforms

Ms Myers,

Nice chatting with you. As promised, here is an email with my contact information. Many of our Air Force Uniform Office (AFUO) personnel are out for the rest of this week, to include our Lead, but we will provide an update to you on Monday that covers the overall uniform design process, to include rough cost and schedule estimates. We will also need to coordinate with HAF/A1 and Space Force on the priority of this design effort and whether or not the AFUO will be formally tasked to execute the Space Force uniforms. As you would expect, we are currently only resourced for AF requirements.

Thanks,

(b) (6)

(b) (6), Lt Col, USAF  
Deputy Chief, Human Systems Division  
Agile Combat Support Directorate  
Office: (b) (6)  
Cell: (b) (6)  
SIPR: (b) (6)

---

**From:** Myers, LaDonna L CIV (USA) <ladonna.l.myers.civ@mail.mil>  
**Sent:** Thursday, January 2, 2020 1:23 PM  
**To:** Crosier, Clinton E Maj Gen USAF (USA) <clinton.e.crosier.mil@mail.mil>; DeFilippi, Gwendolyn R (Gwen) SES USAF AF-A1 (USA) <gwendolyn.r.defilippi.civ@mail.mil>  
**Cc:** (b) (6) Capt USAF SAF-SP (USA) <(b) (6)>; Brewer, Steven E COL USARMY HQDA DCS G-3-5-7 (USA) <steven.e.brewer.mil@mail.mil>; (b) (6) CIV USAF AF-A1 (USA) <(b) (6)>; (b) (6) CIV USAF AF-A1 (USA) <(b) (6)>  
**Subject:** Re: USSF Uniforms

Hello Sir/Ma'am,

I've been put in contact with Ms. (b) (6) (copied here) to begin the Uniform process.

Vr/

LaDonna L. Myers  
Office of the Chief of Space Operations  
The Pentagon, 1E868  
Office: (b) (6)  
iPhone: (b) (6)

---

**From:** "Crosier, Clinton E Maj Gen USAF (USA)" <[clinton.e.crosier.mil@mail.mil](mailto:clinton.e.crosier.mil@mail.mil)>  
**Date:** Thursday, January 2, 2020 at 11:07:14 AM  
**To:** "DeFilippi, Gwendolyn R (Gwen) SES USAF AF-A1 (USA)" <[gwendolyn.r.defilippi.civ@mail.mil](mailto:gwendolyn.r.defilippi.civ@mail.mil)>  
**Cc:** "Myers, LaDonna L CIV (USA)" <[ladonna.l.myers.civ@mail.mil](mailto:ladonna.l.myers.civ@mail.mil)>, "(b) (6)" Capt USAF  
SAF-SP (USA)" <(b) (6)>, "Brewer, Steven E COL USARMY HQDA DCS G-3-  
5-7 (USA)" <[steven.e.brewer.mil@mail.mil](mailto:steven.e.brewer.mil@mail.mil)>  
**Subject:** USSF Uniforms

Gwen,

Per our conversation earlier in the week...can you please provide us your POC for uniforms? Would like to get them with Ms LaDonna Myers as quickly as possible to talk process, timelines, etc...all in advance of 15 Jan White House meeting (and 6 Jan update to SECAF/CSO).

Thanks!!

Clint

CLINTON E. CROSIER, Maj Gen, USAF  
Director, Space Force Planning Task Force  
SAF/SP, Pentagon  
(703) 695-9223  
DSN 225-9223

**From:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**To:** [svetlana.bilenkina@gmail.com](mailto:svetlana.bilenkina@gmail.com)  
**Subject:** FW: USSF Seal Draft  
**Date:** Thursday, January 2, 2020 12:57:00 PM  
**Attachments:** [REDACTED]

---

Svetlana Bilenkina  
Lead, Senior Leader Executive Support Team  
Secretary of the Air Force Public Affairs  
Comm: 703.697.9079 | DSN: 227.9079  
1690 Air Force Pentagon, 1D888  
Washington, DC 20330-1690

---

**From:** WHITTINGTON, AMBER K GS-11 USAF AFSPC AFSPC/PAI <amber.whittington.1@us.af.mil>  
**Sent:** Friday, December 13, 2019 6:30 PM  
**To:** Bilenkina, Svetlana CIV USAF SAF-PA (US) <svetlana.bilenkina.civ@mail.mil>  
**Subject:** USSF Seal Draft


Svetlana,

Here is a quick draft of what we are thinking for a seal. It's very different than any of the others.

V/R

Amber Whittington  
Command Information Design  
HQ Air Force Space Command Public Affairs  
Desk: 719.554.9602

Need to submit a work request? Please submit it digitally to:  
<https://go.usa.gov/xQf2d>

**From:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#)  
**To:** [Thomas, Edward W \(Ed\) JR Brig Gen USAF SAF-PA \(USA\)](#)  
**Cc:** [Renne, Jerry SES USAF SAF-PA \(USA\)](#); [Russell, William A Maj USAF SAF-PA \(USA\)](#); [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#); [Wright, Ashley M CIV USAF \(USA\)](#)  
**Subject:** FOUO\\(FOUO) FOR REVIEW: Proposed Space Force Seals  
**Date:** Monday, January 06, 2020 9:24:35 PM  
**Attachments:** 

---


This e-mail contains FOR OFFICIAL USE ONLY (FOUO)

Brig Gen Thomas -- Attached for your review are four Space Force seals for consideration: the two that you and Maj Gen Crosier requested (with some slight color/element modifications to make them look cleaner) and two additional proposals that incorporate the eagle and the delta...but which do not mirror the US Space Command seal. Pending your feedback, we'll be prepared to provide the seals and the updated logos to Maj Gen Crosier's team tomorrow for inclusion in the SecAF/CSO briefing package as appropriate, sir.

Kudos to Svetlana for the quick work on these updates!

V/R  
Pat

Col Patrick S. Ryder, USAF  
Special Assistant to the Director of Public Affairs  
Office of the Secretary of the Air Force  
(O) 703-693-9085  
<https://www.af.mil/>  
<https://twitter.com/USairforce>  
<https://www.spaceforce.mil/>  
<https://twitter.com/SpaceForceDoD>

**From:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#)  
**To:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**Cc:** [Russell, William A Maj USAF SAF-PA \(USA\)](#); [Wright, Ashley M CIV USAF \(USA\)](#)  
**Subject:** US SPACE FORCE SEAL (FINAL-2).pptx  
**Date:** Monday, January 6, 2020 11:41:30 AM  
**Attachments:** 

---

Svet -- Please see slides attached. Thanks in advance!

V/R

Col Patrick S. Ryder, USAF  
Special Assistant to the Director of Public Affairs  
Office of the Secretary of the Air Force  
(O) 703-693-9085  
<https://www.af.mil/>  
<https://twitter.com/USairforce>  
<https://www.spaceforce.mil/>  
<https://twitter.com/SpaceForceDoD>

**From:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#)  
**To:** [Russell, William A Maj USAF SAF-PA \(USA\)](#); [Wright, Ashley M CIV USAF \(USA\)](#)  
**Cc:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**Subject:** RE: //INFO// SMSgt Michael USSF Seal Designs  
**Date:** Monday, January 6, 2020 11:42:23 AM  
**Attachments:** [REDACTED]

---

+ Svetlana

V/R

Col Patrick S. Ryder, USAF  
Special Assistant to the Director of Public Affairs  
Office of the Secretary of the Air Force  
(O) 703-693-9085  
<https://www.af.mil/>  
<https://twitter.com/USairforce>  
<https://www.spaceforce.mil/>  
<https://twitter.com/SpaceForceDoD>

-----Original Message-----

From: Russell, William A Maj USAF SAF-PA (USA) <william.a.russell106.mil@mail.mil>  
Sent: Monday, January 6, 2020 11:42 AM  
To: Wright, Ashley M CIV USAF (USA) <ashley.m.wright52.civ@mail.mil>  
Cc: Ryder, Patrick S Col USAF SAF-PA (USA) <patrick.s.ryder2.mil@mail.mil>  
Subject: //INFO// SMSgt Michael USSF Seal Designs

Ash-

Please see attached.

If this doesn't work, we'll have to call SMSgt Michael.

Very Respectfully,  
Will

WILLIAM A. RUSSELL, Major, USAF  
Air Force Press Desk  
Secretary of the Air Force Public Affairs (SAF/PAO)  
1690 Air Force Pentagon  
Washington, D.C. 20330  
Press Desk: 703-695-0640  
Direct: 703-571-2784 DSN 671-2784

“Space is a top concern, a top interest, and a top priority.”

**From:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**To:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#)  
**Subject:** RE: US SPACE FORCE SEAL (FINAL-2).pptx  
**Date:** Monday, January 6, 2020 12:31:00 PM  
**Attachments:** [REDACTED]

---

Sir,

Attached is the PDF.

Thanks,  
svetlana

Svetlana Bilenkina  
Lead, Senior Leader Executive Support Team  
Secretary of the Air Force Public Affairs  
Comm: 703.697.9079 | DSN: 227.9079  
1690 Air Force Pentagon, 1D888  
Washington, DC 20330-1690


-----Original Message-----

From: Ryder, Patrick S Col USAF SAF-PA (USA) <patrick.s ryder2 mil@mail mil>

Sent: Monday, January 06, 2020 11:41 AM  
To: Bilenkina, Svetlana CIV USAF SAF-PA (US)  
<svetlana.bilenkina.civ@mail mil>  
Cc: Russell, William A Maj USAF SAF-PA (USA)  
<william.a russell106 mil@mail.mil>; Wright, Ashley M CIV USAF (USA)  
<ashley.m.wright52.civ@mail mil>  
Subject: US SPACE FORCE SEAL (FINAL-2).pptx

Svet -- Please see slides attached. Thanks in advance!

V/R  
Col Patrick S. Ryder, USAF  
Special Assistant to the Director of Public Affairs  
Office of the Secretary of the Air Force  
(O) 703-693-9085  
<https://www.af.mil/>  
<https://twitter.com/USairforce>  
<https://www.spaceforce.mil/>  
<https://twitter.com/SpaceForceDoD>

**From:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**To:** [Russell, William A Maj USAF SAF-PA \(USA\)](#)  
**Subject:** Seal  
**Date:** Monday, January 6, 2020 12:41:00 PM  
**Attachments:** 

---

Svetlana Bilenkina  
Lead, Senior Leader Executive Support Team  
Secretary of the Air Force Public Affairs  
Comm: 703.697.9079 | DSN: 227.9079  
1690 Air Force Pentagon, 1D888  
Washington, DC 20330-1690



**From:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#)  
**To:** [REDACTED]  
**Cc:** [Russell, William A Maj USAF SAF-PA \(USA\)](#); [Wright, Ashley M CIV USAF \(USA\)](#); [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**Subject:** RE: Slide Template  
**Date:** Monday, January 6, 2020 12:53:47 PM  
**Attachments:** [REDACTED]

---

Sir – Latest draft...

V/R

Pat

Col Patrick S. Ryder, USAF  
Special Assistant to the Director of Public Affairs  
Office of the Secretary of the Air Force  
(O) 703-693-9085  
<https://www.af.mil/>  
<https://twitter.com/USairforce>  
<https://www.spaceforce.mil/>  
<https://twitter.com/SpaceForceDoD>

---

**From:** [REDACTED]  
**Sent:** Monday, January 6, 2020 12:28 PM  
**To:** Ryder, Patrick S Col USAF SAF-PA (USA) <patrick.s.ryder2.mil@mail.mil>  
**Subject:** Slide Template

Latest to work with...

Thanks

[REDACTED]

**From:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**To:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#)  
**Subject:** Additional Seal Option  
**Date:** Monday, January 6, 2020 1:14:00 PM  
**Attachments:** [REDACTED]

---

Sir,

Attached is the update. I also took out the two pieces that looked like stars per [REDACTED] direction.

Thank you!  
svetlana

Svetlana Bilenkina  
Lead, Senior Leader Executive Support Team  
Secretary of the Air Force Public Affairs  
Comm: 703.697.9079 | DSN: 227.9079  
1690 Air Force Pentagon, 1D888  
Washington, DC 20330-1690

**From:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#)  
**To:** [REDACTED]  
**Cc:** [Russell, William A Maj USAF SAF-PA \(USA\)](#); [Wright, Ashley M CIV USAF \(USA\)](#); [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**Subject:** UPDATE: USSF Slide Template  
**Date:** Monday, January 6, 2020 1:30:24 PM  
**Attachments:** [REDACTED]

---

[REDACTED] – Per discussion, here's a version with the updated draft AF seal proposal. Also, if you have time later today or tomorrow, I would like to compare notes with you on how best to synchronize our efforts on the branding initiative and ensure that we're providing you with the best support possible. Thanks in advance!

V/R  
Pat

Col Patrick S. Ryder, USAF  
Special Assistant to the Director of Public Affairs  
Office of the Secretary of the Air Force  
(O) 703-693-9085  
<https://www.af.mil/>  
<https://twitter.com/USAirforce>  
<https://www.spaceforce.mil/>  
<https://twitter.com/SpaceForceDoD>

---

**From:** Ryder, Patrick S Col USAF SAF-PA (USA)  
**Sent:** Monday, January 6, 2020 12:54 PM  
**To:** [REDACTED]  
**Cc:** Russell, William A Maj USAF SAF-PA (USA) <william.a.russell106.mil@mail.mil>; Wright, Ashley M CIV USAF (USA) <ashley.m.wright52.civ@mail.mil>; Bilenkina, Svetlana CIV USAF SAF-PA (US) <svetlana.bilenkina.civ@mail.mil>  
**Subject:** RE: Slide Template

Sir – Latest draft...

V/R  
Pat

Col Patrick S. Ryder, USAF  
Special Assistant to the Director of Public Affairs  
Office of the Secretary of the Air Force  
(O) 703-693-9085  
<https://www.af.mil/>  
<https://twitter.com/USAirforce>  
<https://www.spaceforce.mil/>  
<https://twitter.com/SpaceForceDoD>

---

**From:**

**Sent:** Monday, January 6, 2020 12:28 PM

**To:** Ryder, Patrick S Col USAF SAF-PA (USA) <[patrick.s.ryder2.mil@mail.mil](mailto:patrick.s.ryder2.mil@mail.mil)>

**Subject:** Slide Template

Latest to work with...

Thanks



**From:** [Thomas, Edward W \(Ed\) JR Brig Gen USAF SAF-PA \(USA\)](#)  
**To:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**Subject:** FW: FOUO\\ USSF Branding Sampling  
**Date:** Monday, January 6, 2020 1:51:50 PM  
**Attachments:** [REDACTED]

---

See below. How are we doing on our seal inputs?

Come talk to me if you can.

EDWARD W. THOMAS, JR., BRIG GEN, USAF  
Director of Air & Space Force Public Affairs  
[703.697.6061](tel:703.697.6061)  
[www.af.mil](http://www.af.mil)  
**Aim High!**

---

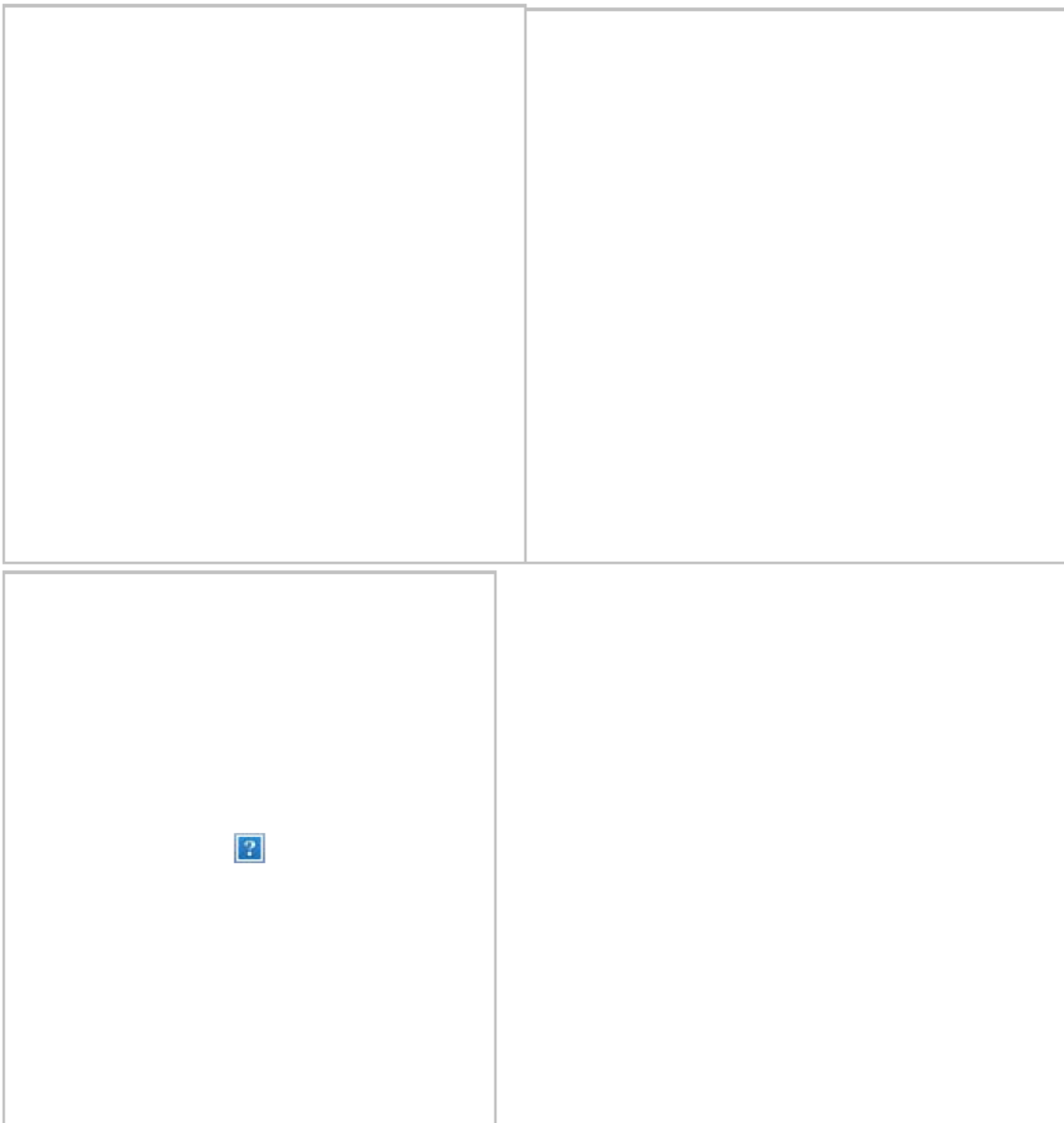
**From:** Crosier, Clinton E Maj Gen USAF (USA) <clinton.e.crosier.mil@mail.mil>  
**Sent:** Monday, January 6, 2020 10:56 AM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
[REDACTED] Thomas, Edward W (Ed) JR Brig Gen USAF SAF-PA (USA) <edward.w.thomas18.mil@mail.mil>  
**Subject:** FW: FOUO\\ USSF Branding Sampling

Rob,

Here were some of the other ideas...it includes the Hexagon concept we talked about.

Object 1 is a great idea for a HQ patch (but maybe on a hexagon), object 2 is a good starting point for Seal Option 3, and object 3 I think is a good option for logo (along with the first batch Ed Thomas showed SECAF...Ed, I think Gen Raymond wants us back at the ones the SECAF didn't like...I think he will be included to try to discuss with her.

Clint



---

**From:** [REDACTED]  
**Sent:** Saturday, January 04, 2020 1:51 PM  
**To:** Thompson, David D Lt Gen USAF AFSPC/CV (USA) <[david.d.thompson3.mil@mail.mil](mailto:david.d.thompson3.mil@mail.mil)>; Crosier, Clinton E Maj Gen USAF (USA) <[clinton.e.crosier.mil@mail.mil](mailto:clinton.e.crosier.mil@mail.mil)>  
**Cc:** Whiting, Stephen N Maj Gen USAF AFSPC CD (USA) <[stephen.whiting@us.af.mil](mailto:stephen.whiting@us.af.mil)>; [REDACTED]  
[REDACTED]  
**Subject:** FOUO\\ USSF Branding Sampling

This e-mail contains FOR OFFICIAL USE ONLY (FOUO) information which must be protected under the Freedom of Information Act (5 U.S.C. 552) and/or the Privacy Act of 1974 (5 U.S.C. 552a). Unauthorized disclosure or misuse of this PERSONAL INFORMATION may result in disciplinary action, criminal and/or civil penalties. Further distribution is prohibited without the approval of the author of this message unless the recipient has a need to know in the performance of official duties. If you have received this message in error, please notify the sender and delete all copies of this message.

---

Gentlemen,

Please see attached collection of online Space Force branding ideas from Airman and interested folks across the internet [REDACTED] is an active member of the Reddit community (link below – handle u/SPACECOM\_CCC) and often talks to the “troops” on there.

This is the site Gen Raymond was referring to – a lot of interesting ideas (and memes) on there.

<https://www.reddit.com/r/SpaceForce/>

I am off to the Pre Command Course to 2 x weeks, so please beat up MAJ Whalen if you need anything.

Vr,

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]



**From:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**To:** [REDACTED]  
**Cc:** [svetlana.bilenkina@gmail.com](mailto:svetlana.bilenkina@gmail.com)  
**Subject:** //REQUEST/USSF Seals  
**Date:** Monday, January 6, 2020 5:01:00 PM  
**Attachments:** [REDACTED]

---

Christian,

Can you please send the two attached seals to me as PSD files as soon as possible? I am cc'ing my gmail as well.

Thanks!  
svetlana

Svetlana Bilenkina  
Lead, Senior Leader Executive Support Team  
Secretary of the Air Force Public Affairs  
Comm: 703.697.9079 | DSN: 227.9079  
1690 Air Force Pentagon, 1D888  
Washington, DC 20330-1690

**From:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**To:** [Thomas, Edward W \(Ed\) JR Brig Gen USAF SAF-PA \(USA\)](#); [Crosier, Clinton E Maj Gen USAF \(USA\)](#)  
**Cc:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#); [Renne, Jerry SES USAF SAF-PA \(USA\)](#); [REDACTED]  
**Subject:** RE: FOUO\\(FOUO) FOR REVIEW: Proposed Space Force Seals  
**Date:** Tuesday, January 07, 2020 10:21:06 AM  
**Attachments:** [REDACTED]

---

This e-mail contains **FOR OFFICIAL USE ONLY (FOUO)**

---

Gen Crosier and Gen Thomas,

Attached is the update! Please let me know if this is what you had in mind.

Thank you,  
v/r  
svetlana

Svetlana Bilenkina  
Lead, Senior Leader Executive Support Team  
Secretary of the Air Force Public Affairs  
Comm: 703.697.9079 | DSN: 227.9079  
1690 Air Force Pentagon, 1D888  
Washington, DC 20330-1690

---

**From:** Thomas, Edward W (Ed) JR Brig Gen USAF SAF-PA (USA) <edward.w.thomas18.mil@mail.mil>  
**Sent:** Tuesday, January 07, 2020 10:04 AM  
**To:** Crosier, Clinton E Maj Gen USAF (USA) <clinton.e.crosier.mil@mail.mil>; Bilenkina, Svetlana CIV USAF SAF-PA (US) <svetlana.bilenkina.civ@mail.mil>  
**Cc:** Ryder, Patrick S Col USAF SAF-PA (USA) <patrick.s.ryder2.mil@mail.mil>; Renne, Jerry SES USAF SAF-PA (USA) <jerry.renne.civ@mail.mil>; [REDACTED]  
[REDACTED]  
**Subject:** RE: FOUO\\(FOUO) FOR REVIEW: Proposed Space Force Seals

Roger sir.

Svetlana, pls see below.

VR,  
Ed

EDWARD W. THOMAS, JR., BRIG GEN, USAF  
Director of Air & Space Force Public Affairs  
[703.697.6061](tel:703.697.6061)  
[www.af.mil](http://www.af.mil)  
**Aim High!**

---

**From:** Crosier, Clinton E Maj Gen USAF (USA) <[clinton.e.crosier.mil@mail.mil](mailto:clinton.e.crosier.mil@mail.mil)>  
**Sent:** Tuesday, January 7, 2020 10:03 AM  
**To:** Thomas, Edward W (Ed) JR Brig Gen USAF SAF-PA (USA) <[edward.w.thomas18.mil@mail.mil](mailto:edward.w.thomas18.mil@mail.mil)>  
**Cc:** Ryder, Patrick S Col USAF SAF-PA (USA) <[patrick.s.ryder2.mil@mail.mil](mailto:patrick.s.ryder2.mil@mail.mil)>; Renne, Jerry SES USAF SAF-PA (USA) <[jerry.renne.civ@mail.mil](mailto:jerry.renne.civ@mail.mil)>; [REDACTED]  
[REDACTED]  
**Subject:** Re: FOUO\\(FOUO) FOR REVIEW: Proposed Space Force Seals

I like the first one. Can we put the "orbit" around the earth Vice around the delta though?

Clint

---

**From:** "Thomas, Edward W (Ed) JR Brig Gen USAF SAF-PA (USA)" <[edward.w.thomas18.mil@mail.mil](mailto:edward.w.thomas18.mil@mail.mil)>  
**Date:** Monday, January 6, 2020 at 9:44:13 PM  
**To:** "Crosier, Clinton E Maj Gen USAF (USA)" <[clinton.e.crosier.mil@mail.mil](mailto:clinton.e.crosier.mil@mail.mil)>  
**Cc:** "Ryder, Patrick S Col USAF SAF-PA (USA)" <[patrick.s.ryder2.mil@mail.mil](mailto:patrick.s.ryder2.mil@mail.mil)>, "Renne, Jerry SES USAF SAF-PA (USA)" <[jerry.renne.civ@mail.mil](mailto:jerry.renne.civ@mail.mil)>, [REDACTED]  
[REDACTED]  
**Subject:** Fwd: FOUO\\(FOUO) FOR REVIEW: Proposed Space Force Seals

Gen Crosier, see attached.

VR,  
Ed

---

**From:** "Ryder, Patrick S Col USAF SAF-PA (USA)" <[patrick.s.ryder2.mil@mail.mil](mailto:patrick.s.ryder2.mil@mail.mil)>  
**Date:** Monday, January 6, 2020 at 21:24:38  
**To:** "Thomas, Edward W (Ed) JR Brig Gen USAF SAF-PA (USA)" <[edward.w.thomas18.mil@mail.mil](mailto:edward.w.thomas18.mil@mail.mil)>  
**Cc:** "Renne, Jerry SES USAF SAF-PA (USA)" <[jerry.renne.civ@mail.mil](mailto:jerry.renne.civ@mail.mil)>, "Russell, William A Maj USAF SAF-PA (USA)" <[william.a.russell106.mil@mail.mil](mailto:william.a.russell106.mil@mail.mil)>, "Bilenkina, Svetlana CIV USAF SAF-PA (US)" <[svetlana.bilenkina.civ@mail.mil](mailto:svetlana.bilenkina.civ@mail.mil)>, "Wright, Ashley M CIV USAF (USA)" <[ashley.m.wright52.civ@mail.mil](mailto:ashley.m.wright52.civ@mail.mil)>  
**Subject:** FOUO\\(FOUO) FOR REVIEW: Proposed Space Force Seals

This e-mail contains FOR OFFICIAL USE ONLY (FOUO)

---

Brig Gen Thomas -- Attached for your review are four Space Force seals for consideration: the two that you and Maj Gen Crosier requested (with some slight color/element modifications to make them look cleaner) and two additional proposals that incorporate the eagle and the delta...but which do not mirror the US Space Command seal. Pending your feedback, we'll be prepared to provide the seals and the updated logos to Maj Gen Crosier's team tomorrow for inclusion in the SecAF/CSO briefing package as appropriate, sir.

Kudos to Svetlana for the quick work on these updates!

V/R

Pat

Col Patrick S. Ryder, USAF

Special Assistant to the Director of Public Affairs

Office of the Secretary of the Air Force

(O) 703-693-9085

<https://www.af.mil/>

<https://twitter.com/USairforce>

<https://www.spaceforce.mil/>

<https://twitter.com/SpaceForceDoD>

**From:** [Russell, William A Maj USAF SAF-PA \(USA\)](#)  
**To:** [REDACTED]  
**Cc:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#); [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**Subject:** //URGENT REQUEST//Print Request (Please keep close hold)  
**Date:** Tuesday, January 7, 2020 10:32:20 AM  
**Attachments:** [REDACTED]  
**Importance:** High

---

[REDACTED] -

Thanks for the assist! We owe you one for sure. Per our discussion we need 3 copies of the attached slides on foam (we call it cork) board – all native size (8.5x11).

Please note, we'll have some additional requests for products.

Bottom-line: Please keep close hold, these slides are being used to support a White House level meeting.

Very Respectfully,  
Will

WILLIAM A. RUSSELL, Major, USAF  
Air Force Press Desk  
Secretary of the Air Force Public Affairs (SAF/PAO)  
1690 Air Force Pentagon  
Washington, D.C. 20330  
Press Desk: 703-695-0640  
Direct: 703-571-2784 DSN 671-2784

"Space is a top concern, a top interest, and a top priority."


**From:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#)  
**To:** [Russell, William A Maj USAF SAF-PA \(USA\)](#)  
**Cc:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#); [Wright, Ashley M CIV USAF \(USA\)](#)  
**Subject:** 20-01-07 VPOTUS Supporting Material -- 8 Jan 20 (PA edits).pptx  
**Date:** Tuesday, January 7, 2020 11:33:22 AM  
**Attachments:** [REDACTED]

---

Will -- Please see if A2 can quickly print the additional two slides on cork board before they close: slide 8 & 6. Thanks very much!

V/R

Col Patrick S. Ryder, USAF  
Special Assistant to the Director of Public Affairs  
Office of the Secretary of the Air Force  
(O) 703-693-9085  
<https://www.af.mil/>  
<https://twitter.com/USairforce>  
<https://www.spaceforce.mil/>  
<https://twitter.com/SpaceForceDoD>

**From:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#)  
**To:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**Subject:** 20-01-07 VPOTUS Supporting Material v2 -- 8 Jan 20.pptx  
**Date:** Tuesday, January 7, 2020 12:18:40 PM  
**Attachments:** 

---



**From:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**To:** [REDACTED]  
**Cc:** [Russell, William A Maj USAF SAF-PA \(USA\)](#)  
**Subject:** USSF Slides  
**Date:** Tuesday, January 7, 2020 12:44:00 PM  
**Attachments:** (b) (5) [REDACTED]

---

[REDACTED],

Thank you so much for printing these for us!

Attached are the slides.

THANK YOU!!

svetlana

Svetlana Bilenkina  
Lead, Senior Leader Executive Support Team  
Secretary of the Air Force Public Affairs  
Comm: 703.697.9079 | DSN: 227.9079  
1690 Air Force Pentagon, 1D888  
Washington, DC 20330-1690

**From:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#)  
**To:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#)  
**Subject:** Updated Slides  
**Date:** Tuesday, January 7, 2020 12:52:00 PM  
**Attachments:** [REDACTED]

---

Sir,

Attached are the updated slides.

Thank you!  
svetlana

Svetlana Bilenkina  
Lead, Senior Leader Executive Support Team  
Secretary of the Air Force Public Affairs  
Comm: 703.697.9079 | DSN: 227.9079  
1690 Air Force Pentagon, 1D888  
Washington, DC 20330-1690

**From:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#)  
**To:** [Thompson, David D Lt Gen USAF AFSPC/CV \(USA\)](#)  
**Cc:** [REDACTED] [Crosier, Clinton E Maj Gen USAF \(USA\)](#); [Thomas, Edward W \(Ed\) JR Brig Gen USAF SAF-PA \(USA\)](#); [Russell, William A Maj USAF SAF-PA \(USA\)](#); [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#); [Wright, Ashley M CIV USAF \(USA\)](#)  
**Subject:** RE: slides  
**Date:** Tuesday, January 7, 2020 1:07:00 PM  
**Attachments:** [REDACTED]

---

Lt Gen Thompson – Please see updated slides attached, which include Mr Rego’s inputs. We’re printing out the form boards now of slides 5-9 and will deliver to your office ASAP, sir.

V/R

Pat

Col Patrick S. Ryder, USAF  
Special Assistant to the Director of Public Affairs  
Office of the Secretary of the Air Force  
(O) 703-693-9085  
<https://www.af.mil/>  
<https://twitter.com/USairforce>  
<https://www.spaceforce.mil/>  
<https://twitter.com/SpaceForceDoD>

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**From:** Thompson, David D Lt Gen USAF AFSPC/CV (USA) <david.d.thompson3.mil@mail.mil>  
**Sent:** Tuesday, January 7, 2020 12:14 PM  
**To:** Ryder, Patrick S Col USAF SAF-PA (USA) <patrick.s.ryder2.mil@mail.mil>  
**Cc:** [REDACTED]  
**Subject:** FW: slides


Pat,

Print updated slide 5 on foam board

Print slide 6 as soon as you all have made changes to the bottom seals per [REDACTED] feedback and have hi quality versions of them

That then just leaves the Space Force logo slide to be printed, once we have closed on that

VR,  
LG T

**From:** [Ryder, Patrick S Col USAF SAF-PA \(USA\)](#)  
**To:** [Bilenkina, Svetlana CIV USAF SAF-PA \(US\)](#); [Russell, William A Maj USAF SAF-PA \(USA\)](#)  
**Cc:** [Thomas, Edward W \(Ed\) JR Brig Gen USAF SAF-PA \(USA\)](#); [Stefanek, Ann M CIV USAF SAF-PA \(USA\)](#); [Svetlana Bilenkina](#)  
**Subject:** ACTION: USSF Seal-Logo Slides Guidance & Printing  
**Date:** Tuesday, January 7, 2020 2:50:21 PM  
**Attachments:** 

---

Svetlana -- FYSA, we've received initial feedback and guidance regarding the seal/logo slide deck:

- SF seal slide: looks good - no changes
- SF logos slide:
  - 1) align the logos to be more symmetrical in appearance (i.e. so the last one isn't hanging out alone)
  - 2) Ensure the logo (and seal) graphics are as hi-res/hi-quality as possible to ensure highest quality printout
- Reprint slides on foam board, but twice as large as the 8X11 version provided today to make them easier to read

If possible, please make the requested changes to the slide tonight or first thing tomorrow morning so we can get them to the printers before 0900 hrs. (IMPORTANT NOTE: Brig Gen Thomas will likely receive some additional feedback from CSO overnight on the logos. If he does, we'll ensure you have it ASAP to incorporate into the SF logos slide as necessary).

Will -- According to Mr Rego, SecAF will depart for the WH at 1000 hrs tomorrow, so we'll need to ensure we have the bigger version of the slides printed out and prepared for delivery NLT 0930 hrs.

Thanks in advance to you both. I've copied Brig Gen Thomas on this note for SA and in case he has any additional guidance. Please acknowledge receipt and let me know if you have any questions. Standing by...

V/R

Col Patrick S. Ryder, USAF  
Special Assistant to the Director of Public Affairs  
Office of the Secretary of the Air Force  
(O) 703-693-9085  
<https://www.af.mil/>  
<https://twitter.com/USairforce>  
<https://www.spaceforce.mil/>  
<https://twitter.com/SpaceForceDoD>

# ***United States Space Force***

---

## **Supporting Material** ***VPOTUS Space Force Meeting***



**8 Jan 2020**



# Key Milestones and Activities

UNITED STATES SPACE FORCE

## Organization

- 1 Feb 20: Plan for USSF organizational structure (CRR)
- 3 Feb 20: National Space Intelligence Support Plan
- 1 Mar 20: USSF Reserve Components (CRR)

## Manpower & Personnel

- ✓ 3 Jan 20: CSO approval of initial hiring plan for Office of the CSO
- NLT 10 Jan 20: resolve USSF billet status for 2021 President's Budget

## Programming & Budget

- ✓ 3 Jan 20: spend plan approval for 2020 Space Force budget (\$40M)
- 10 Feb 20: anticipated USSF FY 21-26 funding requirements (CRR)
- Fall 2020: 2022 Space Force POM development and submission

## Architecture & Acquisition

- TBD: Space Acquisition Council Chartering
- 31 Mar 20: Development of new space acquisition process (CRR)
- 18 Apr 20: NRO/AF Acquisition Authority Integration (CRR)

## Outreach & Engagement

- 14 Jan 20: CSO Swearing In
- 1Q20: Rename select installations
- TBD Mar 20: USSF Stand-up Ceremony
- Feb/Mar 20: Posture Hearings

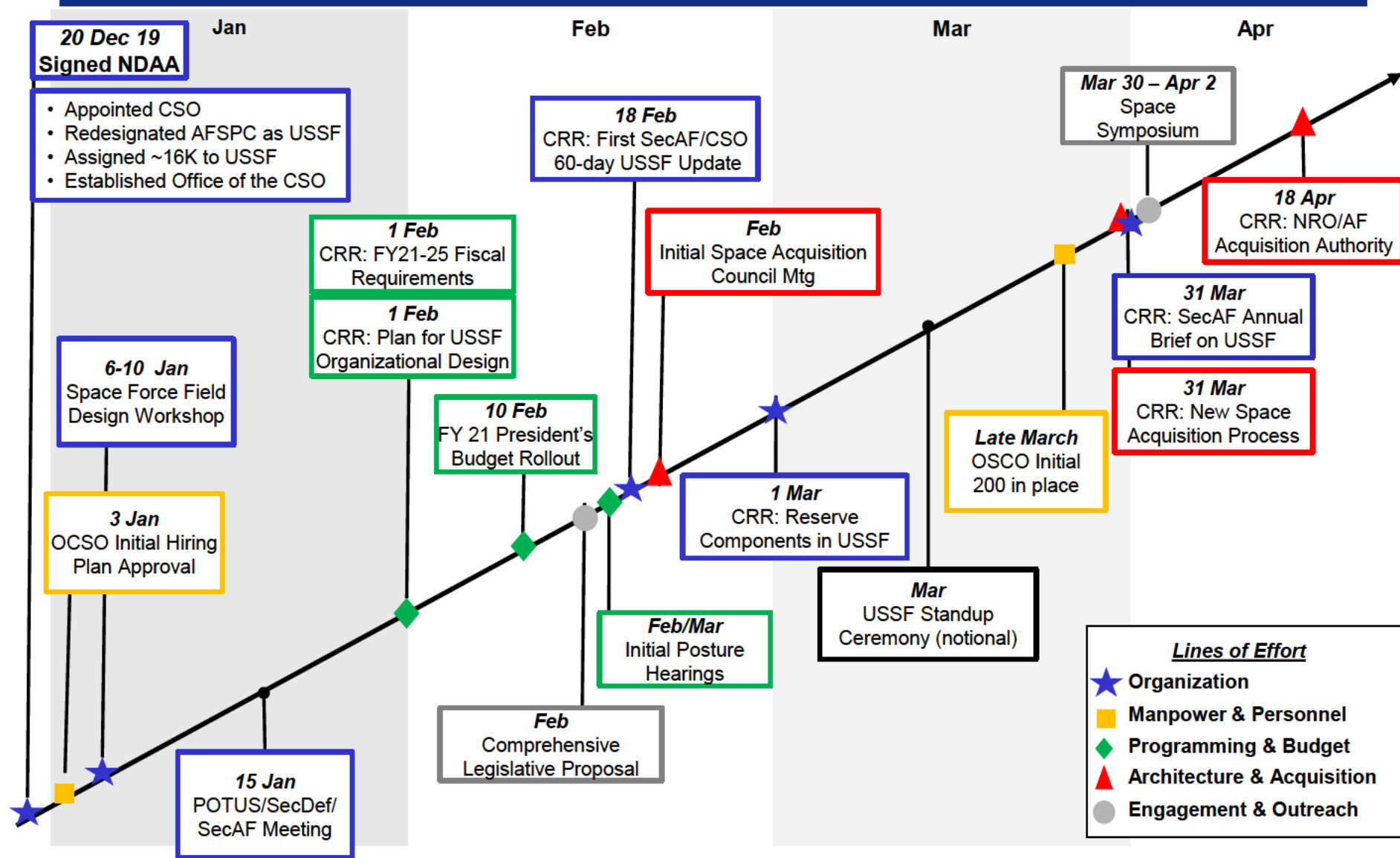
## Expected accomplishments in first year

- Fully functioning new Service
- Missile warning/missile defense incorporated into the new acquisition oversight process
- First "stand alone" Space budget
- New human talent management approach



UNITED STATES SPACE FORCE

# 120 Day Outlook







UNITED STATES SPACE FORCE

# ***Branding***

- **Distinctive, evocative symbols and designs that establish a U.S. Space Force identity and emphasize desired attributes**
  
- **Themes:**
  - **Bold, technology-driven, futuristic**
  - **Linked to space missions and heritage**
    - **Delta shape**
    - **Polaris (North Star)**
    - **Earth orbits**
  
- **Follow heraldic and Department guidance where required**



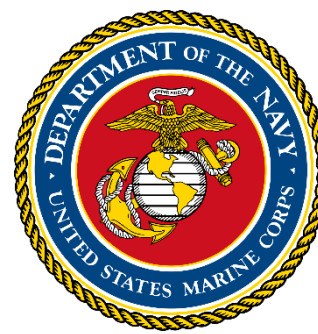
UNITED STATES SPACE FORCE

# Seals

## Department Seals:



## Service Seals:



***A Service Seal for the United States Space Force is needed.***



UNITED STATES SPACE FORCE

# ***Space Force Seal***



## **Next Steps:**

- **Additional leadership input and feedback**
- **Heraldry Institute review and finalize**



UNITED STATES SPACE FORCE

# Logos



**U.S. AIR FORCE**

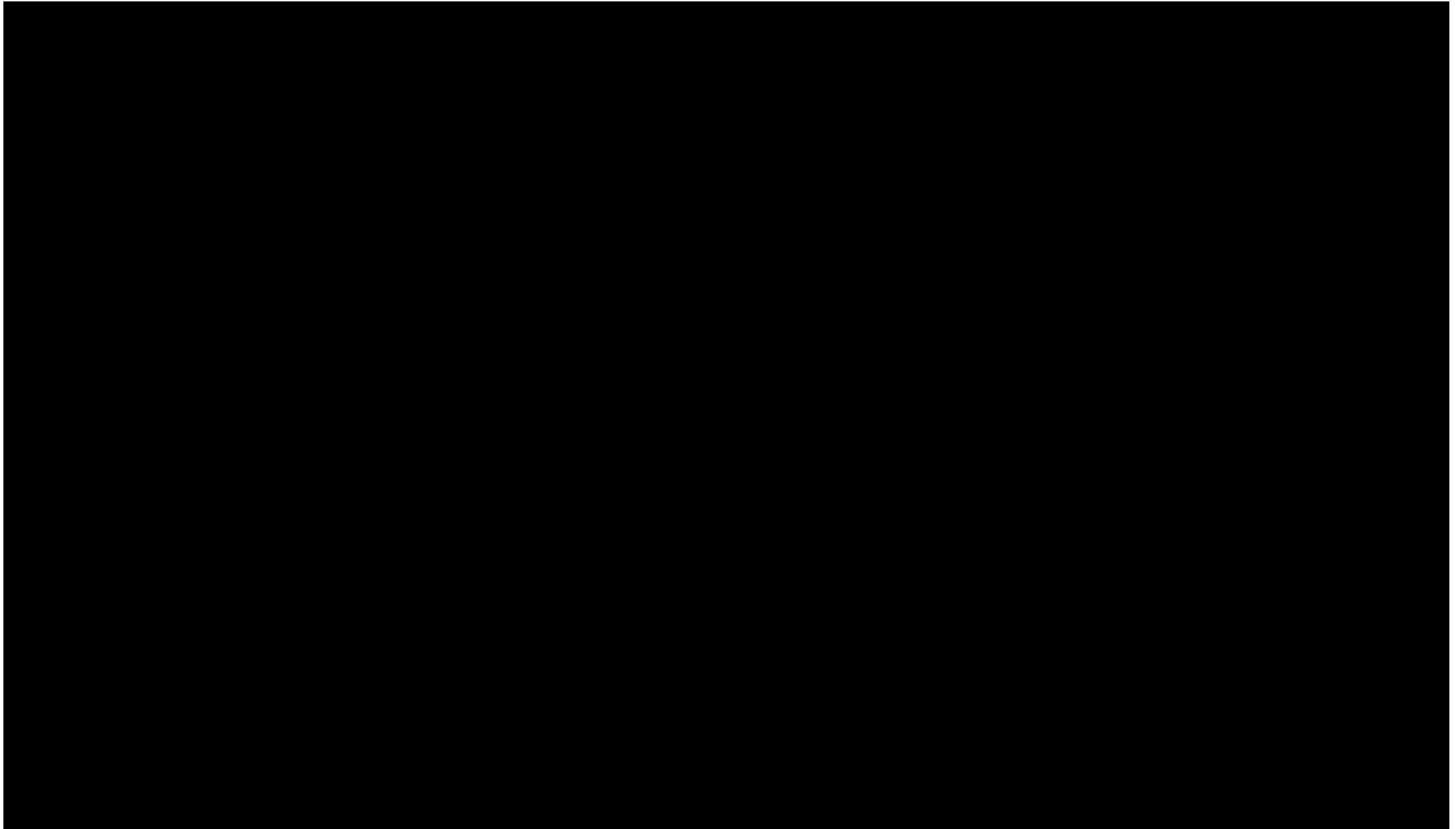


***A United States Space Force logo is needed.***



UNITED STATES SPACE FORCE

# ***Space Force Logo***





UNITED STATES SPACE FORCE

# U.S. Space Force Uniforms

- **Near-Term: utility uniform**
  - OCPs w/ distinctive nametape/ insignia stitching (gray, blue, etc)
  - New patch designs
  - Two weeks to prototype; two weeks to field final patches/insignia
- **Mid-Term: new Service Dress Uniform design**
  - Distinctive style and color palette
  - Modern look with classic elements
- **Longer-term**
  - Mess Dress Uniform
  - Physical Fitness Uniform



(Current as of: April 18, 2019)

(b) (5)

(b) (5)



(b) (5)

(b) (5)

(b) (5)



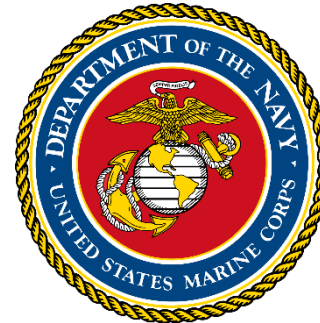
UNITED STATES SPACE FORCE

# Seals

## Department Seals:



## Service Emblems/Seals:



## Other Seals/Shields:

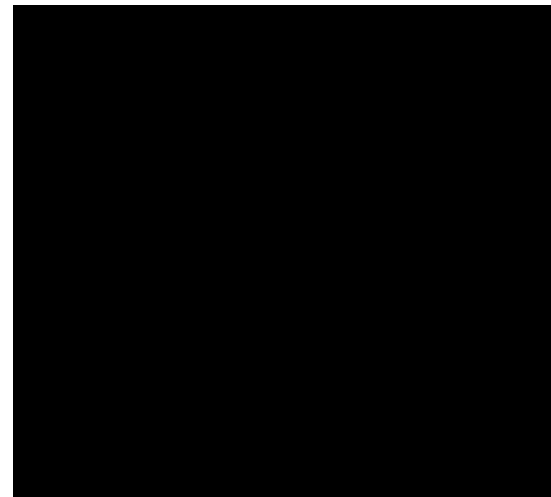
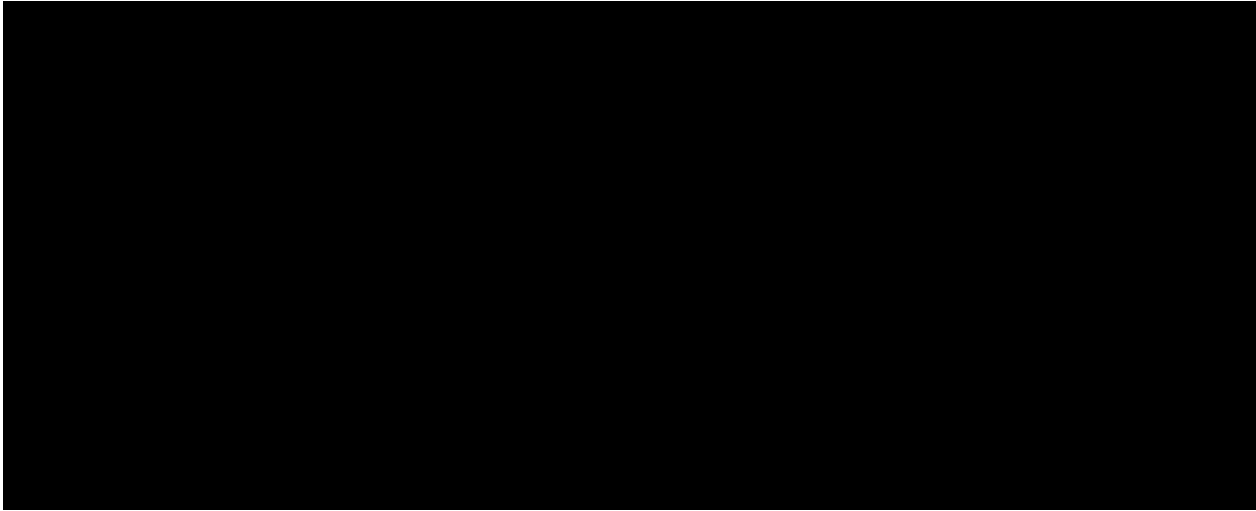


***A Service Seal for the United States Space Force is needed.***



UNITED STATES SPACE FORCE

# ***Space Force Seal***





UNITED STATES SPACE FORCE

# Logos



**U.S. AIR FORCE**

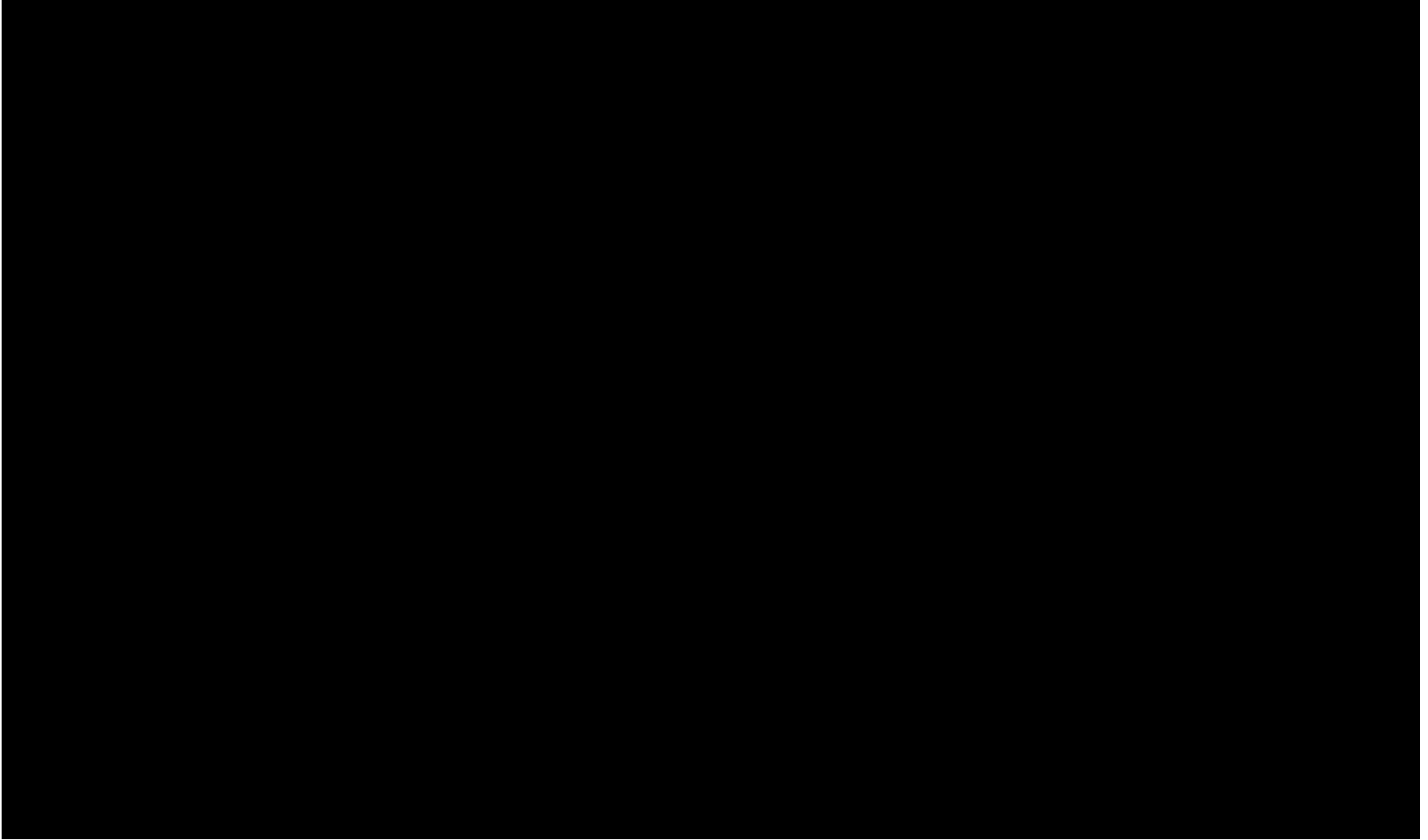


***A United States Space Force logo is needed.***



UNITED STATES SPACE FORCE

# ***Space Force Logo***





UNITED STATES SPACE FORCE

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(Current as of: April 18, 2019)





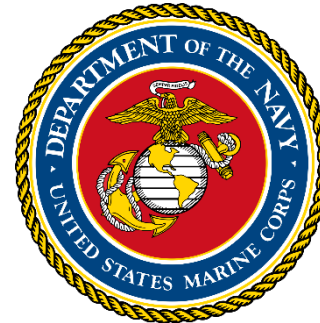
UNITED STATES SPACE FORCE

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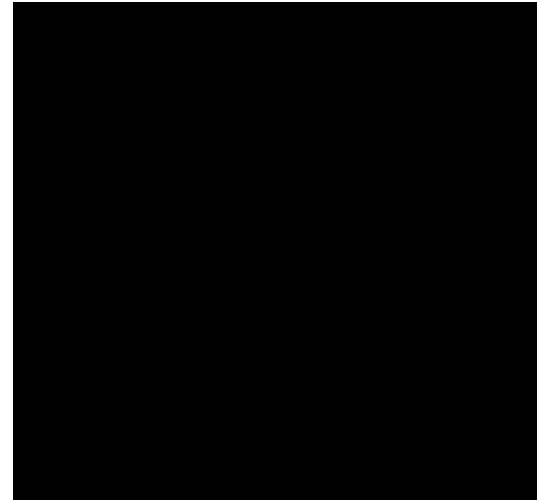
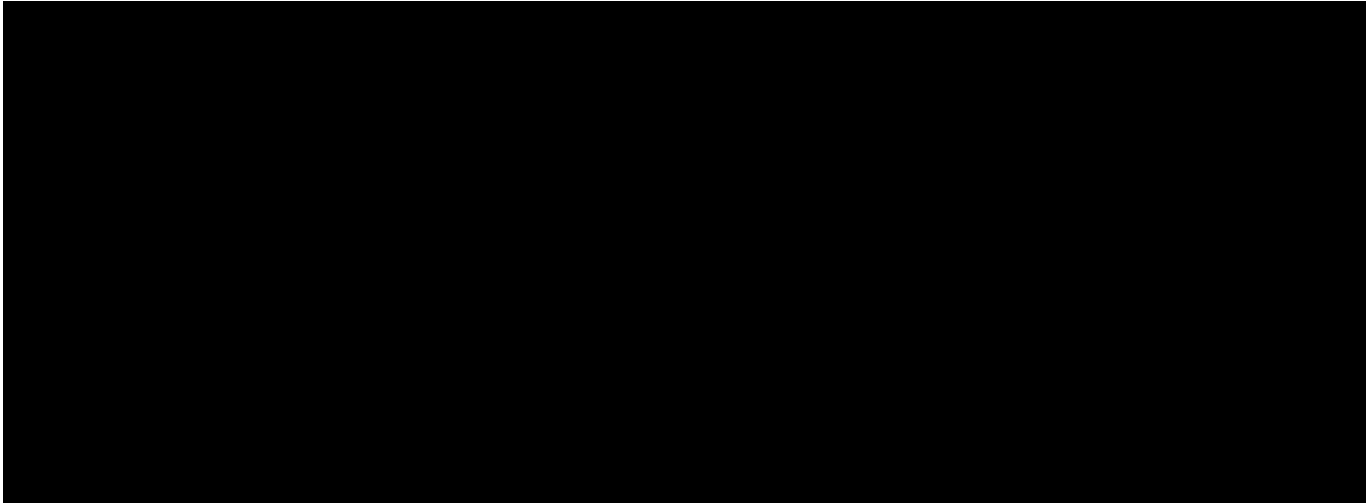


***A Service Seal for the United States Space Force is needed.***



UNITED STATES SPACE FORCE

# ***Space Force Seal***





UNITED STATES SPACE FORCE

# Logos



**U.S. AIR FORCE**



***A United States Space Force logo is needed.***



UNITED STATES SPACE FORCE

---

# ***Space Force Logo***

**Updated logo design  
pending SecAF approval**



UNITED STATES SPACE FORCE

# U.S. Space Force Uniforms

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(Current as of: April 18, 2019)

# ***United States Space Force***

---

## **Supporting Material** ***VPOTUS Space Force Meeting***



**8 Jan 2020**





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UNITED STATES SPACE FORCE

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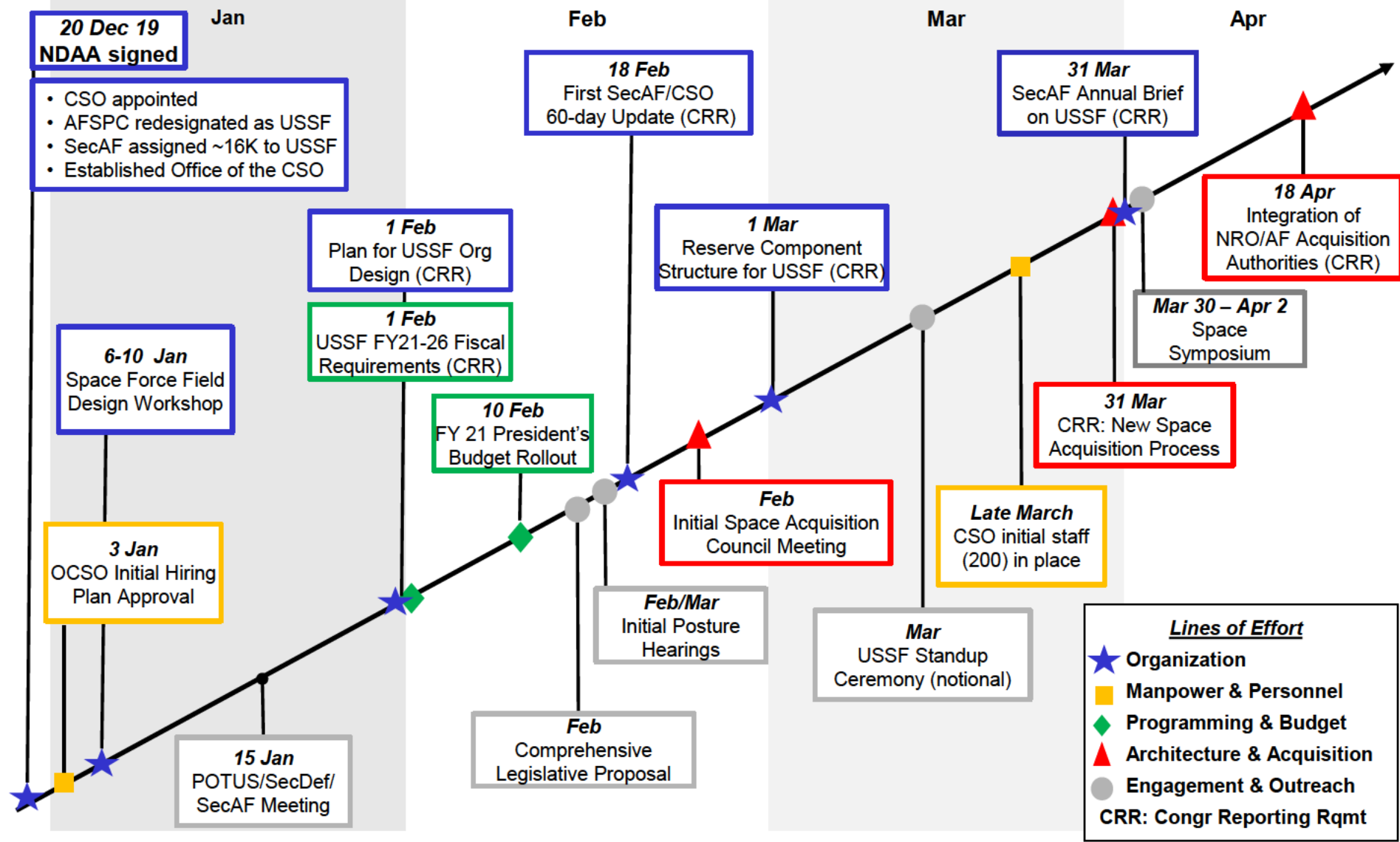
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- First "stand alone" Space budget
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UNITED STATES SPACE FORCE

# 120 Day Outlook







UNITED STATES SPACE FORCE

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---

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-



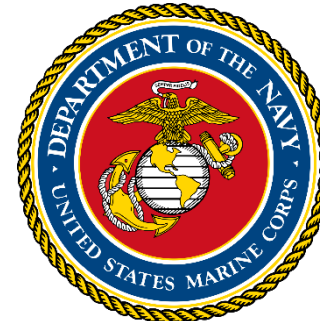
UNITED STATES SPACE FORCE

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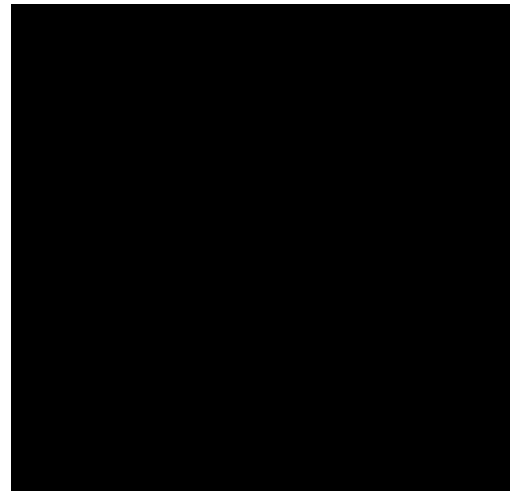
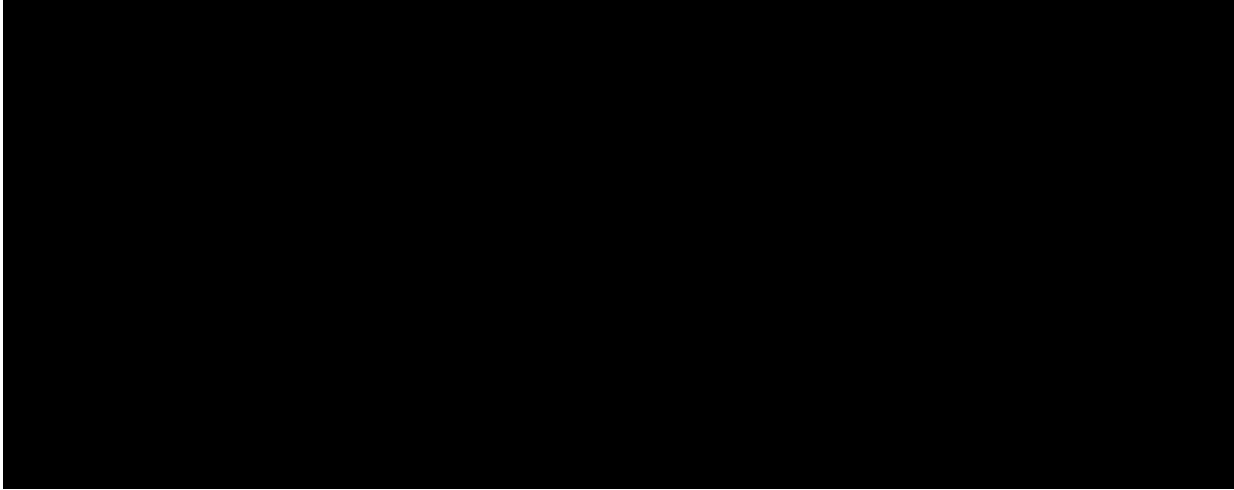


***A Service Seal for the United States Space Force is needed.***



UNITED STATES SPACE FORCE

# ***Space Force Seal***





UNITED STATES SPACE FORCE

# Logos



**U.S. AIR FORCE**

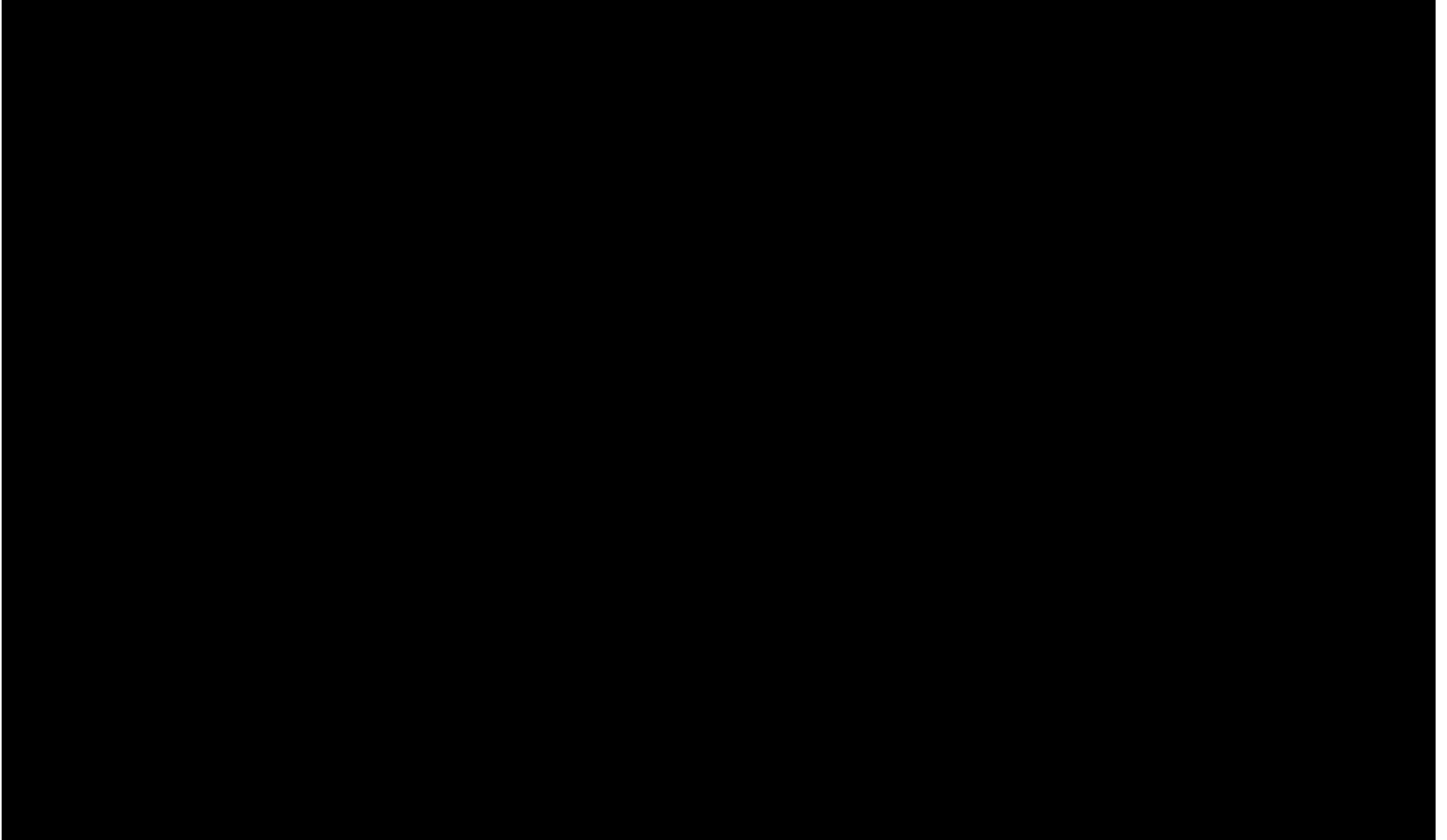


***A United States Space Force logo is needed.***



UNITED STATES SPACE FORCE

# ***Space Force Logo***





UNITED STATES SPACE FORCE

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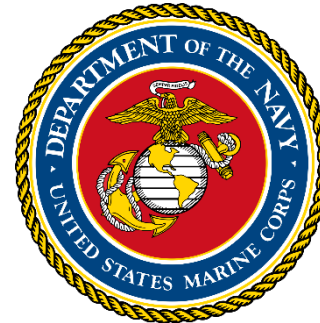
UNITED STATES SPACE FORCE

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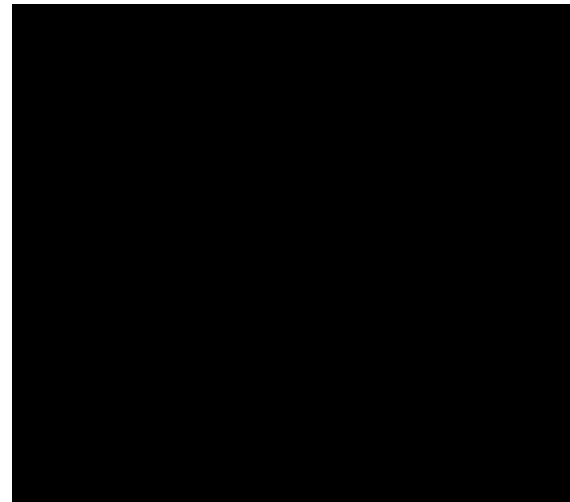
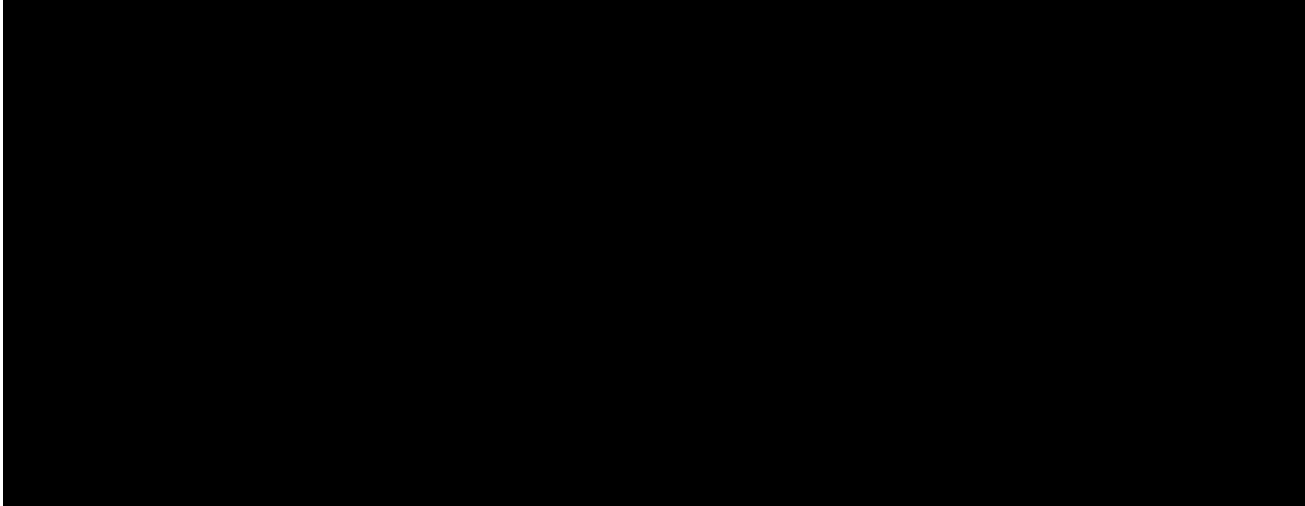


***A Service Seal for the United States Space Force is needed.***



UNITED STATES SPACE FORCE

# *Space Force Seal*







UNITED STATES SPACE FORCE

# Logos



**U.S. AIR FORCE**

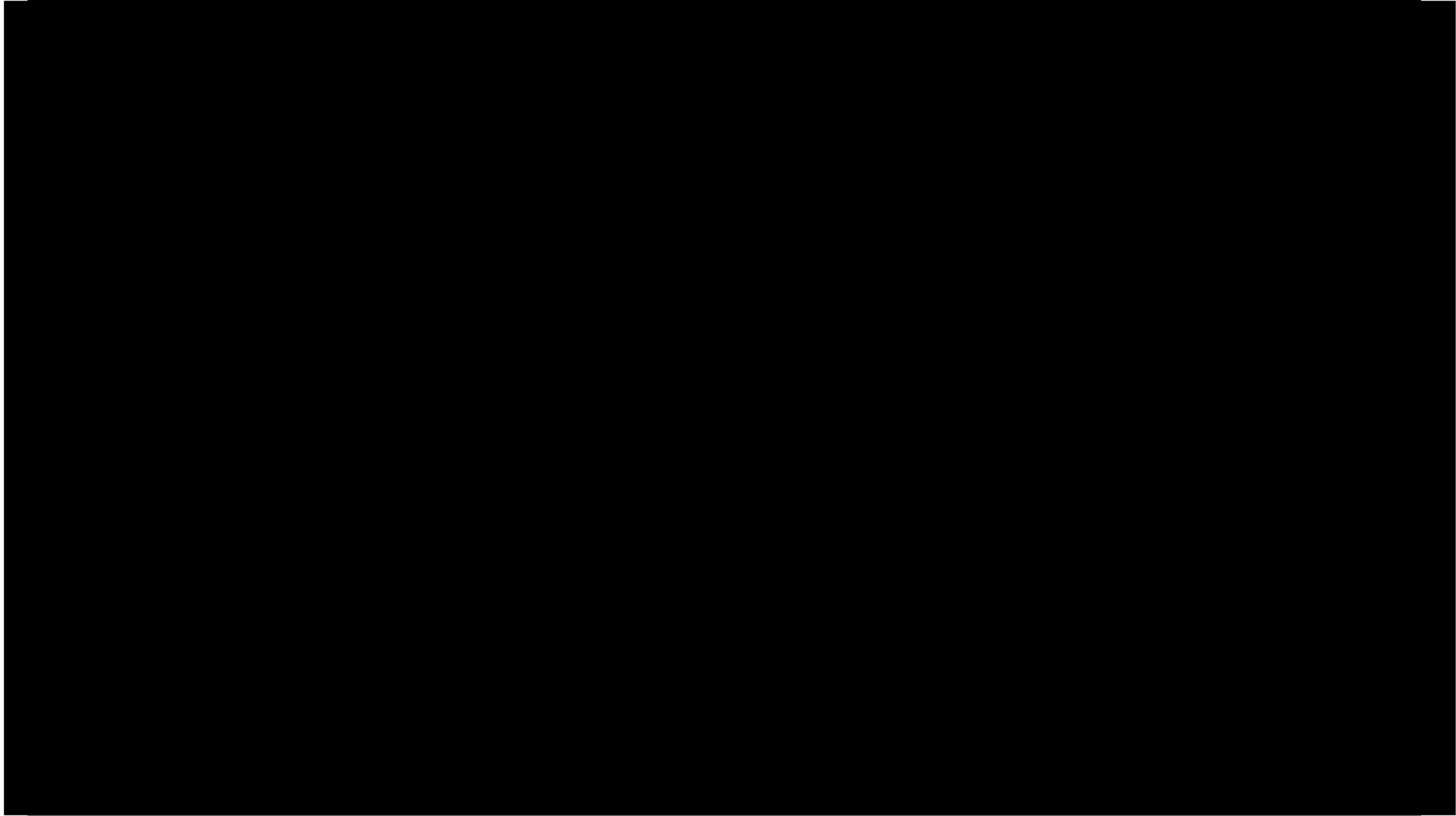


***A United States Space Force logo is needed.***



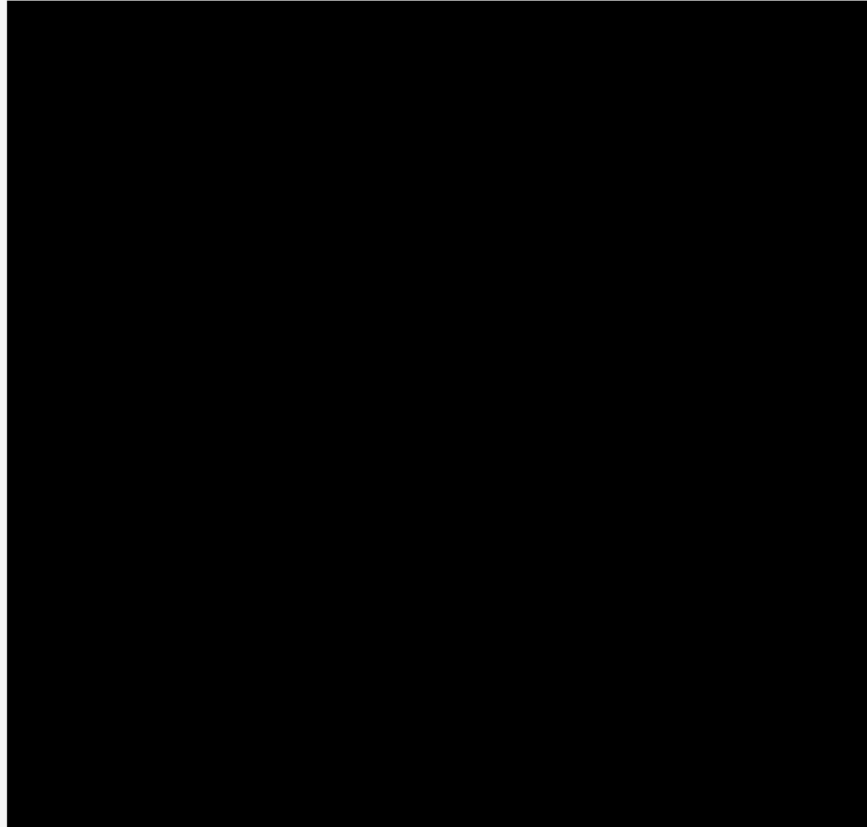
UNITED STATES SPACE FORCE

# ***Space Force Logo***



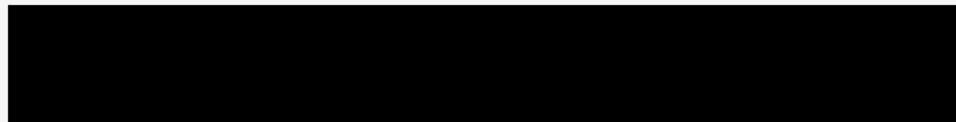
UNITED STATES SPACE FORCE

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# Seal & Shield USSF / HQSFP TF

SMSgt. Christian Michael  
Personal Submissions



# SUMMARY

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- Design Goals
- Points of Note
- USSF Seals
- HQ SFPTF Shield

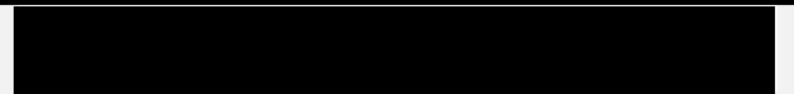




# DESIGN GOALS

---

- This PPT provides a broad mixture of designs -- some based on the BBP and some freeform -- to provide leadership a variety of styles, elements and themes for review.
- Leadership chooses among these existing elements and/or is inspired by current designs and proposes new elements for further iterations as Seal draws closer to a best design.
- SMSgt Michael incorporates selections/ideas into each draft until top 3 are identified for senior leadership approval.

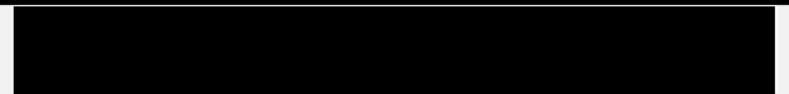




# POINTS OF NOTE

---

- ALL DESIGNS THROUGHOUT THIS PRESENTATION ARE MODIFIABLE AND ARE PRESENTED AS ELEMENTS AND IDEAS, SUBJECT TO INPUT AND CHANGE.
- Focus groups are recommended, in addition to leadership selections, grouped by ranks, career fields, etc., to create better buy-in.
- All designs are personal submissions by SMSgt Christian Michael, and are not official submissions by SAF/PA.



USSF SEAL 12/04



USSF SEAL 11/25



USSF SEAL 11/22

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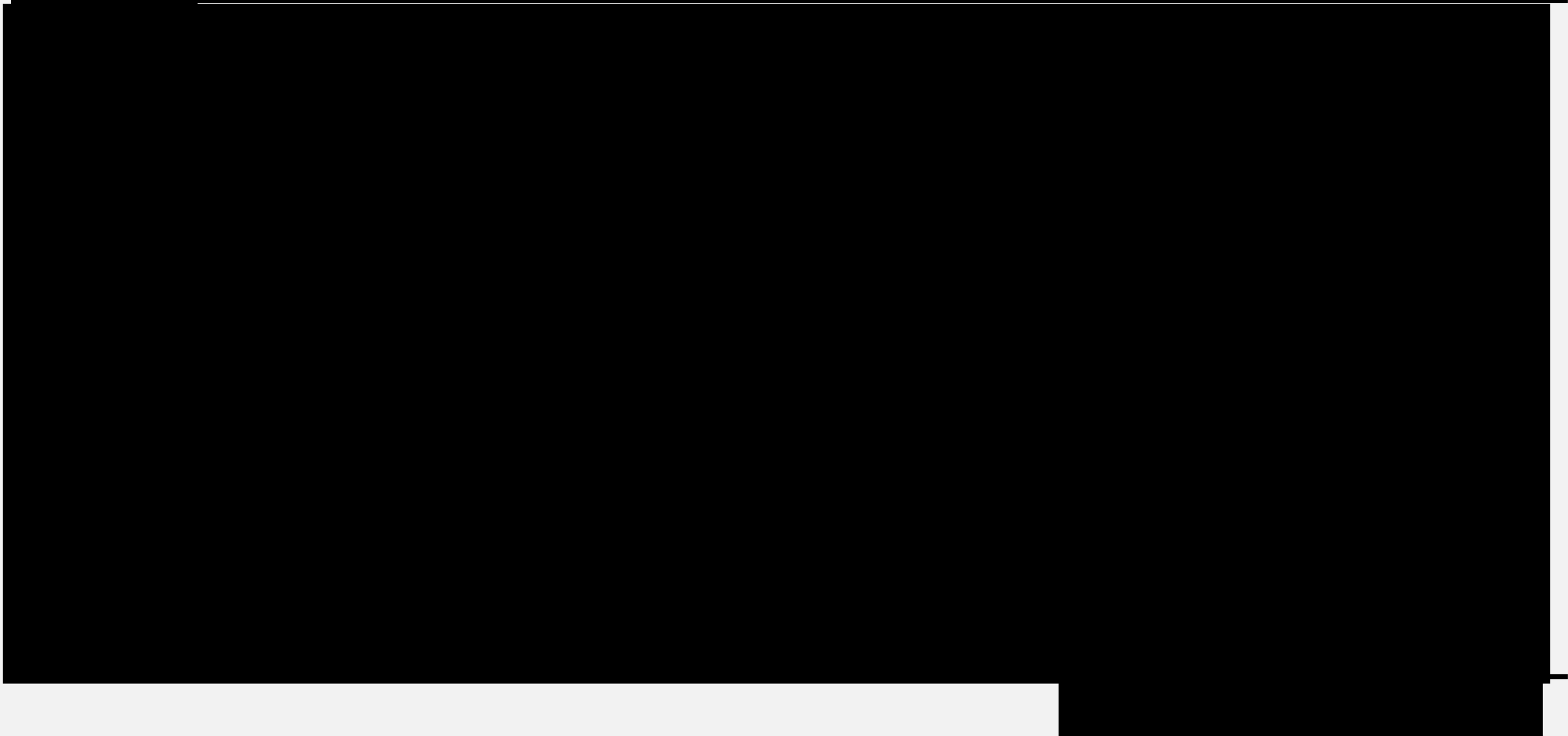
US SFPTF SHIELD 11/25

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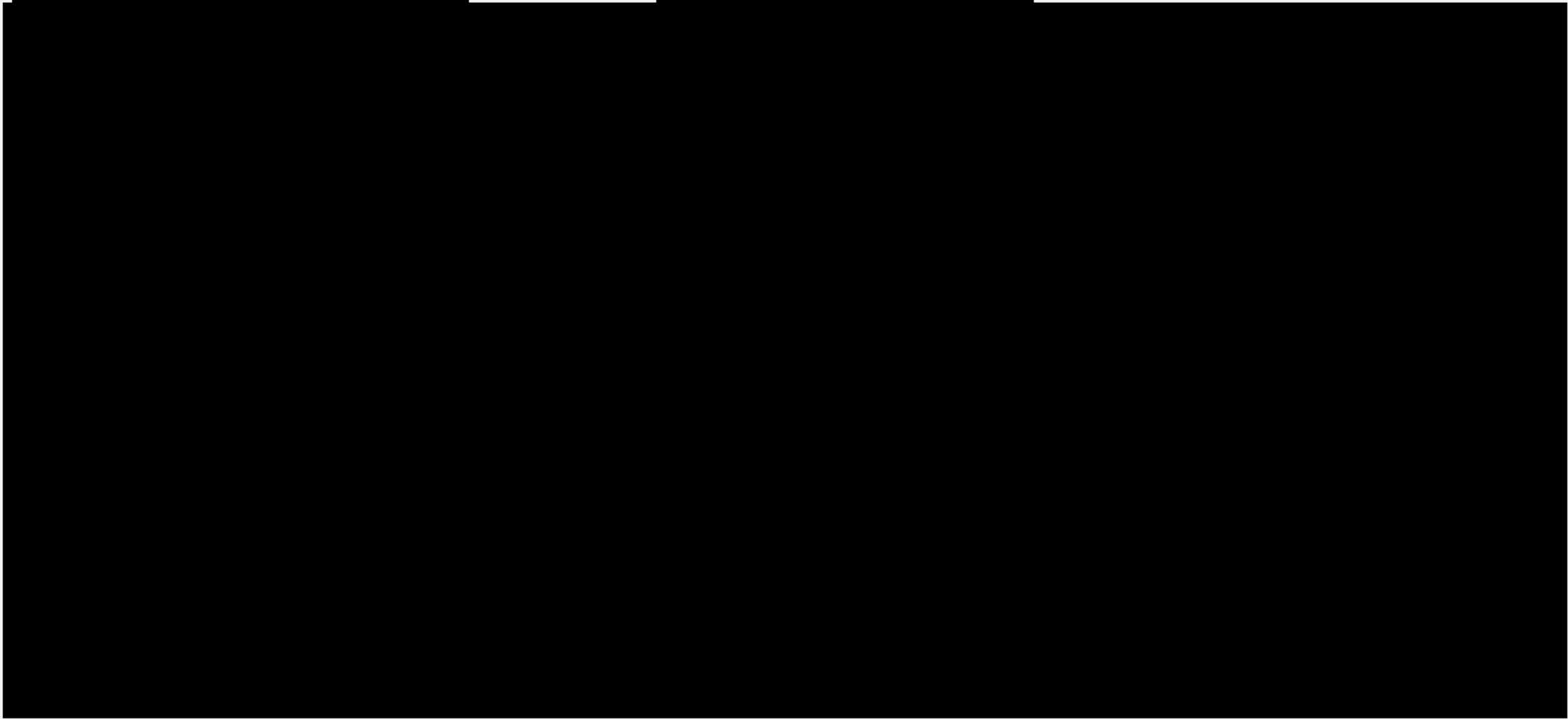
HQ SFPTF SHIELD 11/22

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USSF SYMBOL 11/22

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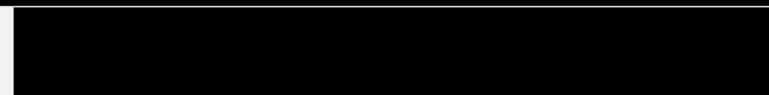


# SUMMARY

---

- Design Goals
- USSF Seal prior to NDAA
- HQSFPTF shield

SMSgt Christian Michael



# ***Headquarters U.S. Space Force***

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## **Space Force Branding**



**6 Jan 2020**



UNITED STATES SPACE FORCE

# ***Strategic Approach***

---

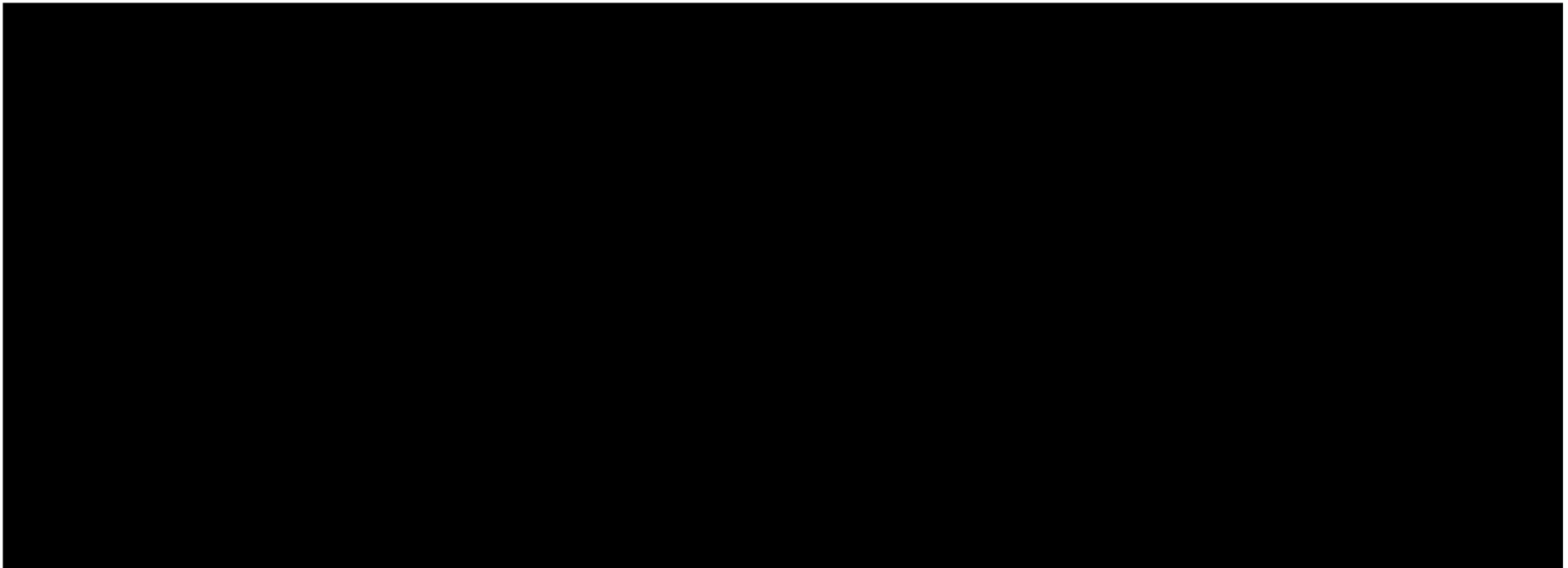
- **Key initial actions (Shield, Patch, Logo) help establish Space Force Brand**
  - **Builds visual symbols and identity of the Space Force**
  - **Tied to Air Force heritage, builds to Space Force future**
  - **Maintains recognized visual elements**
  - **Bold, distinctive, classic but modern**
  - **Follows heraldic and department guidance where necessary**
-



UNITED STATES SPACE FORCE

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# *Space Force Seal*

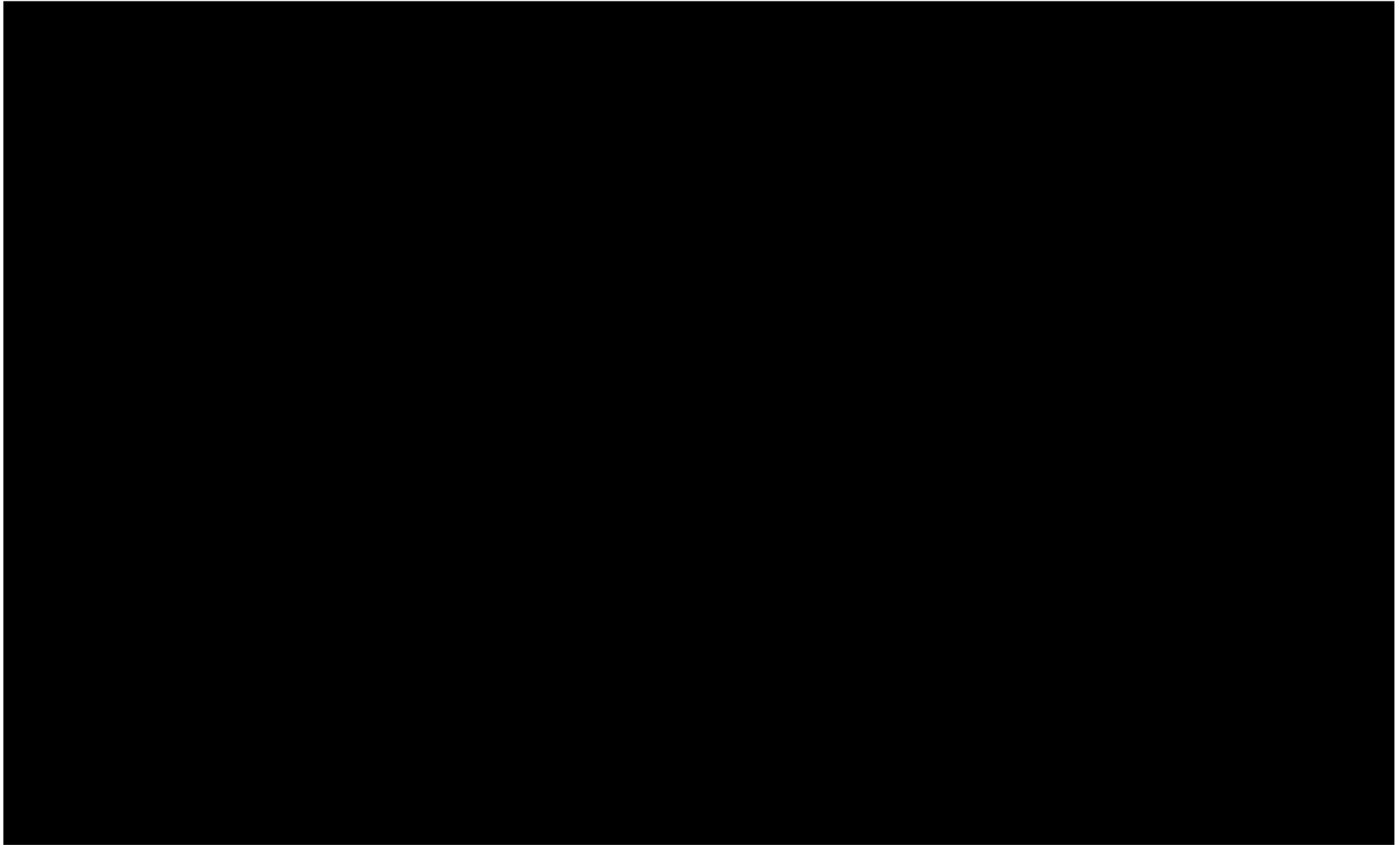






UNITED STATES SPACE FORCE

# *Space Force Seal*





UNITED STATES SPACE FORCE

# ***Space Force Patch***

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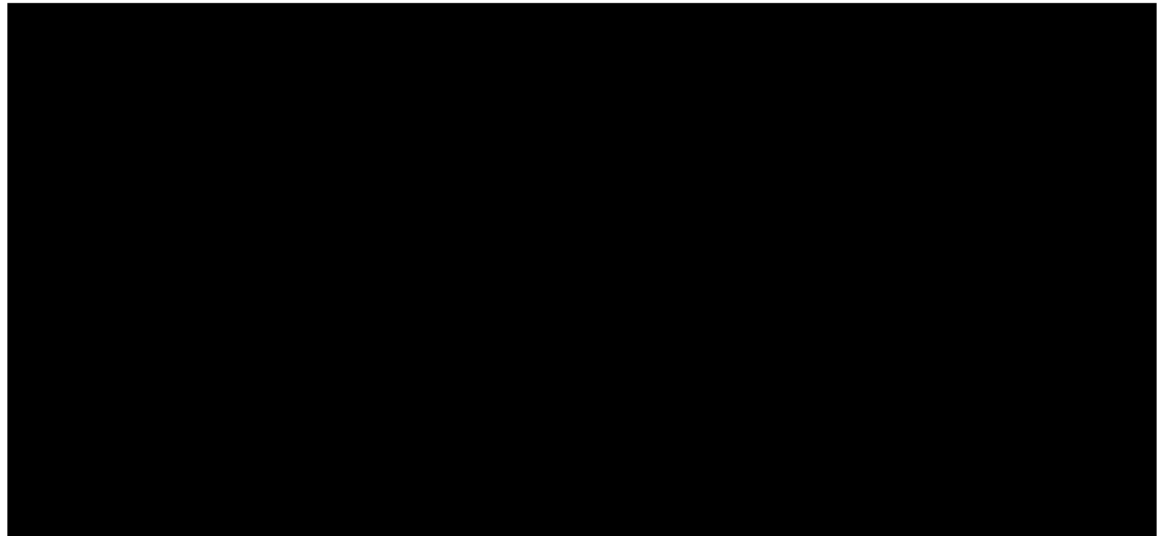
## **Previous Concepts**



**Common central  
symbology positive**

**Shape and style not  
distinctive**

## **New Concepts**

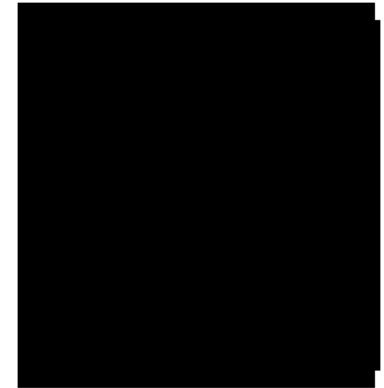




UNITED STATES SPACE FORCE

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# *Space Force Logo*





UNITED STATES SPACE FORCE

---

# ***Initial Space Force Uniform***

- **Click to edit Master text styles**
  - **Second level**
    - **Third level**
      - **Fourth level**
        - **Fifth level**



UNITED STATES SPACE FORCE

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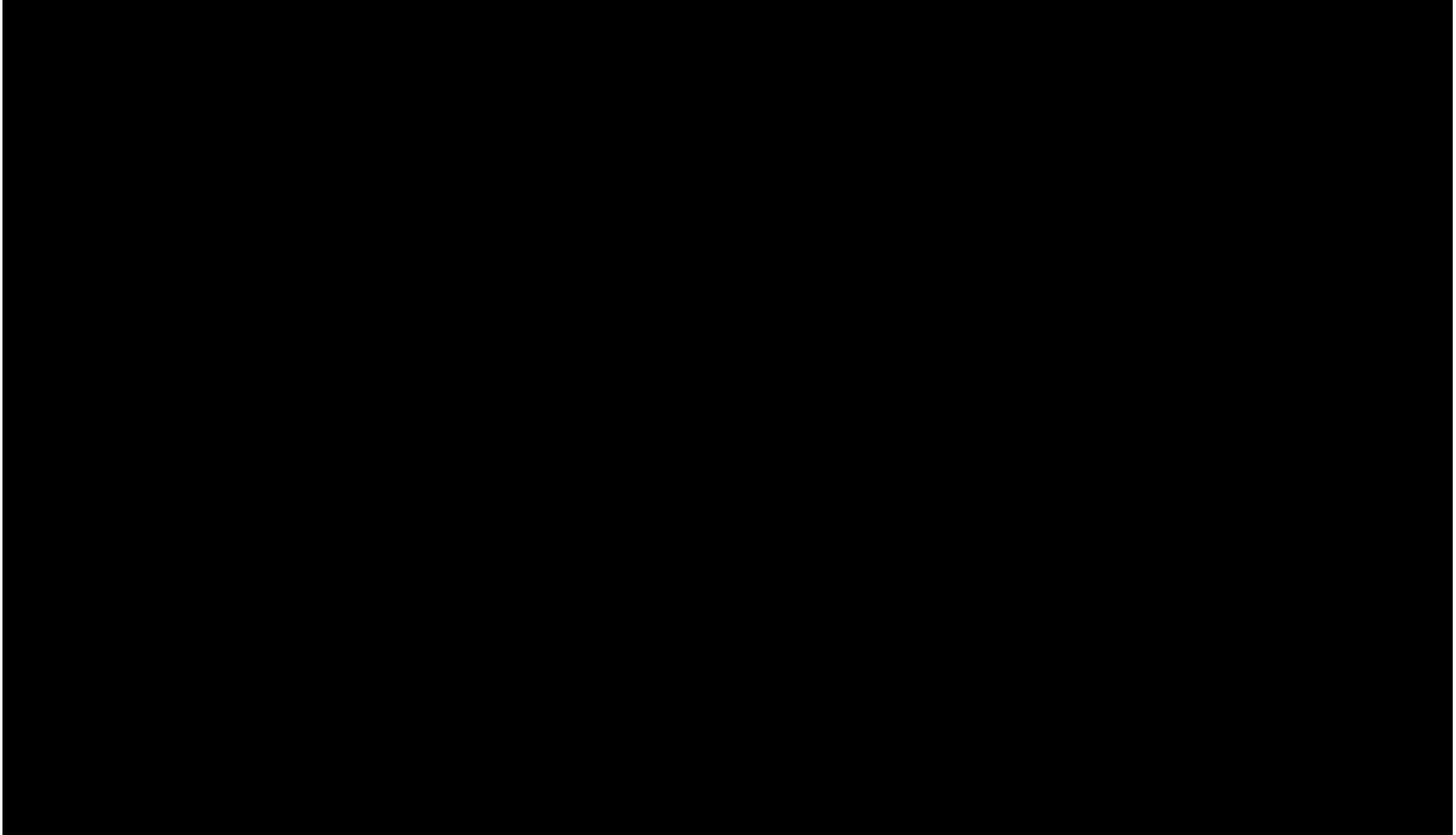
# Questions?



UNITED STATES SPACE FORCE

# ***Backup Material***

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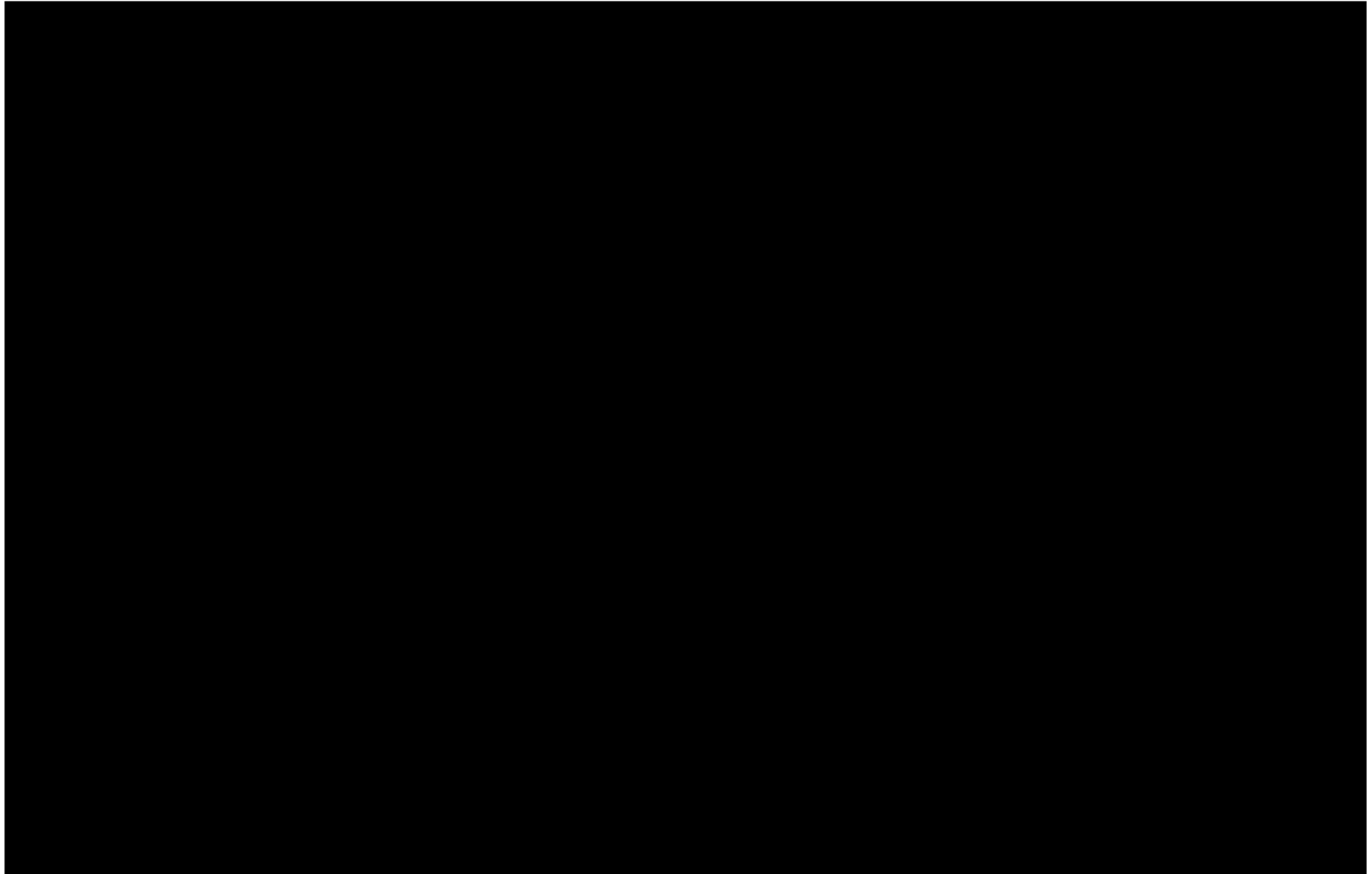




UNITED STATES SPACE FORCE

# ***Backup Material***

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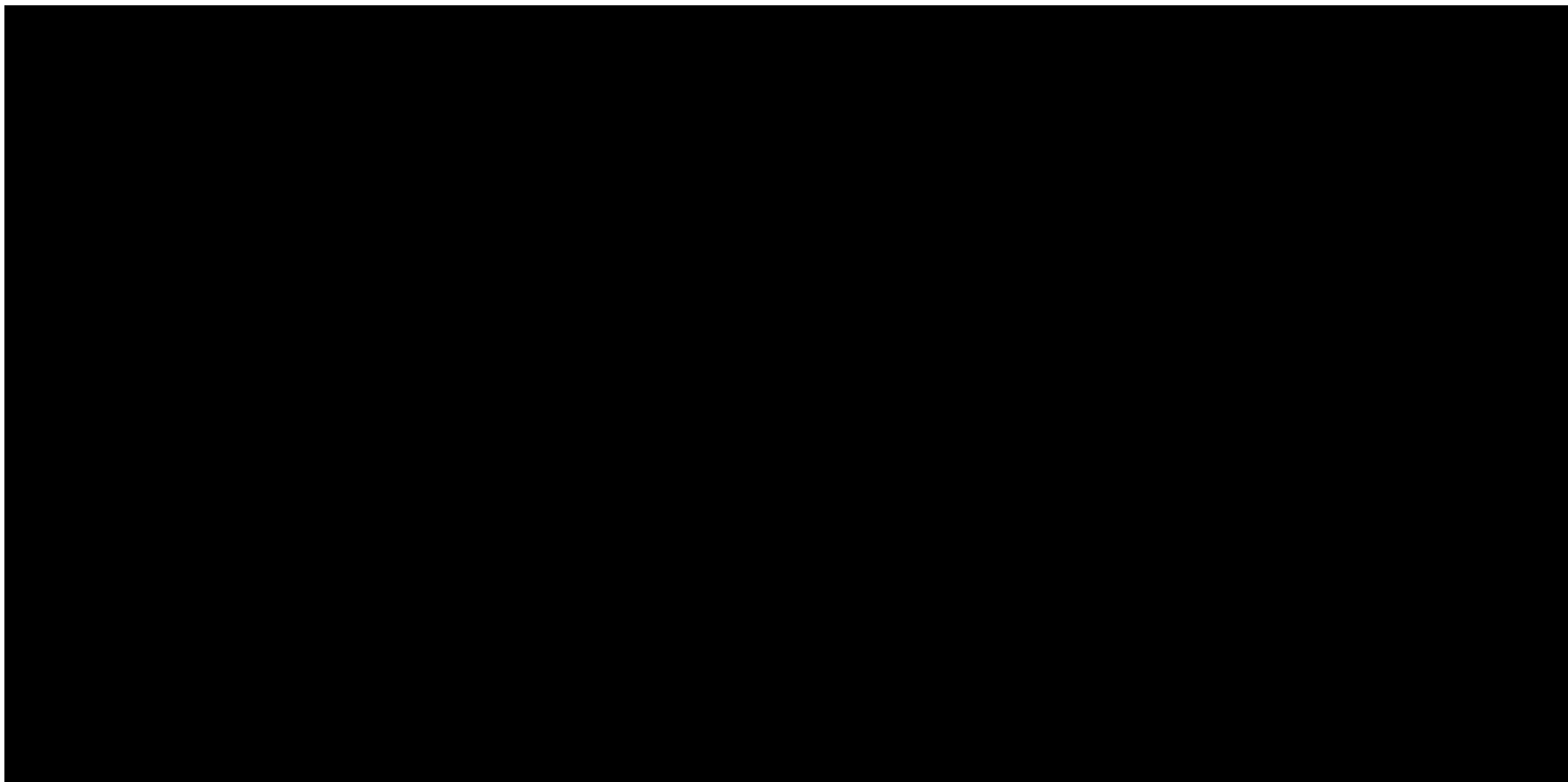




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# ***USSF SEAL 11/22***



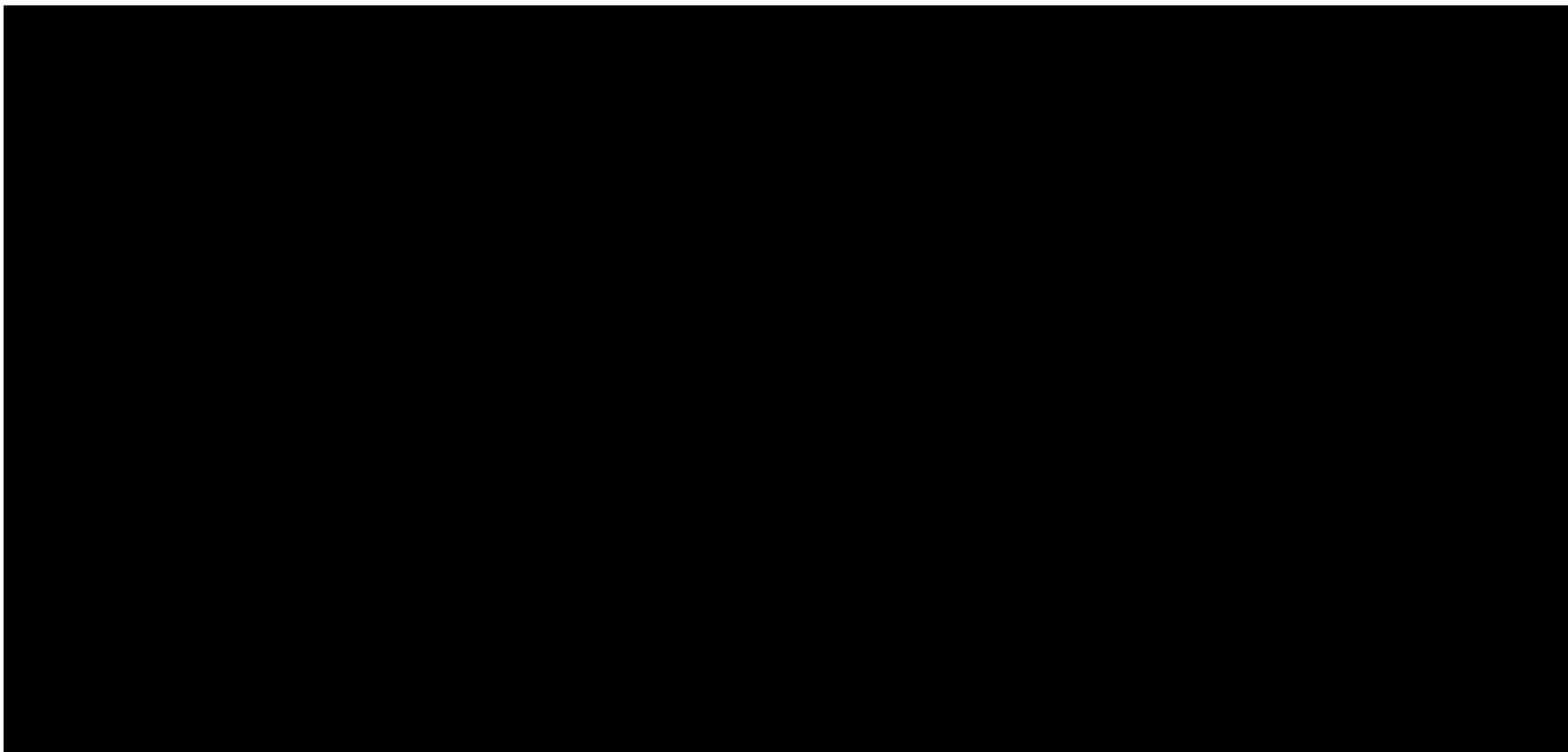




UNITED STATES SPACE FORCE

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# ***USSF SEAL 11/25***

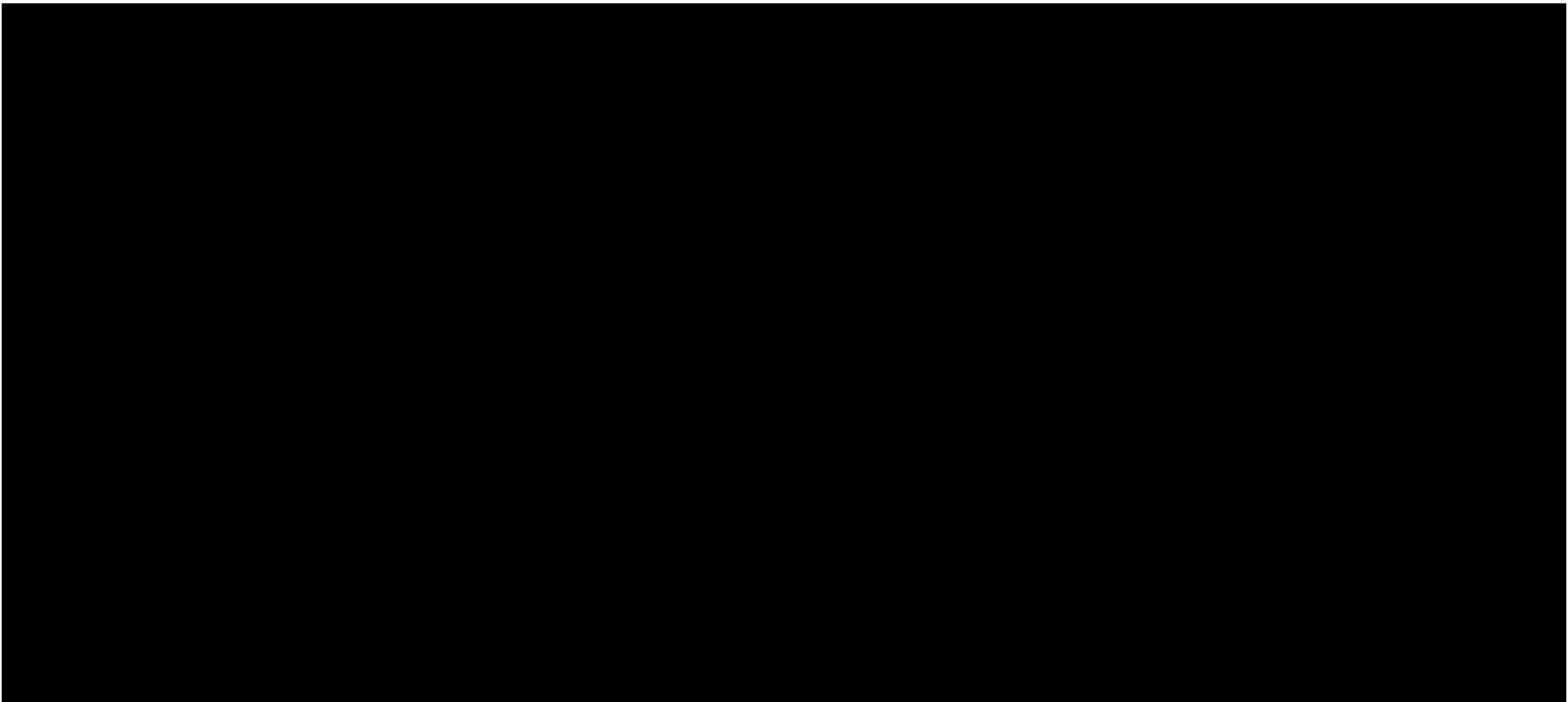




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# ***USSF SEAL 12/04***



# ***Headquarters U.S. Space Force***

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## **Space Force Branding**



**6 Jan 2020**



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# ***Strategic Approach***

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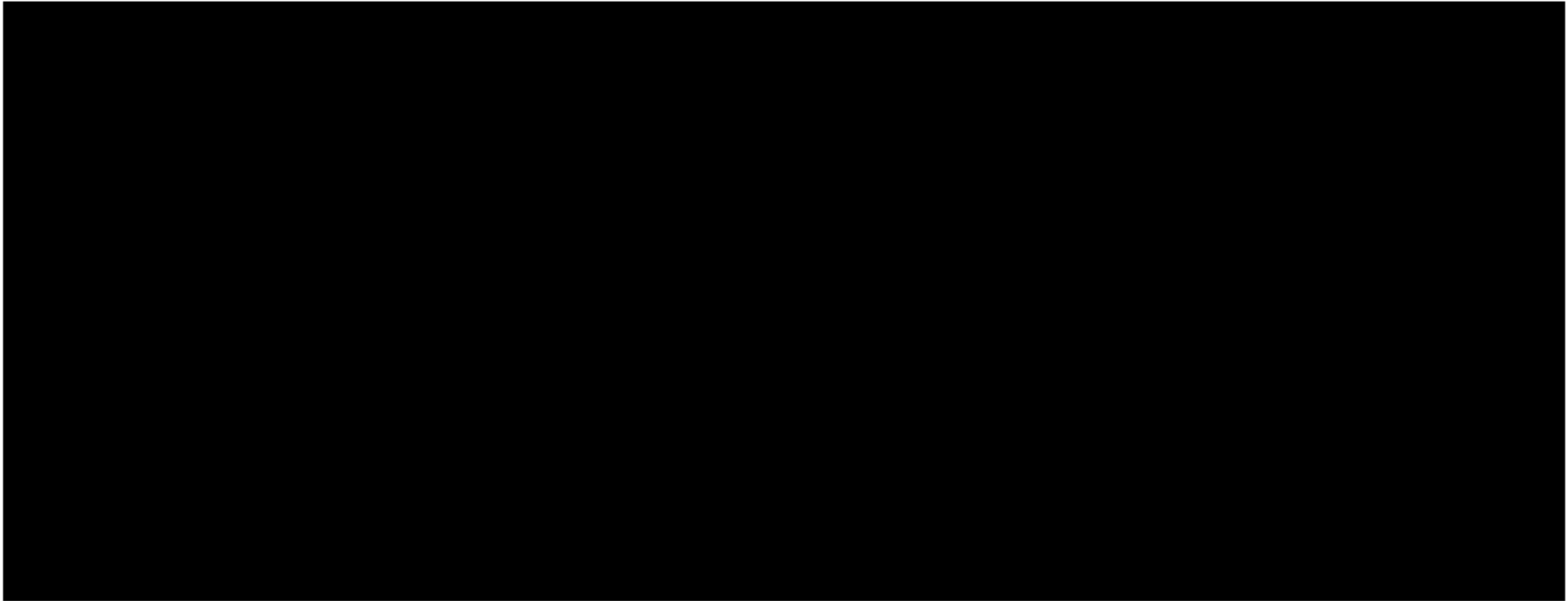
- **Key initial actions (Shield, Patch, Logo) help establish Space Force Brand**
  - **Builds visual symbols and identity of the Space Force**
  - **Tied to Air Force heritage, builds to Space Force future**
  - **Maintains recognized visual elements**
  - **Bold, distinctive, classic but modern**
  - **Follows heraldic and department guidance where necessary**
-



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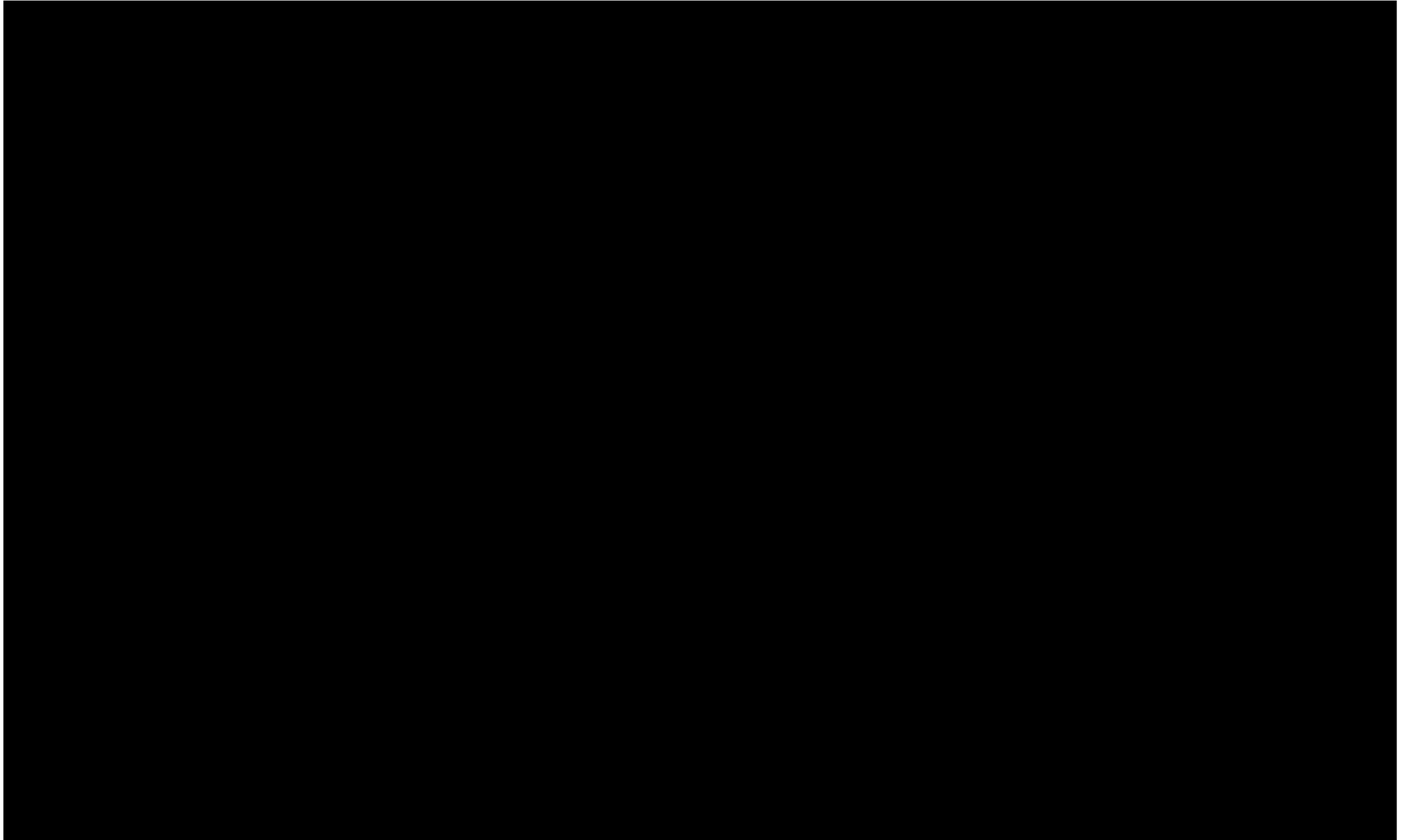
# *Space Force Seal*





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# *Space Force Seal*



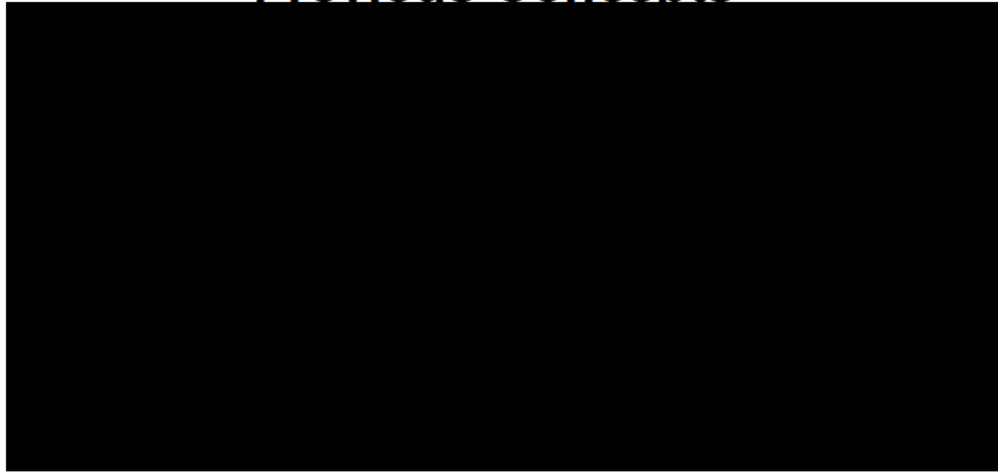


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# ***Space Force Patch***

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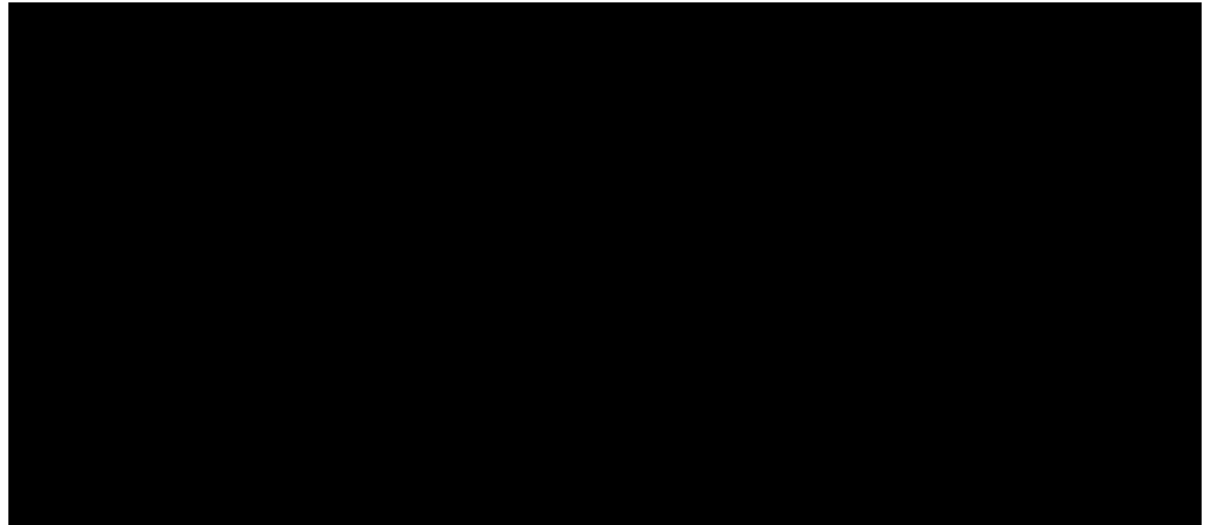
## **Previous Concepts**



**Common central  
symbology positive**

**Shape and style not  
distinctive**

## **New Concepts**

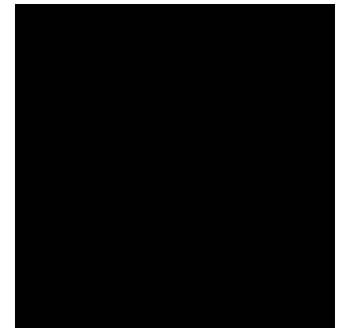
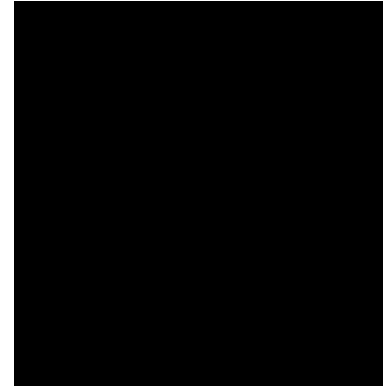




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# *Space Force Logo*







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# ***Initial Space Force Uniform***

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- **Click to edit Master text styles**
  - **Second level**
    - **Third level**
      - **Fourth level**
        - **Fifth level**



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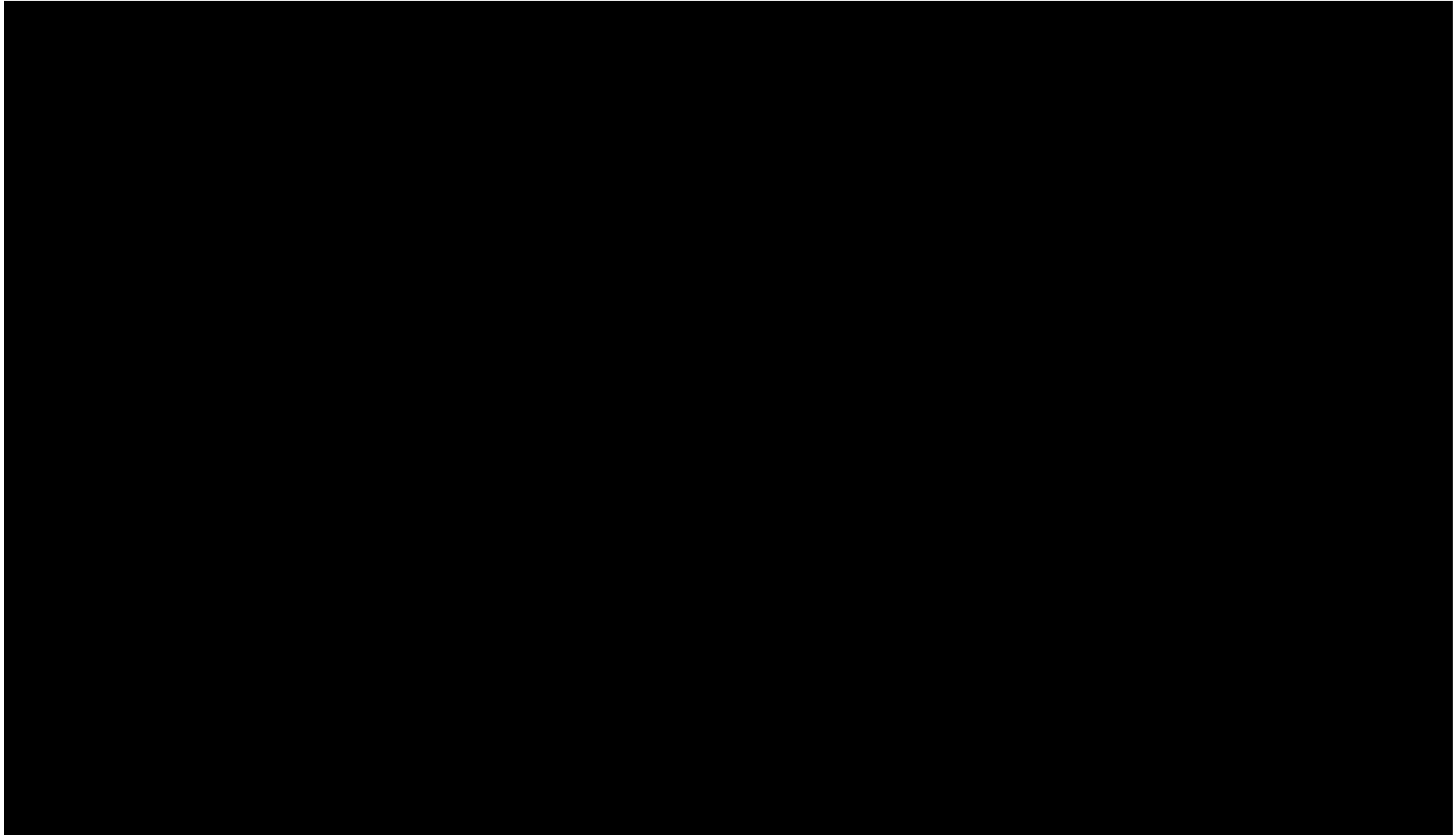
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# Questions?



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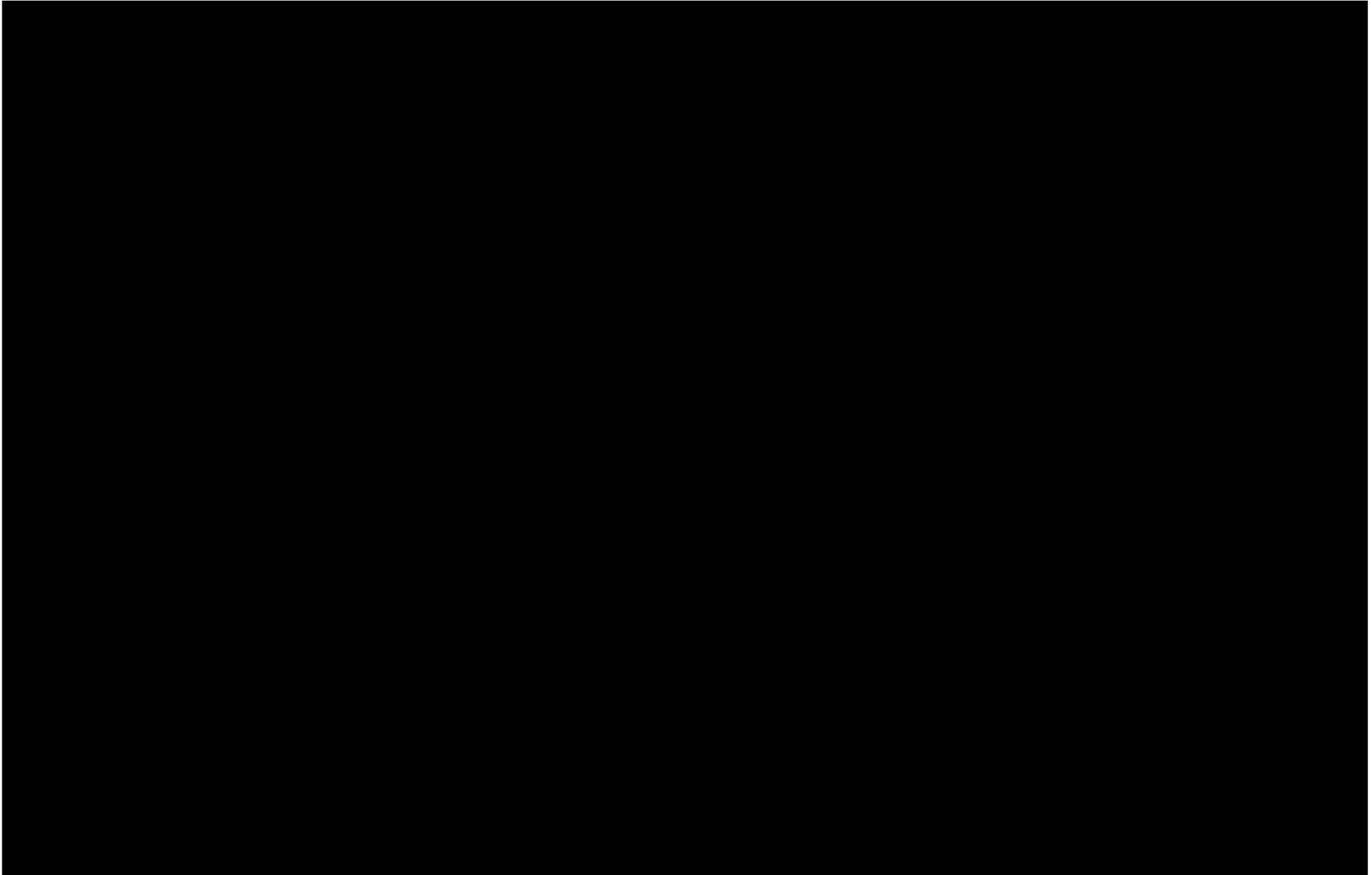
# ***Backup Material***





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# ***Backup Material***

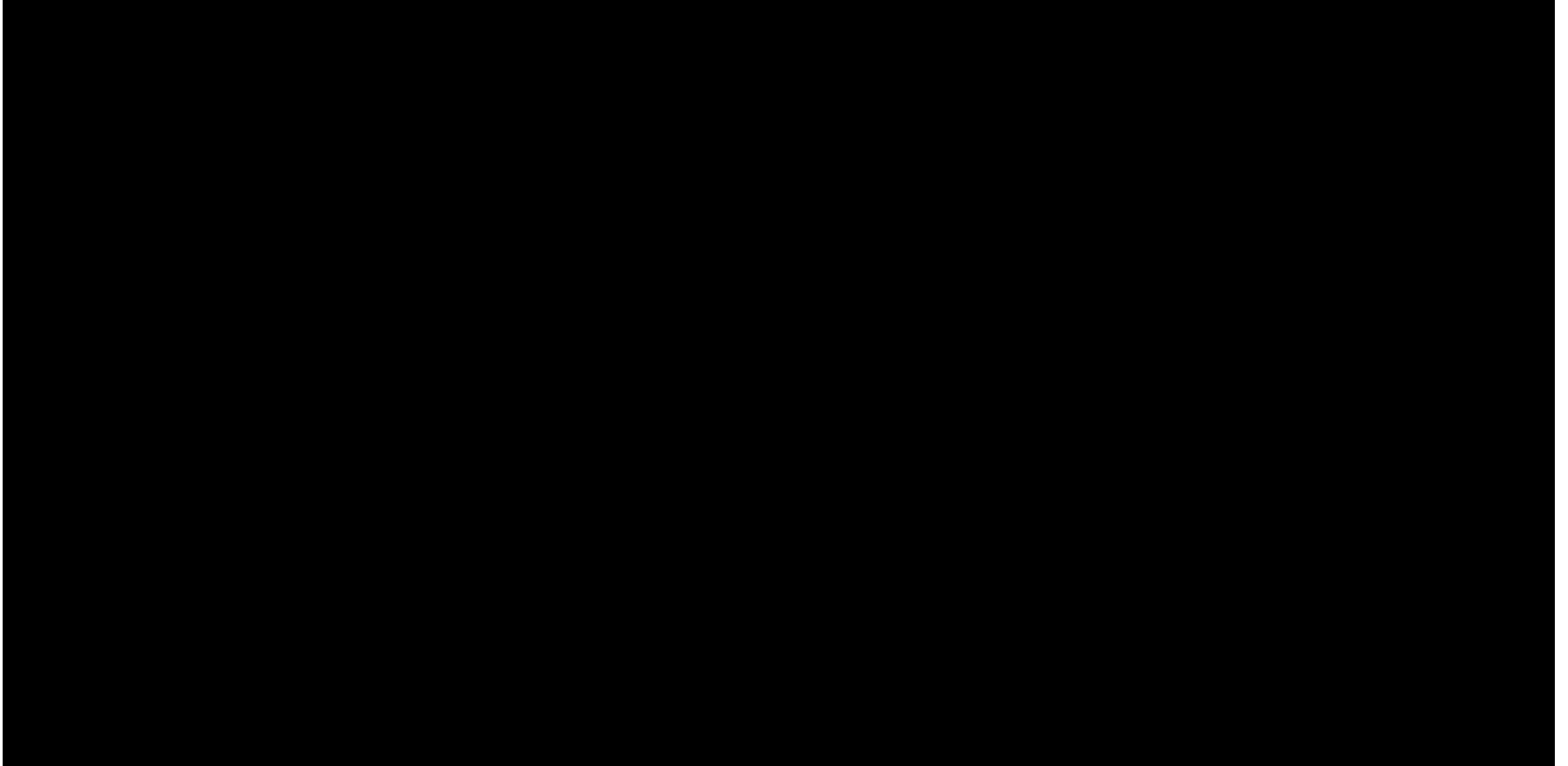




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# ***USSF SEAL 11/22***

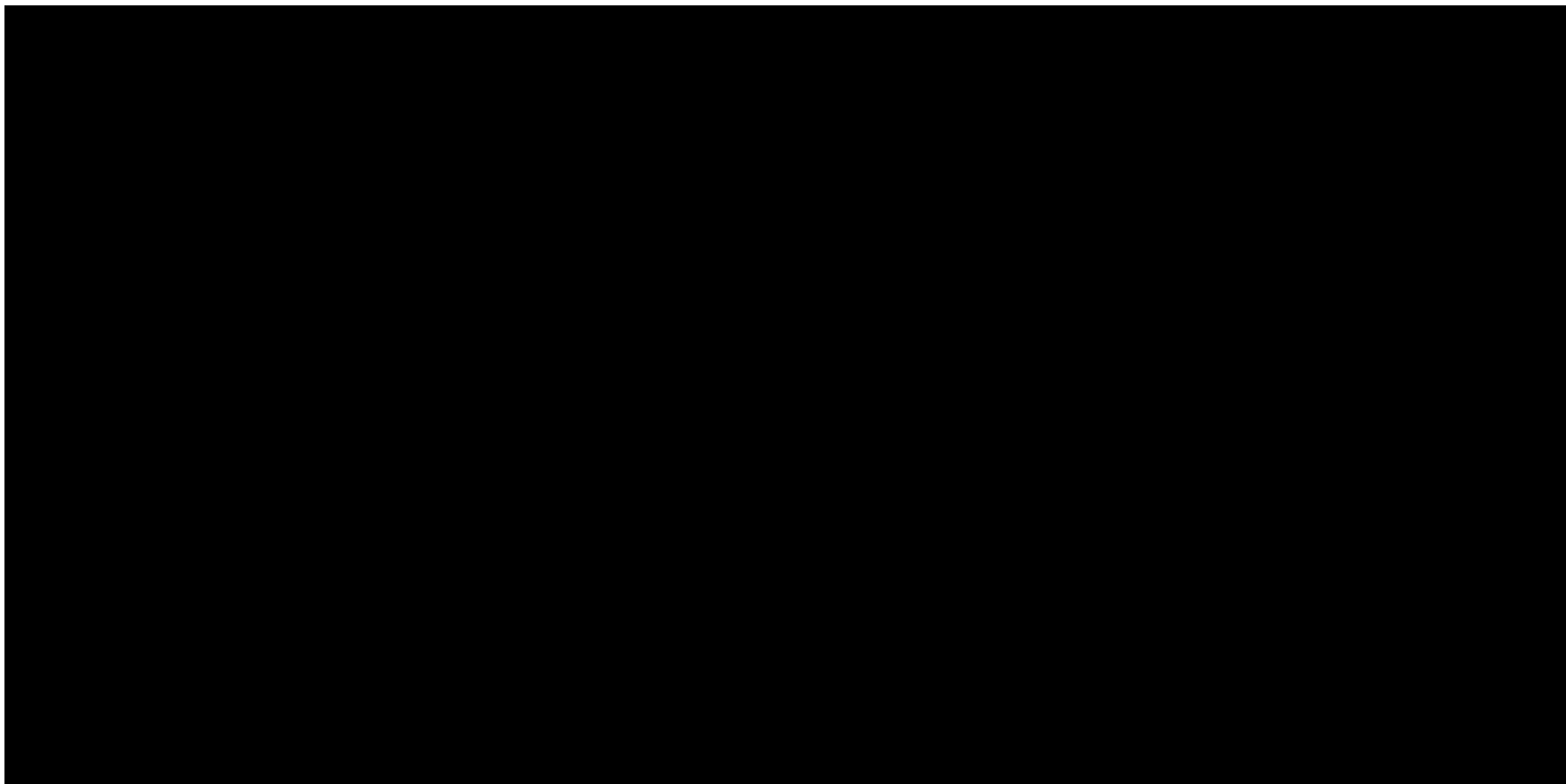




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# ***USSF SEAL 11/25***

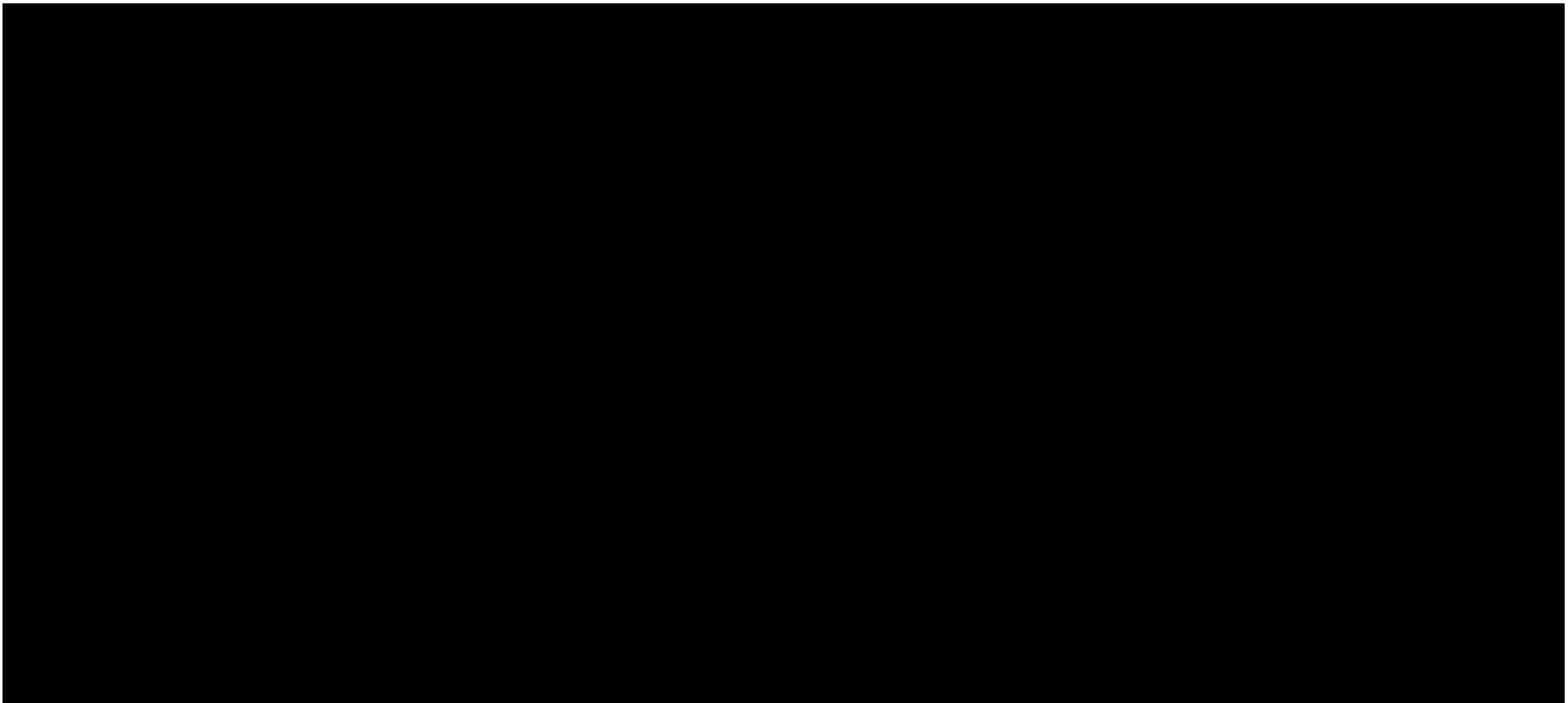




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# ***USSF SEAL 12/04***





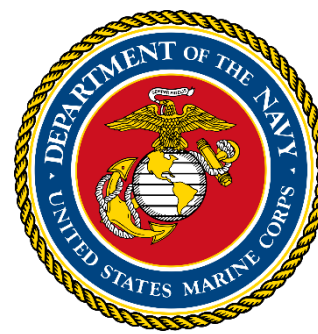
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# Seals

## Department Seals:



## Service Seals:



***A Service Seal for the United States Space Force is needed.***





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# ***Space Force Seal***



## **Next Steps:**

- **Additional leadership input and feedback**
- **Heraldry Institute review and finalize**



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# Logos



**U.S. AIR FORCE**



***A United States Space Force logo is needed.***



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# U.S. Space Force Uniforms

- **Near-Term: utility uniform**
  - OCPs w/ distinctive nametape/ insignia stitching (gray, blue, etc)
  - New patch designs
  - Two weeks to prototype; two weeks to field final patches/insignia
- **Mid-Term: new Service Dress Uniform design**
  - Distinctive style and color palette
  - Modern look with classic elements
- **Longer-term**
  - Mess Dress Uniform
  - Physical Fitness Uniform



(Current as of: April 18, 2019)

# UNITED STATES SPACE FORCE SEAL PROPOSALS



# UNITED STATES SPACE FORCE SEAL PROPOSALS



# THE INSTITUTE OF HERALDRY

DEPARTMENT OF THE ARMY

## United States Space Force

### Final Seal Design

18 December 2019



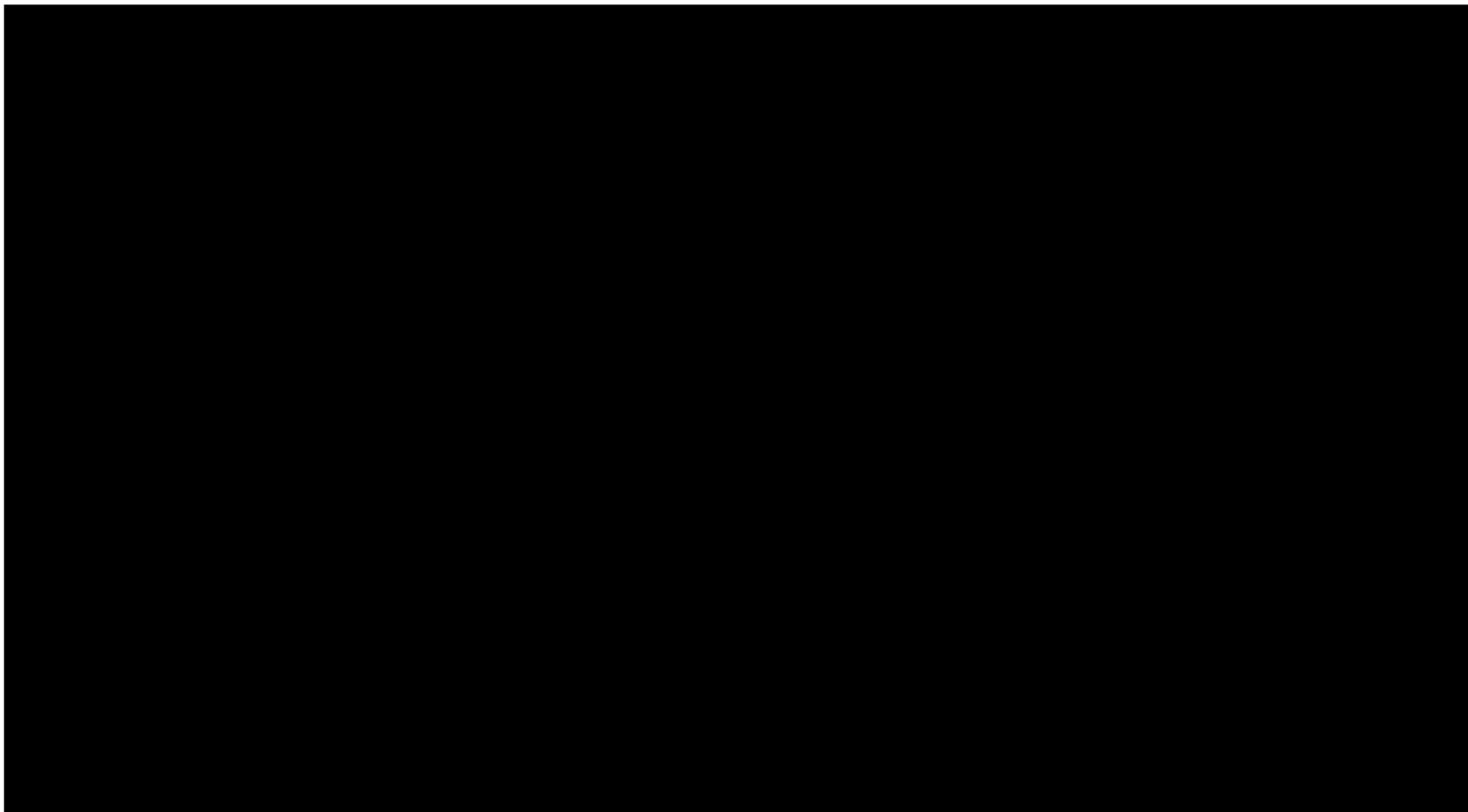
Charles V. Mugno  
Director  
The Institute of Heraldry

DEPARTMENT OF THE ARMY





# U.S. SPACE FORCE SEAL





# U.S. SPACE FORCE SEAL



## Coat of Arms Symbolism



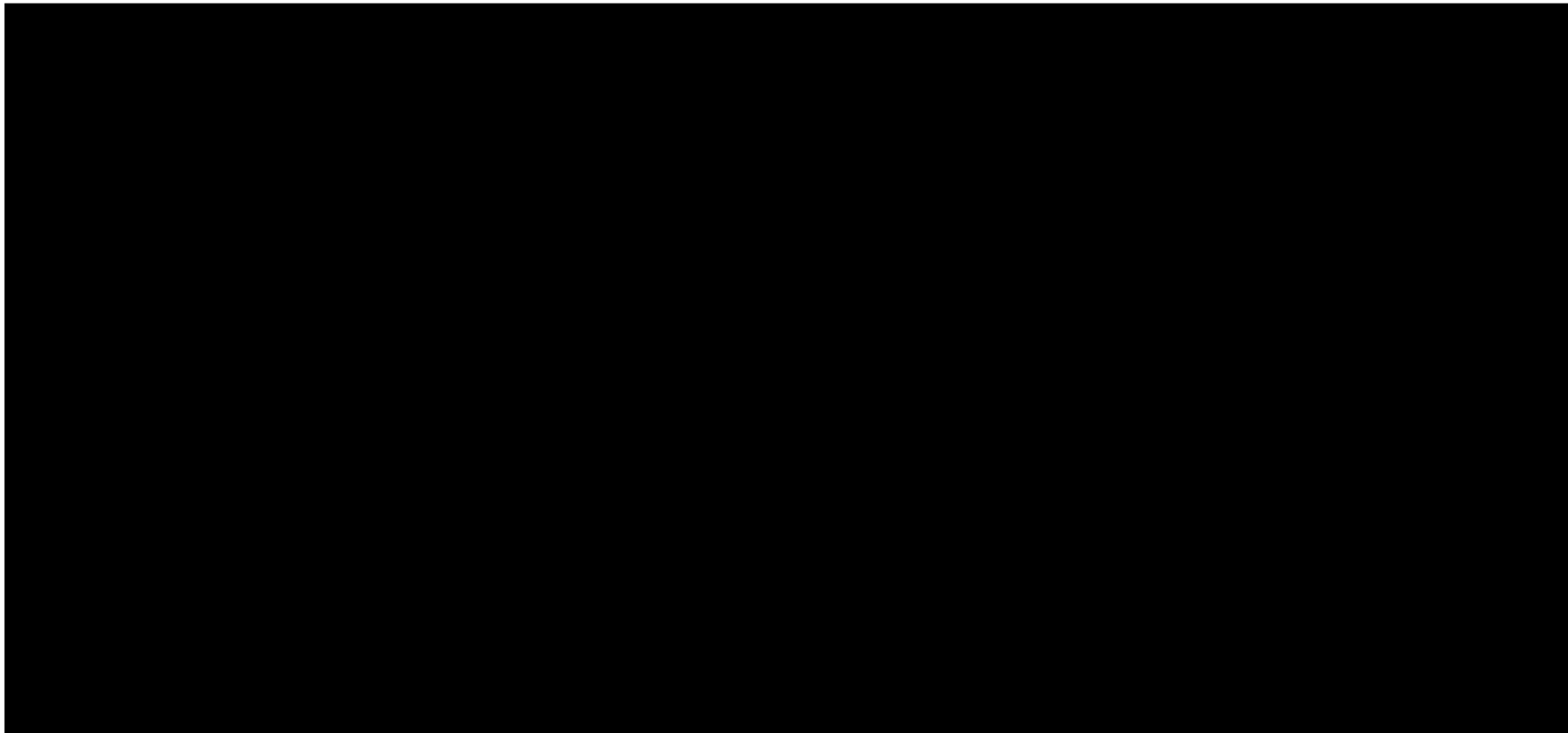




# U.S. SPACE FORCE FLAG



## Suggested Flag Designs

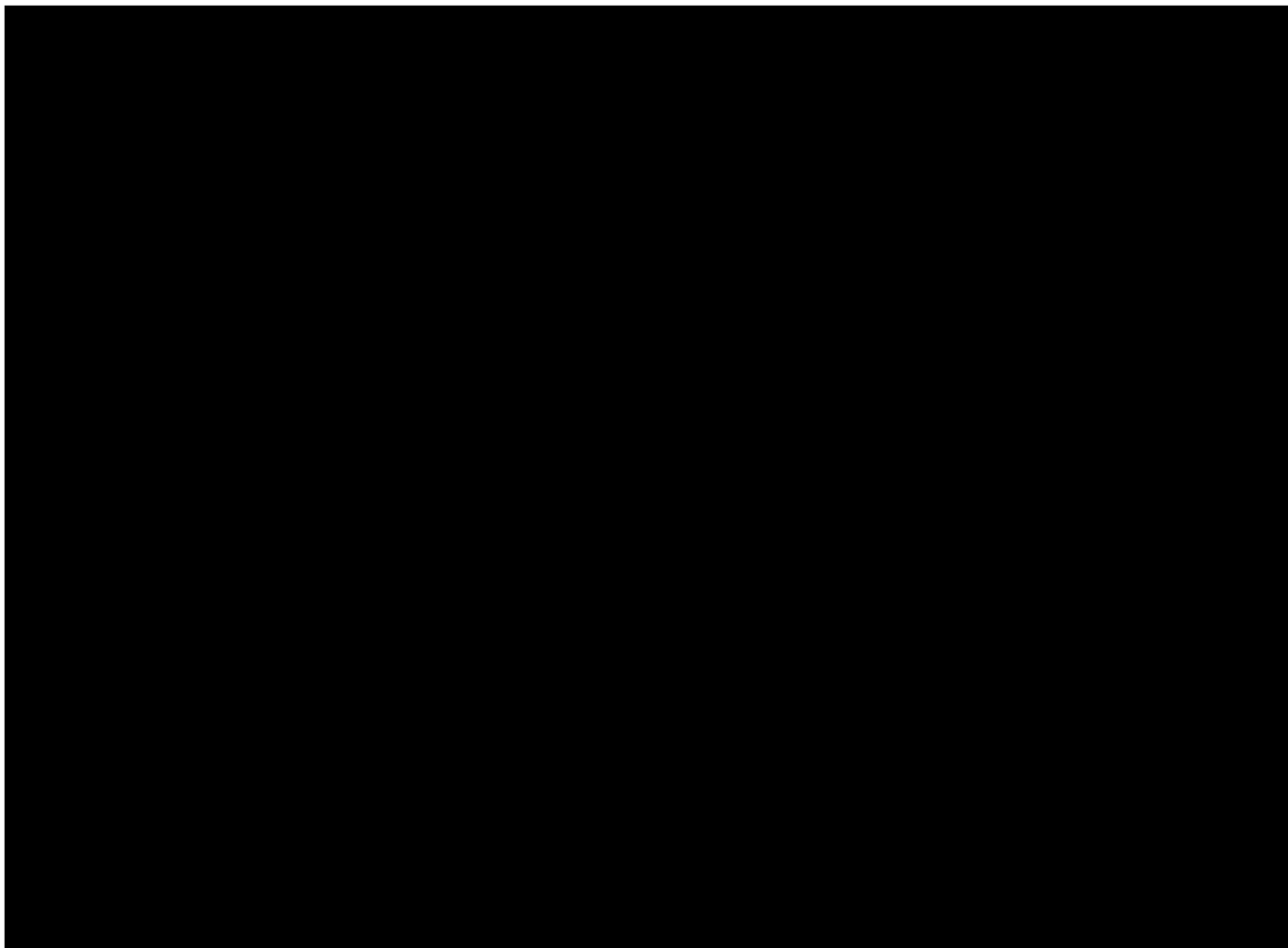




# U.S. SPACE FORCE PATCH



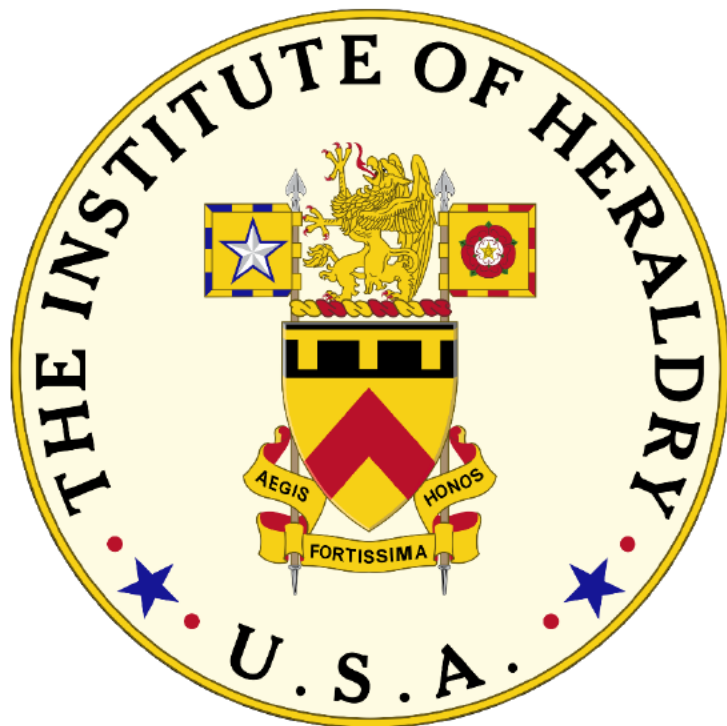
## Suggested Patch Designs





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# POINTS OF CONTACT



**DIRECTOR**



**CHIEF, HERALDIC SERVICES & SUPPORT DIVISION**



**CHIEF, HERALDIC DESIGN DIVISION**



**CHIEF, TECHNICAL & PRODUCTION DIVISION**



Website: [www.tioh.army.mil](http://www.tioh.army.mil)

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