

Coalition Chronicle

Report to the National Industrial Base Workforce Coalition

Vol. 4, Issue 1

Winter 2000



Vice President-Elect **Richard B. Cheney** meets with a delegation of *Coalition* union leaders and **Jerry Jones**, DoD Transition Officer (far right).

Coalition Brings Case For "Bigger Boat" To Both Political Parties

The 1999 winter issue of the *Coalition Chronicle* featured an editorial entitled, "We Need a Bigger Boat." The editorial explained how the declining defense budgets of the 90's impacted America's aerospace and defense workforce by pitting one program against another in a fight for diminished funds. Additionally, the article noted that defense dollars being spent on military pay, benefits,

housing and peacekeeping missions came at the expense of military procurement and R&D, leaving the United States ill-prepared for military engagements because of a shrinking industrial base. Because of its importance to the activities of the *Coalition* over the last year and a half, we have reprinted that editorial in this issue (*see page 5*).

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Early in 2000, unions representing a wide range of defense programs formed a *National Defense Workforce Coalition*. The idea was to use the advantage offered by a presidential election to promote raising the top line of the defense budget to both political parties. *Coalition* leaders adopted a four-phase program that involved outreach to the party conventions, to members of Congress during the election, to the Transition Team of the new president, and to the 107th Congress. The workforce activities were divided into four phases:

Phase I-The Party Conventions:

Labor leaders delivered testimony to the Platform Committees at both the Democrat and Republican National Conventions.

Phase II-Congressional Outreach:

Coalition leaders contacted key members of the Budget and Appropriations Committees, providing them with written testimony as handed out at the party conventions.

Phase III-Presidential Transition:

Workforce leaders interacted



Coalition members meet with **Sen. Rick Santorum** (R-PA) and **Rep. Bob Barr** (R-GA) at the Republican National Convention in Philadelphia.

with key members of the new administration's transition team.

Phase IV-New Congress:

Coalition members plan to continue their outreach to influential members of Congress by testifying in hearings before the House and Senate Budget Committees in 2001.

By mid-summer, an expanded workforce coalition, that now included unions from American shipyards, embarked on Phase I to begin approaching the Platform Committees. Testimony was written petitioning lawmakers to fully fund the mod-

ernization of our forces, which would require an increase in funding for weapons procurement as well as research and development. In the testimony, *Coalition* members argue that the national security of our country relies on our defense capability,

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Workforce platform testimony presented by **Charles H. Bofferding** to **Bill Andresen**, top aide to **Senator Joseph I. Lieberman** (D-CT) who at the time was campaigning with Al Gore.

Coalition Chronicle

National Industrial Base
Workforce Coalition

Representing American scientists, engineers, technical, professional, service and production workers in the aerospace, defense, electronics, energy, telecommunications, transportation, and basic industries in both the public and private sectors.

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which is directly related to the procurement of sufficient aircraft, ships, and combat vehicles. They also stressed that the ability to design, build and deliver that equipment depends on a healthy industrial base which includes scientists, engineers, and production workers.

To gain access to the Platform Committees, *Coalition* leaders sought the help of congressional leaders who historically supported a strong national defense. Influential members included: **Rep. Duke Cunningham** (R-CA), a member of the House Appropriations Subcommittee on Defense, who arranged a meeting for the workforce with Majority Whip **Rep. Tom DeLay** (R-TX). Also, **Reps. Curt Weldon** (R-PA), Chairman of the HASC's Subcommittee on Military Research & Development, and **Dana Rohrabacher** (R-CA) member of the House Science Committee, arranged for *Coalition* members to meet with **Rep. Floyd Spence** (R-SC), Chairman of the House Armed Services Committee. Other prominent members who helped the *Coalition* included: **Rep. Chris Cox** (R-CA), member of the House Commerce Committee, and **Rep. Duncan Hunter** (R-CA), member of the House Armed Services Committee.

Throughout the summer, *Coalition* members met with Democratic leaders familiar with the *Coalition* and its activities. Advanced copies of the testimony were presented to **Bill Andresen**, top aide to **Senator Joseph Lieberman**, then-Vice Presidential Candidate of the Democratic Party. Lieberman had hosted meetings with *Coalition* leaders in earlier years and was the lead senator in the Democratic Party transmitting *Workforce Coalition* testimony to party platform leaders during the



Rep. Duke Cunningham (R-CA) helps workforce transmit testimony to the Platform Committee in meeting with **Julie Hafner**, then-President S.E.A., **Denny Wilderson**, then-Vice President S.E.A., and **Charles H. Bofferding**, Executive Director, CESO.

1996 presidential campaign. Back in their home states, *Coalition* members met with **Rep. John Murtha** (D-PA), Ranking Member of the House Appropriation's Defense Subcommittee; **Rep. Norm Dicks** (D-WA), member of the House Appropriation's Defense Subcommittee; and other influential Democrats who offered to help when the new Congress convened.

At the end of July, a group of *Coalition* members traveled to Philadelphia for the Republican National Convention, where the workforce

presented the testimony to the Platform Committee and met with key members of Congress for a frank discussion on the need to raise the top line of the defense budget. These members included **Senator Rick Santorum** (R-PA), member of the Senate Armed Services Committee and Chairman of the AirLand Subcommittee; HASC Chairman **Floyd Spence**; **Rep. Dana Rohrabacher**; **Rep. Jim Saxton** (R-NJ), member of the House Armed Services Committee; and **Rep. Bob Barr** (R-GA),

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Coalition member, **Kedrick Legg**, President UAW 148, presents workforce platform testimony to **Rep. Jane Harman** (D-CA), friend of the aerospace workforce.

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Congressman from Georgia and champion of the aerospace workforce in that state.

While at the Democrat National Convention in Los Angeles, members also met with **Jane Harman**, who was reelected to her old seat in California's 36th district. A longtime friend of the defense workforce, Congresswoman Harman welcomed the *Coalition* members and pledged her continued support for full funding of the defense budget.

In September, *Coalition* members began Phase II of this effort: a workforce outreach to key members of Congress. *Coalition* leaders around the country were given a list of House and Senate members in their home states who serve on the Budget and Appropriations Committees and who are key players on defense issues in the U.S. Congress.

The workforce was then tasked with bringing the *Coalition's* message to these important legislators. Several congressional members were contacted and reached at their Washington offices, but most were visited in district offices back in their home states.

Members and staff, who pledged their support of the *Coalition's* efforts, warmly received the workforce. **Senator Pete Domenici**, Chairman of the Senate Budget Committee, assured *Coalition* leaders that they would be allowed to present their testimony on this important subject to the Senate Budget Committee in the 107th Congress.

Once the elections were over, the *Coalition* moved to Phase III of the bigger boat initiative: the Transition Period. When the presidential election was decided in favor of **George W. Bush**, *Coalition* members began an outreach to the Re-



Workforce delivers platform testimony to **Sen. Pete Domenici** (R-NM), Chairman of the Senate Budget Committee.

publican Transition Team.

The election of **Vice President Richard B. Cheney** proved to be an advantage during the transition. Vice President Cheney has had a long and cordial relationship with the *National Industrial Base Workforce Coalition*. As Secretary of Defense, Mr. Cheney had an open-door policy with the *Coalition* leadership. As Defense Secretary, he met with *Coalition* leaders in his Pentagon office to discuss the administration's commitment to modernizing defense weapons. Later, at a crucial point in the administration's decision to launch Desert Storm, Secretary Cheney was present at a meeting with *Coalition* leaders in the West Wing of the White House, hosted by then-President George Bush and Chief of Staff John Sununu.

Two days before the inauguration, Vice President-Elect Cheney met with a delegation of union leaders in his transition office. Also present at the meeting was **Jerry Jones**, a DoD Transition Officer representing Defense Secretary designate **Donald Rumsfeld**. Heading the delegation of union leaders was *Coalition* leader **Charles Bofferding**, who had attended meetings earlier in the 1990's in the Bush White House

with Cheney. Bofferding traced the history of the *Coalition* since the Desert Storm meeting, noting that the *Coalition* now contains unions from twenty-two states. He explained that the unions have been active in a host of manufacturing issues including trade policy. Mr. Cheney expressed delight at the opportunity to reacquaint with *Coalition* members and to meet the new leadership.

Vice President Cheney was presented with a copy of the testimony delivered to the Platform Committees. Various *Coalition* members spoke at random concerning the need to consider the industrial base ramifications of defense policies that the new administration would initiate. No attempt to discuss specific programs was made by any of the union leaders present. All were committed to raising the top line of the defense budget. The collective message was that the *Coalition* was concerned about any policies that might undermine the already weakened defense industrial base. Bofferding shared with Mr. Cheney that the *Coalition* leaders had already obtained invitations from members of the House and Senate Budget Committees to present

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Chronicle Editorial Reprint

We Need A Bigger Boat

The [Winter 1998] issue of the *Coalition Chronicle* ran an editorial entitled, "The B-2 And You," which traced the events that led to the termination of the B-2 program. The disappearance of a Soviet threat, the congressional response to social constituencies demanding a peace dividend, and the increased cost of the B-2 because of reduced quantity, all played a part in terminating the B-2 program. That editorial signaled a warning to *Coalition* members that the F-22 and the Joint Strike Fighter could suffer the same fate as the B-2 for the same reasons.

Throughout the years of the Reagan defense build-up, there were enough defense programs to keep all of the members of the *Workforce Coalition* employed. Still in those days, *Coalition* members united to save two endangered programs: space station and C-17. During this period, the *Workforce Coalition* actively defended each other's programs and also succeeded in preserving the C-17 and the C-130 programs as well as holding the line on the F-15 and F-16 programs. But throughout the 1990s, the defense budget was reduced by tens of billions of dollars. Thus began an overall annual reduction, across the board, for most defense programs creating the situation we have today where each program is now pitted against the others in a fight for funding. It has become an industrial game of musical chairs that eliminates programs at the end of each cycle. The mergers in the defense and space industries have increased the winner-take-all atmosphere. However, during the 1990s, the *Workforce Coalition* members continued their united effort and stood by each other to preserve the current assembly lines as a bridge to the next generation aircraft.

This one-for-all and all-for-one

workforce alliance continued until the first session of the 106th Congress when congressional appropriators, faced with budget caps, voted to cut \$1.8B from the F-22 program, (remember the B-2) and shifted funds to the more conventional F-15, F-16 and the C-130 programs. This placed a new strain on the *Workforce Coalition* members forcing them to choose between keeping a current line open or facing a complete shut-down. This left them with only the hope that their company would have a part of the F-22 or would win the Joint Strike Fighter competition. It was a question of four to eight planes that kept the line open and saved jobs in the short-run, or trusting that somehow they would win a program two or three years away.

At the present time, our situation can be likened to a lifeboat that only holds five people while there are eight people in the water.

With the 1999 congressional action on the FY00 defense budget, every ball on the pool table was scattered in the break. This created the "winners" and "losers" atmosphere that not only pitted defense programs against each other, but also the current generation of aircraft against the next generation. Instead of fighting for a larger defense budget that would fund the next generation of fighters, bombers, transports and helicopters, some unions opted for maintaining the jobs associated with the current generation of aircraft and understandably fought to keep the current lines open. Still, the majority of the unions in the coalition remained united in fighting to restore the F-22 funding.

Assuming that the defense budget may be increased in 2000, there will still be enormous pressure to fund competing programs in the Department of Defense. Within the defense hierarchy, defense dollars are now being spent on force structure, troop morale, retention of pilots, increases in military pay and retirement benefits, military housing, and other human needs at the expense of current weapons procurement, research and development, and future-generation weaponry. Additionally, the use of American military assets for an increasing number of overseas humanitarian and peacekeeping deployments has further diminished defense procurement dollars. The Congress will be torn between different funding priorities. Social constituencies demanding preservation of existing entitlement programs as well as new entitlements in Medicare and prescription drugs could shift funds from the F-22 and the Joint Strike Fighter programs. In this climate, absent a credible military threat, defense programs will lose to programs designed to preserve entitlements and social safety nets.

So where does that leave all of our competing programs? At the present time, our situation can be likened to a lifeboat that only holds five people while there are eight people in the water. Every time someone climbs into the boat, someone else is shoved over the other side. The workforce can, of course, choose to try and stay in the boat and keep anyone else from climbing aboard. The only problem with that strategy is that each year we are given a smaller boat. The real answer is, we need a bigger boat. The *Workforce Coalition* must now focus on increasing the top line of the defense budget to cover all of our programs. This does not mean that *Coalition* members stop

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Andy Card, Chief of Staff to President George W. Bush, greets *Coalition* members after their meeting with Vice President-Elect **Richard B. Cheney**.

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fighting for their own programs. It means that they recognize the way to save individual programs is to put more money in the defense budget to cover all of the programs.

Over the last several years, the workforce was successful in keeping programs alive using the tactics of one-for-all and all-for-one. The *Coalition* must now change its strategy and work to raise the top line of the defense budget. We have two major opportunities to affect change. The first is during committee hearings that lie ahead, where a bipartisan workforce outreach should be made to legislators. The workforce must convince them that playing one program off against another or dividing the current generation of aircraft in its twilight years from the bright future of the next generation fighter, bomber, and airlift programs is unwise. Second, we have the good fortune of 2000 being a presidential election year. Both parties will want

the support of the industrial base workers and should use that opportunity to plead their case.

We do not have a great deal of time. A similar round of musical chairs will be played with the defense budget in the summer of 2000. The bottom line is that unless the

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testimony on this issue during the 107th Congress.

Mr. Cheney addressed the group, outlining the administration's plans to deal with national defense. He noted that the President wants to analyze the threat to America's national security before committing funds to new weapons systems. He said that several studies are now underway that would compare new programs with older, existing platforms. The process will take at least several months. After the studies are completed, decisions will be made. He noted that the President was committed to a national and global missile defense system to protect

workforce concentrates on raising the top line of the defense budget, programs that survived in 1999 may not make it in the year 2000 legislative session. Over the Spring of 2000, *Coalition* leaders will be meeting to map out a strategy to build a bigger boat.❖

America and its allies.

Vice President Cheney agreed to a photo for the *Chronicle*. At the close of the meeting, White House Chief of Staff **Andy Card** came in to greet the labor leaders and was given a brief overview of our meeting. He also agreed to a photo with the group.

As we approach the opening days of the new Congress, the *Coalition* members look forward to participating in the public policy debate over funding the defense budget. It is clear that on issues such as preserving America's defense industrial base, the *Coalition's* voices will be heard.❖

C-17

Coalition Focuses On C-17 Procurement

At the close of 1999, Boeing delivered the 57th C-17 to the U.S. Air Force. The workforce celebrated the fact that this was the 45th consecutive C-17 delivered ahead of schedule.

On August 4, 2000, U.S. Army **Gen. Henry H. Shelton**, Chairman of the Joint Chiefs of Staff, participated in a delivery ceremony for the 64th C-17 Globemaster III to the U. S. Air Force. Touring the C-17 Long Beach facility, General Shelton addressed Boeing employees during the ceremony. He said, "High quality is clearly the Globemaster III standard. And, the reason the quality is so high is because of you, the thousands of Americans on the C-17 Team who are committed to excellence

... You have shown what a modern production facility with a talented, dedicated workforce can do for America ...

"Today, this [P-64] aircraft serves as an unparalleled lifeline to our soldiers, sailors, airmen and marines stationed around the globe. But our Nation's strength comes not only from those in uniform, but also from the dedicated men and women who build our planes, ships, tanks, and other

equipment to make our military the finest in the world. I commend Boeing and its employees who have labored so long and hard to make the C-17 such a success story for the nation. So, on behalf of the Joint Chiefs, and the men and women of our great Armed Forces, let me say thanks for your commitment to our country. May God bless you,

Our Nation's strength comes not only from those in uniform, but also from the dedicated men and women who build our planes, ships, tanks, and other equipment to make our military the finest in the world.

may God bless the crews who fly these aircraft, and may God Bless America."

Early in 2000, the Air Force cut three C-17s from the 2001 production contract based on the thinking that the United Kingdom was going to buy or lease three to four C-17s. Concerned about a cutback in production and possible breaking of the multiyear contract, members of the *National Industrial Base Workforce Coalition* went into action. UAW 148 President

Kedrick Legg and other *Coalition* members sought the help of California **Governor Gray Davis** because of the threat to UAW members in Long Beach. *Coalition* members around the country were concerned that the Air Force action might also result in an eventual layoff of aerospace workers in other states as well.

Later, the Air Force and Boeing worked out an arrangement where the three C-17s for the U.K. will trade places on the production line with Air Force C-17s, which eliminated the need to break the multiyear contract.

Boeing's original contract was for 210 C-17s in response to the Congressionally Mandated Mobility Study, the most comprehensive mobility assessment at that time. The C-17 total procurement was reduced to 120 aircraft following a 1990 mobility requirements study. In January 2000 our government increased the 120 C-17 buy to 135, with the additional 15 planes procured for special operations forces requirements. However, there is still a need for more C-17s in the U.S. fleet.

Last year, The Boeing Company submitted an unsolicited proposal to the Air Force to produce 60 more C-17s. The 60 additional aircraft would allow greater economies of scale resulting in a reduced price per aircraft to the Air Force. Producing 60 more C-17s would keep the Long Beach UAW workforce busy through September 2008. While the Air Force has not accepted Boeing's proposal, given the shortfall in airlift, there is an excellent chance that it will be reconsidered. Such a decision will depend upon the results of several ongoing defense studies, any one of which could swing for or against a recommendation for Air Force procurement of additional C-17s



General Henry H. Shelton addresses C-17 workforce at Globemaster III delivery ceremony.

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C-17



General Henry H. Shelton, Chairman, Joint Chiefs of Staff, congratulates the workforce at delivery ceremony for the 64th C-17 Globemaster III.

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beyond the current 135 buy. If there is one truth all users of airlift will agree on, it is that there is never enough of it.

The studies as outlined in *Aviation Week & Space Technology* publications include the following:

- Mobility Requirements Study FY05 (MRS-05): to determine the most cost effective strategic airlift fleet mix needed to achieve our national military strategy;
- Airlift Analysis of Alternatives: to review the theater/tactical airlift needs, analyzing the aircraft reliability and life-cycle costs of airlift alternatives;
- U.S. Air Force Analysis of Alternatives: to weigh the cost of C-5

modernization against additional C-17 purchases;

- JCS 2001 Quadrennial Defense Review: to be published in September, expected to be a musical chairs game as each service pits itself and its programs against the others.

Additionally, the FY01 National Defense Authorization Act includes an order from lawmakers to the Air Force that they reexamine their stationing plans when looking at airlift alternatives.

Early in 2000, in testimony before the House Armed Services Committee, the Air Force discussed these assessments of global mobility for the early 21st Century. The Air Force stated that the C-17 Globemaster III

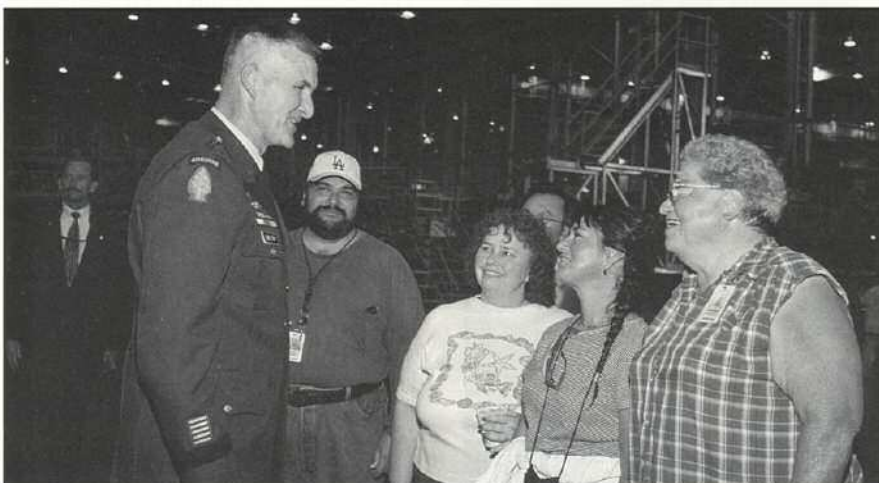
remains the flagship of airlift modernization. Lawmakers are concerned that the U.S. lacks sufficient airlift to transport manpower and equipment fast enough if we were at war in two theaters.

Paul Mann, in his *Aviation Week and Space Technology* article, wrote, "At issue is whether the Pentagon could transport sufficient manpower and equipment fast enough by air and sea if, for example, the U.S. were at war in both Korea and the Middle East."

Combined, these studies will provide a more complete picture of current airlift capabilities and future requirements in order to meet long-term airlift concerns. Any of the several resulting options may ultimately impact the C-17 workforce. For instance, cutting future production would drive the unit price back up. Additionally, any cut by the USAF to the multiyear contract will involve a penalty fee. In this time of tight defense dollars, it would appear that no one wants to break a contract and incur additional costs. The solution is to raise the top line of the defense budget (*see related editorial*).

As the year 2000 came to a close, the FY02 defense budget did not contain sufficient funds to keep C-17 production going beyond 2005. In fact, the C-17 production line is fully funded only through 2002. The debate in 2001 over FY02 defense budget funding will determine the C-17 program's production future by requesting advanced procurement for aircraft beyond the current contract. Committing to follow-on C-17 production at a rate of at least 15 aircraft per year will establish a solid commitment to a strong defense and prudent modernization by supporting an operationally proven system. Continuing the C-17 multi-year contract will signal true Congressional backing for greater efficiency in defense procurement. At the same time, it will address labor and industrial base con-

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General Henry H. Shelton meets with C-17 production workers on the shop floor.

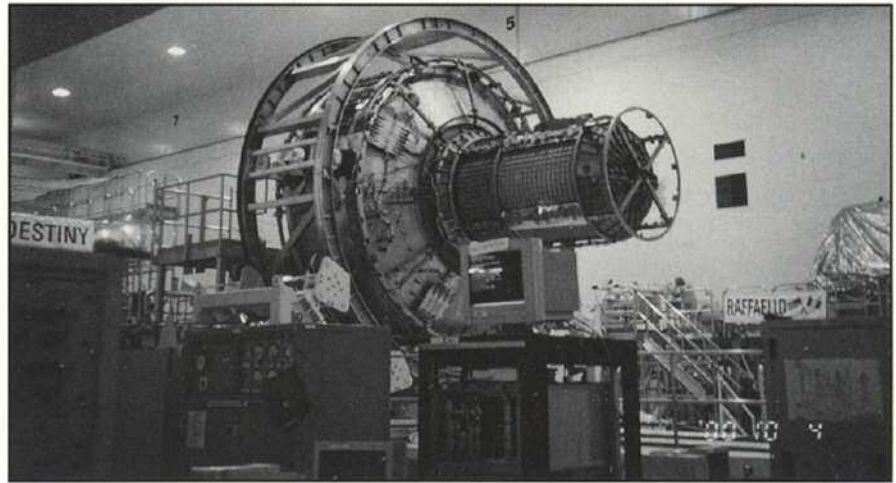
Workforce Plays Important Role in Success of ISS

At the time of our 1999 update on this program, construction of the International Space Station was just beginning. This issue of the *Chronicle* brings exciting news about the space program.

In September, shuttle astronauts visited the International Space Station to take care of some housekeeping items such as installing the toilet and treadmill, stocking the pantry, and hooking up the power cables. During the second week of October, the 100th space shuttle mission delivered the first pieces of the space station framework including the gyroscope that controls the position of the space station in space. This historic launch commenced the substantial construction work that lay ahead.

As the date for the 100th shuttle launch approached, NASA Administrator Dan Goldin invited *Coalition* members to the Cape for the launch in appreciation for their efforts to support NASA's space programs. Therefore, during early October a delegation of union leaders who are part of the *National Industrial Base Workforce Coalition* traveled to Florida to witness the 100th shuttle launch.

Arriving a day before the sched-



On a special tour at Kennedy Space Center in the Space Station Processing Facility, *Coalition* members were only a few feet from *Destiny*, the science lab for the International Space Station. (*Destiny* was delivered to the International Space Station on February 7, 2001.)

uled launch, the group was given a special tour of the Kennedy Space Center. *Coalition* members toured the Space Station Processing Facility – where the hardware to be taken up to the station is being stored, the Orbiter Processing Facility – where the *Endeavor* was being prepared for its launch in November, and the Vehicle Assembly Building – where the orbiter is attached to the solid rocket boosters. While in the Space Station Processing Facility, *Coalition* members stood a few feet from *Destiny*, the science lab for the

International Space Station. At the end of the tour, the group was taken out to the launch pad for a photo opportunity where the shuttle *Discovery* was ready for takeoff.

While at the Kennedy Space Center and prior to the actual launch, *Coalition* members attended a reception hosted by **Jim Albaugh**, Senior Vice President of The Boeing Company and President of their Space & Communications Group. Mr. Albaugh thanked the *Coalition* for their support of NASA programs and the International Space Station in particular. He told *Coalition* members of the need for their continual involvement in support of the International Space Station as it is currently entering a critical assembly phase.

Albaugh, specifically acknowledged coalition member Frank Souza and his UAW 887 workforce, for their support of Boeing's Space & Communications space activity programs. Unfortunately, due to weather problems, the shuttle flight was delayed a week. Hence, the workforce returned to their respective cities and will hope-

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Jim Albaugh, President, Space & Communications Group, The Boeing Company, holds reception for *Coalition* members attending the 100th launch of the space shuttle.

Coalition Awards NASA Administrator

First appointed to NASA during the Bush Administration in 1992, Administrator **Dan Goldin** remained in that position throughout the Clinton years and continues to hold office as of this writing. At the time of his appointment, the agency was still reeling from the explosion of the *Challenger*. Early on, Goldin made an effort to reach out to the members of the *National Industrial Base Workforce Coalition*.

As covered in earlier issues of the *Chronicle*, congressional criticism

“The lights were going to be put out on the manned space program” and... the Coalition was “crucial” in maintaining a robust NASA space program.

of the space station had become so serious that it survived by a mere handful of votes. In the early days of the Clinton administration, an attempt was made to zero out the space station during the OMB budget process. Realizing that members of Congress sought a partnership with the Russians, Goldin appealed to the workforce not to oppose a Russian partnership that was crucial to the survival of the International Space Station program. That began a working relationship between the *Coalition* and NASA, which continues to this day.

On the occasion of the 100th space launch, the Coalition presented Administrator Goldin with an award inscribed as follows:

In Honor of Dan Goldin in recognition for the support you have given the American aerospace workforce throughout your tenure as NASA Administrator.

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Coalition leader **Charles Bofferding** presents award to NASA administrator **Dan Goldin**.



Coalition members and NASA Administrator **Dan Goldin** after award ceremony.

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fully be invited again for another launch.

The 100th space shuttle launch marked the beginning of the most intense period of human space flight operations ever undertaken, with roughly one launch a month scheduled for the remainder of 2000 and into next year. During this time, the first permanent crew established residence on the International Space Station and crucial components continued to be launched, as mentioned earlier in this article.

On November 30, another suc-

cessful shuttle mission delivered the solar panels, which will greatly increase the space station's electricity and power. These panels are the largest deployable space structures ever built and will be by far the most powerful electricity-producing arrays ever put into orbit.

As we watch the new advances and achievements occurring ever day, members of the *National Industrial Base Workforce Coalition* are proud of the part they played in keeping the International Space Station program alive over the past several years. ❖

C-130J

Workforce Pins Hopes on C-130J

The year 2000 began with some good news for the C-130 program when the Pentagon announced that they would buy 24 C-130Js from Lockheed Martin over a period of five years. This procurement arrangement included a promise by Lockheed that they would cut production from 16 planes a year to possibly as low as eight a year. The workforce welcomed the procurement news because it would help to keep the C-130J line open, but they were greatly concerned about the need to cut back production. The planned buy includes four C-130J aircraft per year in 2001, 2002, and 2003 with 12 planes to be procured in years 2004 and 2005.

Lockheed had hoped to get a multiyear C-130J contract, but the Pentagon was more concerned about the line possibly shutting down and the cost impact to restart the line at a future date. An estimated cost to reopen the line was placed at about \$600 million, but many Pentagon decision makers undoubtedly recalled that the cost to restart the C-5 line about fifteen years ago rose to more than \$1 billion!

While the C-130 workforce was thankful for the five-year commitment, they had been hoping for a stronger agreement from the DoD. Strong support of the C-130 program is critical to potential overseas customer's interest in the aircraft. The workforce is well aware that foreign buyers tend to shy away from purchasing aircraft models from a line that has shut down for fear they will not be able to purchase spares and parts in the future.

In addition to the Pentagon buy mentioned above, discussions began again early in 2000 on the direction the Pentagon should take in DoD air-



Lockheed Martin C-130J prepares for takeoff. Workforce members hope it will win the airlift acquisition debate and bring new orders. (From Lockheed Martin website.)

lift acquisitions. More than one study has focused on upgraded Lockheed Martin C-5s versus Boeing C-17s versus new Lockheed Martin C-130Js versus a possible competition for a New Strategic Aircraft (NSA) after the year 2008. The C-130 workforce would, of course, like to win the airlift acquisition debate with additional C-130J orders.

In the meantime, the C-130J workforce and its supportive members of the *National Industrial Base Workforce Coalition* kept an eye on another issue that surfaced this year in dealing with the supplier base and aircraft costs. The Air Force is concerned that as aircraft go into production they are carrying parts no longer built by companies which, in many cases, have gone out of business. The Air Force is now focusing on these stand-alone technologies to try and find ways to bridge them to the new systems. These new systems will be better able to elude the modern electronics weaponry of our enemies.

This bridging problem will affect not only the C-130 program, but all aircraft programs that require the most up to date avionics and critical

components for reconnaissance, air to air combat, etc., aircraft that have not been designed to handle the next generation of hardware or software. A common configuration C-130X could be produced to meet these global requirements and would be welcomed by the C-130J workforce.

Meanwhile, *Coalition* members are keeping a close eye on the Air Force C-130 Avionics Modernization Program (AMP) competition. This program calls for the upgrading of approximately 519 C-130Es, C-130Hs and special mission versions of the airlifter. The Air Force goal is to end up with only two types of C-130s – the C-130J it is now buying and the upgraded C-130X.

The C-130 workforce is hopeful that this AMP competition between Lockheed Martin, Boeing Raytheon, and BAE Systems will bring additional work to the Marietta, Georgia workforce. However, the possibility exists that unless the procurement top line of the defense budget is increased, there may not be enough money to completely fund the C-130X program (*see related editorial*). The members of the *National*

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Joint Strike Fighter

JSF: Beyond the Next Generation Technology for the 21st Century

With a new President in the White House, 42 new House members and 11 new Senators—all with their individual agendas on funding entitlement programs—defense platforms in 2001 will be in the spotlight and under the watchful eye of critics against further defense funding. As the Congress debates U.S. national security strategy and the policies that support it, modernization of defense programs must be discussed in order to achieve a capability adequate to meet our global commitments. Preserving America's defense industrial base must be part of this debate, for without a strong aerospace and defense manufacturing base, any hope of achieving weapon systems modernization is not likely.

Up for discussion in the FY02 defense budget debate will be fighter programs including the F-18E/F, the F-22, and the new Joint Strike Fighter. Anxious to please constituents at home, congressional members—especially those running for reelection in two years—will be looking for funding that can be cut from defense programs without shutting facilities in order to fund urgently demanded

entitlement programs.

A recent *Aviation Week & Space Technology* article described the DoD's concern about America's defense industrial base saying, "The U.S. defense industrial base is in a state of decline—its underlying health seriously suspect—and national security will be affected if current trends go unchecked." Those trends, according to the Aerospace Industries Association data, include a serious erosion in our country's aerospace industry employment.

In 1990, there were 430,000 aerospace production workers. At the end of 1999, that number had been reduced by 44 percent to slightly over 280,000 workers. Statistics for the professional workforce have also moved consistently downward as reflected in the number of research and development scientists and engineers which peaked in 1986 with nearly 145,000 workers and is now down to 77,000 workers, a reduction of about 47 percent.

A healthy aerospace industrial base must consist of three elements: a number of experienced development design teams, a trained production

workforce, and a financial capability able to bid on future defense programs. Working against those elements is the fact that America's aerospace industrial base workforce is aging with many of the newer employees—our next generation workforce—laid off during defense industry downsizing. Additionally, a good number of aerospace professional workers have been lost to the dot.com businesses, and of those who remain, many engineers and scientists are, like the production workforce, up for retirement.

Finally, our country's aerospace industrial leaders such as Boeing, General Dynamics, Honeywell, Litton, Lockheed Martin, Northrop Grumman, Raytheon, TRW and UTC have experienced, to one extent or another, high debt, lower bond ratings, lackluster stock prices and a combined valuation that places them somewhere in the bottom one fifth of the top twenty-five U.S. companies.

The Joint Strike Fighter program has the potential to help reverse the trends described above in three important ways. First, the JSF program will preserve our country's highly specialized fighter developmental design teams. Second, the program will preserve and possibly increase the number of skilled aerospace production workers. Third, the JSF, with a planned production run of nearly 3,000 aircraft and follow-on contractor maintenance and spares, will represent a stable, sustained aerospace industry revenue stream for a projected thirty years.

Once again, the fate of the JSF will be linked to results of defense studies now taking place. Too many programs are chasing too few dollars, as pointed out in our editorial. Unless there is a commitment on the part of the Bush Administra-



JSF (From Lockheed Martin website.)

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F-22

F-22 Completes Required Testing

In 1999, the F-22 was under attack in the House Appropriations Committee where the Subcommittee on Defense voted to cut \$1.8 billion from its budget – an amount, which would have undoubtedly crippled the program. After an intense mobilization by the members of the *National Industrial Base Workforce Coalition*, the F-22 survived FY00 negotiations. However, as reported in our Winter 1999 article on the program, the F-22 had only won the battle, not the war.

Pentagon acquisition chief **Jacques Gansler** had established fifteen required test events which the F-22 was to have passed by December 21, 2000. These “exit criteria” were designed to help Pentagon officials decide whether or not to release to Lockheed Martin a \$2.1 billion low-rate production contract for ten aircraft. Thus, this year has been a hectic one for F-22 officials as the program went through the required tests including testing of the critical 3.0 version of the avionics software and the flight of the sixth aircraft. In late 2000, F-22 officials were confident that the tests would be completed by December or very soon thereafter.

Throughout the year, congress-

sional leaders had threatened that they would revisit funding decisions for the F-22 program if the tests were not completed on time. Since the testing was not completed by December, as required, the production funds appropriated for FY01 were frozen until the tests were completed. However, late in 2000, Congress did approve \$350 million in “bridge money” to Lockheed Martin to sustain the F-22 program through the testing delay. In March 2001, those funds will be depleted.

As we went to press, all required testing had been completed satisfactorily, and the program is now awaiting Defense Acquisition Board approval. If the DAB approval has not occurred by March, necessary additional funding will be needed to keep the program and supplier base intact.

The potential for another assault against the program looms in the year 2001 budget debates when the Quadrennial Defense Review takes place. Throughout 2000, *Coalition* members prepared for the inevitable battle which will take place when the QDR is released in mid-2001. That review is expected to examine all major programs, with the F-22 getting special

attention as the DoD attempts to reconcile F-22 cost estimates with budget projections. *Coalition* members remember the results of the 1997 QDR when F-22 procurement numbers were drastically reduced.

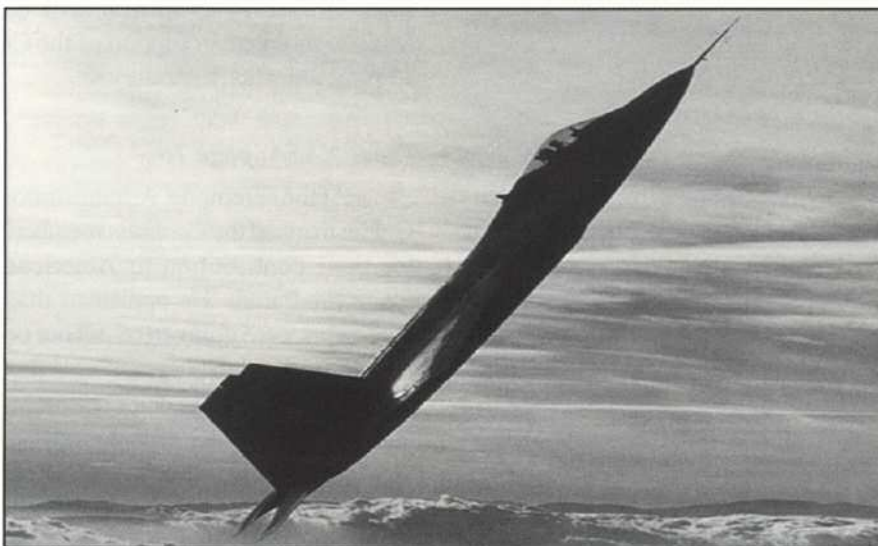
As with the C-130 and Joint Strike Fighter programs, the F-22 workforce has an enormous stake in the outcome of the studies now taking place at the DoD. It is for this reason that the F-22 workforce has thrown its complete support behind raising the top line of the defense budget. Without a “bigger boat,” the F-22 could face drastic reductions in FY02 funding. ❖

From C-130, page 11

Industrial Base Workforce Coalition strongly support the continuous upgrading of C-130s rather than waiting for the funding to upgrade a large number of aircraft all at one time, which would put the program in competition with other defense modernization funding.

The C-130 workforce understands the need to raise the top line of the defense budget. Critics of the C-130 program argue that Congress is forcing the Air Force to buy the C-130. In lean budget years, these critics argue that money should be shifted to other programs that have a higher priority. It is for this reason that the C-130 workforce has been dedicated to the *Coalition's* effort to raise the top line. The future of the C-130 workforce may well depend on the success of the *Coalition's* efforts.

Finally, *Coalition* members are pleased with the buy of 12 C-130s in the FY01 defense budget and continue to support procurement efforts for additional C-130Js and look forward to working with the 107th Congress in support of this program. ❖



From JSF, page 12

tion and the Congress to appropriate funds needed to raise the procurement top line of the defense budget, the JSF along with all of the other programs will be competing for survival.

As the older generation fighters run out of useful life, the JSF will establish and continue America's preeminence in state-of-the-art strike fighters. The *National Industrial Base Workforce Coalition* will closely follow the Joint Strike Fighter competition in 2001. *Coalition* members are proud of their contribution to our country's defense industrial base. ❖

From C-17, page 8

cerns, especially in California where the C-17 is the only military aircraft in final assembly.

In 2001, *Coalition* members will continue to work with members of Congress to urge their commitment to fund the procurement of at least 60 C-17s at economically efficient rates of at least 15 aircraft per year. Additionally, *Coalition* leaders will closely watch for the results of another study



JSF (From Boeing website.)

called for by the former Air Force Secretary **F. Whitten Peters**. Peters, who along with other service leaders, believes that a commercial variation of the C-17 with a market predicted to be as high as 70 sales could keep the line open and substantially lower the airplane's price.

Finally, members of the *National Industrial Base Workforce Coalition* will encourage the Government to re-

move the commercial variant of the C-17 from the State Department's Munitions List, transferring it instead to the Commerce Department's Commodity Control List.

The C-17 industrial base workforce around the country faces an uncertain future in the year ahead as various proposals to change the current C-17 production schedule will inevitably be proposed. The Congress could decide to change the mix of airlift capability, adjust national military strategy, reduce readiness—or provide additional defense budget funding. Whatever the elements of the debate, the leaders of the *National Industrial Base Workforce Coalition* will be ready to mobilize in support of the C-17 program when necessary. ❖

Quadrennial Defense Review

The Quadrennial Defense Review (QDR) is a study designed to evaluate our national security strategy. The Pentagon conducts the review that considers how to best meet the DoD challenges with a constrained budget. The QDR is conducted every four years when a new president takes office. After the QDR of 2001 is released, the Bush Administration will have many decisions to make in response to defense policy, defense spending in general and funding for specific programs.

In 1999, General Hugh Shelton, Chairman of the Joint Chiefs of Staff, chartered a working group to look at options and ideas and to make recommendations for the new administration. The working group, consisting of one

officer from each of the DoD services, released their conclusions in November 2000. The report named three specific policy choices that the new president would have to decide between in order to ensure that the United States' resources were sufficient to carry out our national strategy of being able to fight two major theater wars at once. The choices named in the report included: 1) increase defense spending; 2) work with Congress to create more "trade space" to reduce the costs of defense requirements; 3) change the strategy itself. The report describes these three choices as the "iron triangle" of the QDR. Union leaders in the *National Industrial Base Workforce Coalition* are closely following the QDR process. ❖

From NASA, page 10

At the ceremony, Administrator Goldin thanked the *Coalition* members for their contribution to American space programs. He explained that, "the lights were going to be put out on the manned space program" and that the *Coalition* was "crucial" in maintaining a robust NASA space program. Goldin closed the meeting by telling the *Coalition* leaders, "You always put the country first." ❖

1943 Revisited



Technique

A Monthly Review of Technical Developments in the Air Forces

Above is a view of the Curtiss Caravan, the new all-purpose cargo carrier made of wood which is now going into quantity production. This sky giant is designated as the C-76.

First Wooden Transport

THE ARMY AIR FORCES has a new, virtually all-wood cargo plane. It is the giant Curtiss Caravan, officially designated the C-76.

The Caravan is a high-wing monoplane with a span of 108 feet, is 68 feet long and is powered by two 1,200-horsepower engines. It is equipped with retractable tricycle landing gear and is built so that its floor is only 36 inches from the ground, thus making possible rapid loading and unloading of cargo. It has a low landing and stalling speed, short take-off performance and moderate range and cruising speed. Its characteristics make it unusually suitable for operation in areas where there are few facilities for repairing metal planes, and where landing fields are small and operating conditions difficult.

The control compartment of the new plane is situated above the forward section of the cargo space and accommodates a crew of pilot and co-pilot, also offering provisions for a radio operator when desired. The cargo section carries a cable to which the release cord of a paratrooper's parachute may be attached, and each plane can be equipped with fittings for towing gliders.

Woods used in the production of the Caravan are hickory, spruce, birch, gum, mahogany and Douglas fir. The plywood ranges from three-ply, used in the construction of the leading edges, to nine-ply, employed in the center panel. The wings are of the conventional two-spar, box type construction. The wing spars are of laminated spruce cap strips, with plywood webs, internal diaphragms and stiffeners. The fuselage is of semi-monocoque construction.

The C-76 will be built by a new Kentucky plant of the Curtiss-Wright Corporation and by the Higgins Shipbuilding Co. Sixty-five percent of its construction will be subcontracted to the wood industry, thus not interfering with the manufacture of combat airplanes. The major subcontractors are the Mengel Company of Kentucky, the Baldwin Piano Company of Ohio and the Universal Molded Products Co. of Virginia.

The design of the Caravan was conceived by Curtiss Wright engineers, working in conjunction with the Army Air Forces, early in 1942. The manufacturing project was begun in March of that year. C-76s, until the new Kentucky plant is ready, are being built in Curtiss-Wright's Missouri factory.



New Crash Finder

REACHING crashed planes quickly is no longer a problem at Mather Field, California, where Captain LeRoy G. Heston, station engineer and accident officer, has equipped a jeep with a radio for two-way communication with a scout plane. When a crash occurs, the plane acts as the eyes of the pair, and the jeep, which can traverse almost any kind of terrain, is directed promptly to the scene. Above, Captain Heston and Lieutenant Roy P. Sampson, post signal officer, are shown in communication with the scout plane.

Lines to the 180° Turn

"Oh, I don't care," said Pilot Dumstare,
"How the barometer's lookin'.
I'm hotter than hell and I can tell
when any weather is cookin'."

"These forecast blokes are a bunch of jokes
With their isobars and highs.
They'll hold you bound to the solid ground
if they see a cloud in the skies."

"Form 23 is not for me.
I've got natural savvy for weather.
Just give me a ship and let me skip.
I'll bring her in like a feather."

"Just let it pour and let it roar.
Let it buck like the waves of the sea.
Why listen, brother, that's just another
breeze – for a pilot like me."

"I'll take a chance on the seat of my pants.
To hell with a right-about run.
I'll never learn a half circle turn.
It's dangerous? Sure but it's fun."

So up and away on a doubtful day
went weather-wise Pilot Dumstare.
He headed for fun as he gave her the gun
and zoomed off into the air.

He didn't see on his Form 23
That a cold front was headed his way.
Nor did he care – not Pilot Dumstare.
You recall what he had to say.

So into the soup he dove with a whoop.
"This is my meat, watch me."
And watch they did for the dimwit kid
who hadn't read Form 23.

They watched that night with growing fright.
He was eighteen hours over due.
The wreck of his plane they found in the rain,
but Dumstare was nowhere in view.

It rained, it poured, the cold wind roared.
Three days of fury unbent!
Dumstare crawled in, wetter than sin,
cold and ragged and spent.

Now Pilot Dumstare has an added care.
When he clears for a hop – even short
You can watch him pour for an hour or more
over every Weather Report.

If he can spy a cloud in the sky,
or the trace of a coming breeze,
Then you'll discern that beautiful turn
of a hundred and eighty degrees.

Major Henry F. Carlton
Air Force magazine, February 1943

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