

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

**HEADQUARTERS AIR FORCE
MISSION DIRECTIVE 1-22**



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Special Management

DIRECTOR LEGISLATIVE LIAISON

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1. Mission. The Secretary of the Air Force (SecAF), pursuant to Title 10 United States Code (USC) Sections 9011-9024, may establish offices and officials within the Secretariat to assist the SecAF in carrying out his/her responsibilities. As documented by **Paragraph 4.1.** of Air Force Mission Directive (AFMD) 1, Headquarters Air Force, and this Headquarters Air Force (HAF) Mission Directive (HAFMD), the Directorate of Legislative Liaison (SAF/LL) is established as part of the Secretariat. The Director Legislative Liaison has overall responsibility for legislative affairs and congressional relations for the Department of the Air Force (DAF). The SecAF retains ultimate responsibility for all policies related to the DAF. Within his/her areas of responsibility, the Director Legislative Liaison prepares policies for approval and issues official guidance/procedures within the Director's areas of responsibility via official DAF publications to ensure implementation of those policies.

2. Organizational Relationships. The SecAF is responsible for and has all legal authority necessary to conduct the affairs of the DAF. The Secretariat, the Chief of Staff of the Air Force (CSAF), the Chief of Space Operations (CSO), and their respective staff offices perform their DAF functions subject to the authority, direction, and control of the SecAF.

2.1. The Director Legislative Liaison reports to the SecAF, serves as an agent of the SecAF within assigned policy and program domains, and provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets within his/her area of responsibility. The Director Legislative Liaison is accountable to the SecAF for results achieved within the policy and program domains assigned by this Directive.

2.2. The Director Legislative Liaison is part of the Secretariat and, as such, works closely with other Secretariat, Air Staff, and Space Staff offices which are responsible, pursuant to Title 10 USC Sections 9011-9842, for assisting the SecAF in carrying out the SecAF's responsibilities.

2.2.1. Pursuant to Headquarters Operating Instruction 90-1, Headquarters Air Force Mission Directives and Department of Defense Issuances Program, two or more Department of the Air Force two-letter organizations with responsibilities in the same functional area are encouraged to develop Standard Operating Procedures that establish processes to accomplish their respective missions, roles, and responsibilities. All Standard Operating Procedures entered between the Director Legislative Liaison and other DAF Officials are included in Attachment 3 and 4 of this HAFMD.

3. Responsibilities. The Director Legislative Liaison is specifically responsible for:

3.1. Providing the DAF a focal point to integrate the orchestration of engagements and communication between DAF entities and Congress while ensuring consistency with SecAF intent.

3.2. Providing the DAF a focal point for communication between DAF entities and Congress by ensuring appropriate SAF/LL representation at congressional engagements, maintaining a repository of engagement documents, and archiving records of all communication with Congress.

3.3. Developing, coordinating, and supervising the DAF legislative program, in coordination with DAF General Counsel (SAF/GC). SAF/LL will establish and amend, as needed, business rules for the DAF Legislative Proposal Program. SAF/LL will coordinate with other DAF two-letter/level-two organizations for legal review, analysis, and refinement of proposals throughout the execution of the legislative program.

3.4. Evaluating and reporting legislative matters about the DAF, including issuing pertinent legislative information to proper DAF officials and offices.

3.5. Preparing and coordinating reports, testimony, and related statements on legislation with the Office of the Secretary of Defense (OSD), the Office of Management and Budget (OMB), and Congress, including scheduling and other arrangements for presentation of legislative testimony before Congressional Committees.

3.6. Coordinating responses to inquiries from Committees of Congress and arranging for the presentation of testimony at congressional hearings.

3.7. Coordinating responses to correspondence and inquiries from Members of Congress (MoC), the Office of the Vice President, and the Executive Office of the President.

3.8. Releasing classified information to Congress according to policies prescribed by the SecAF.

- 3.9. Supervising travel arrangements and performing escort duties for Congressional travel designated as an official duty of the DAF.
- 3.10. Keeping members and committees of Congress advised of DAF activities within their area of interest.
- 3.11. Maintaining direct liaison with Congress, the Executive Office of the President, OSD and other government agencies on matters mentioned above.
- 3.12. Managing preparation of and supporting the annual congressional testimony for the SecAF, USecAF, CSAF, CSO, VCSAF, VCSO, CMSAF, and CMSSF (the Top-8).
- 3.13. Organizing, directing, and monitoring the DAF staff Posture Team.
- 3.14. Tasking, reviewing, and finalizing DAF Issue Papers.
- 3.15. Coordinating and managing all Congressional Reporting Requirements for the DAF.
- 3.16. Consolidating and obtaining approval of legislative appeals to meet SecAF objectives.
- 3.17. Working closely with DAF two-letter/level-two congressional offices to provide guidance on legislative proposals, appeals process, and other congressional tasks to include data to assist in formulating RFI responses and congressional atmospherics.

4. Delegations of Authority/Assignment of Responsibility: **Attachment 1** lists delegated authorities and assigned responsibilities to the Director Legislative Liaison. The authorities delegated and responsibilities assigned to the Director Legislative Liaison by this HAFMD may generally be re-delegated unless re-delegation is expressly prohibited by the attached delegation or superseding law, regulation, or the Department of Defense (DoD) Issuance. While the Director Legislative Liaison may re-delegate authorities to other DAF officials, the Director will ultimately be responsible to the SecAF for all matters affecting legislative affairs and congressional relations. Any re-delegation of authority/assigned responsibilities made shall not be effective unless it is in writing. Any person re-delegating authority in accordance with this HAFMD may further restrict or condition the authority/assigned responsibility being re-delegated.

5. Continuation of Prior Re-Delegations of Authority/Assignments of Responsibility: HAFMD 1-22, 24 August 2011 is hereby superseded. Re-delegations of authority/assignments of responsibility made prior to the date of issuance of this publication remain effective insofar as such re-delegations are not inconsistent with the terms of this HAF Mission Directive, or unless superseded by a new re-delegation.

Frank Kendall
Secretary of the Air Force

Attachment 1**DELEGATIONS OF SECRETARY OF THE AIR FORCE AUTHORITY/
ASSIGNMENTS OF RESPONSIBILITY TO THE LEGISLATIVE LIAISON**

A1.1. Authority relating to Department of Defense (DoD) support for travel by Members and employees of Congress as delegated to the Secretary of the Air Force (SecAF) pursuant to Department of Defense Directive 4515.12, Department of Defense Support for Travel of Members and Employees of Congress.

A1.2. Authority and responsibilities relating to the Assistant Secretary of Defense for Legislative Affairs as delegated to the SecAF pursuant to Department of Defense Directive 5142.01, Assistant Secretary of Defense for Legislative Affairs (ASD(LA)).

A1.3. Authority and responsibilities relating to the provision of classified and unclassified information to Congress as delegated to the SecAF pursuant to Department of Defense Instruction 5400.04, Provision of Information to Congress.

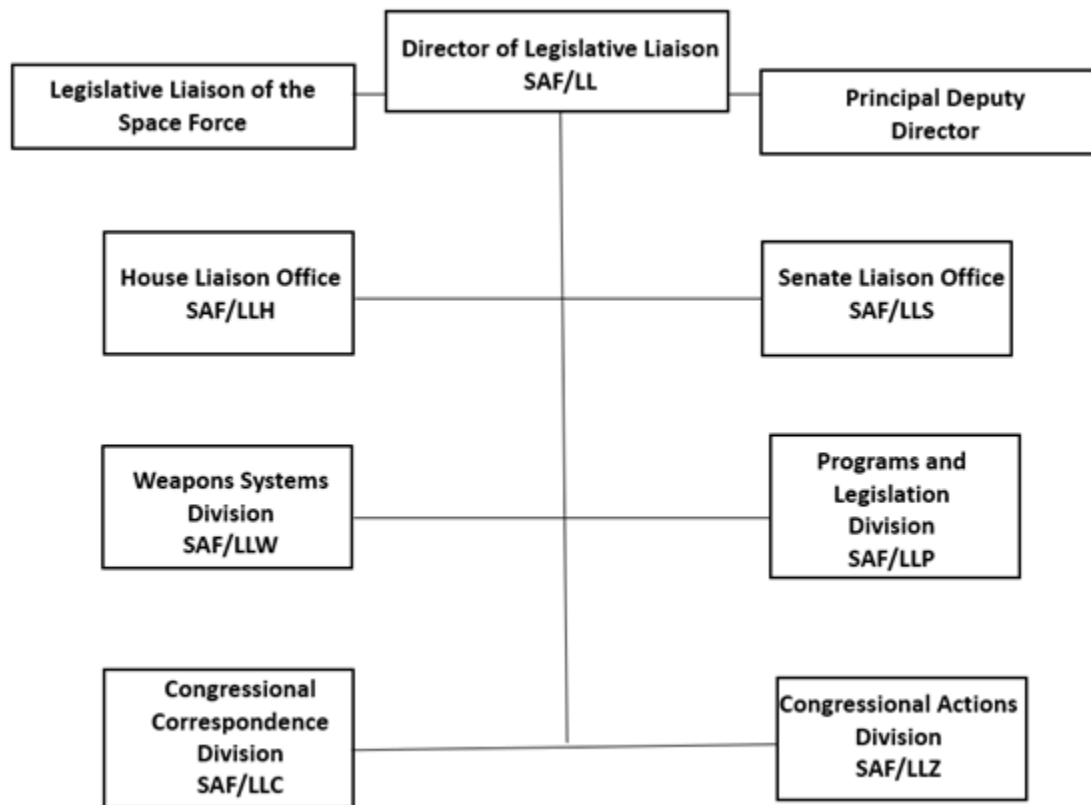
A1.4. Authority relating to processing of legislation, executive orders, proclamations, and reports as delegated to the SecAF pursuant to Department of Defense Directive 5500.01, Preparation, Processing, and Coordinating Legislation, Executive Orders, Proclamations, View Letters, and Testimony.

A1.5. Authority relating to authorization and appropriations reporting requirements as delegated to the SecAF pursuant to Department of Defense Instruction 5545.02, DoD Policy for Congressional Authorization and Appropriations Reporting Requirements.

A1.6. Authority relating to DoD support for air and ground transportation of the Congressional Delegation (CODEL) and liaison support with the House and Senate offices of the Sergeant at Arms in support of funeral arrangements and services for Members who die while in office as delegated to the SecAF pursuant to Department of Defense Instruction 4515.19, DoD Support for Congressional Funerals.

ATTACHMENT 2
DIRECTORATE OF LEGISLATIVE LIAISON
[SAF/LL]

A2.1. The Directorate of Legislative Liaison (SAF/LL) is responsible for the overall supervision of all matters pertaining to the Department of the Air Force (DAF) legislative affairs and congressional relations and for advising the SecAF and all other principal civilian and military officials of the DAF. Except for appropriation matters, SAF/LL provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets relative to the DAF legislative program.



A2.2. Three-letter subordinate offices include:

A2.2.1. House Liaison Office (SAF/LLH). SAF/LLH functions as the initial point of contact between the DAF and the United States House of Representatives. They are responsible for building relationships with Members of the House of Representatives and Member staff offices. SAF/LLH deals with all facets of legislative activity and performs activities to educate Members and staff on air and space related issues that impact their districts and constituents, coordinates and executes meaningful engagements between House Offices and DAF leadership and performs as primary military escort for House delegations.

A2.2.2. Senate Liaison Office (SAF/LLS). SAF/LLS functions as the initial point of contact between the DAF and the United States Senate. They are responsible for building relationships with Senators and their staff offices. SAF/LLS deals with all facets of legislative activity and

performs activities to educate Senators and Staff on air and space related issues that impact their districts and constituents, coordinates and executes meaningful engagements between Senate Offices and DAF leadership and performs as primary military escort for Senate delegations.

A2.2.3. Weapons Systems Division (SAF/LLW). SAF/LLW is responsible for facilitating communication of the DAF's plan for all weapons systems and current/future weapon requirements to Congress. SAF/LLW is the focal point for the DAF's relationship with the Armed Services Committees and facilitates information flow, responds to Congressional requests for information (RFIs), assists in hearing preparation, coordinates engagements, and supports Congressional Delegation (CODEL)/Staff Delegation (STAFDEL) planning.

A2.2.4. Programs and Legislation Division (SAF/LLP). SAF/LLP is responsible for liaison between the DAF and Congress for authorization of all DAF programs, legislation, and associated program budget requests (excluding weapons systems and appropriation matters). SAF/LLP is the focal point for the DAF's relationship with the Armed Services Committees for all programs and legislation, and facilitates information flow, responds to congressional RFIs, assists in hearing preparation, coordinates engagements, and supports in CODEL/STAFDEL planning. SAF/LLP is a direct link between field commanders and Congress. SAF/LLP also coordinates and makes the following congressional announcements: base closure and basing decisions, force structure, competitive sourcing studies and results, civilian reductions-in-force, contract awards greater than five million dollars, environmental impact assessments and results, military construction efforts, and accident investigations.

A2.2.5. Congressional Correspondence Division (SAF/LLC). SAF/LLC serves as the single point of contact for constituent inquiries from the White House, Members of Congress, and state and local elected officials. SAF/LLC monitors and expedites inquiries addressed to the Secretary of Defense and members of the DAF Top 8. SAF/LLC is the Secretariat, Air Staff, and Space Staff Liaison to the White House Military Liaison Office and manager for the Legislative Fellows Program. SAF/LLC also manages reports and letters. Responsibilities include oversight of all congressionally required DAF reporting and briefing requirements as well as the timely response to all letters from/to Members of Congress.

A2.2.6. Congressional Actions Division (SAF/LLZ). SAF/LLZ develops engagement strategies; schedules and prepares DAF Senior Leaders for congressional engagements and hearings; executes congressional travel; and provides research, analysis, and metrics for legislative matters. These duties include scheduling, developing and coordinating prep material, and conducting prep sessions for Top-8 congressional engagements. For travel, SAF/LLZ schedules aircraft, coordinates OSD approvals, manages orders and vouchers, and validates all billing and accounting packages for all CODEL/STAFDEL.

ATTACHMENT 3

STANDARD OPERATING PROCEDURES for Collaboration between SAF/LL and SAF/FML During Top-8 Posture Hearings and Engagements

A3.1 Purpose: This document outlines collaboration between SAF/LL and SAF/FML focusing primarily on posture hearings and congressional engagements involving Top-8 leaders of the DAF. SAF/LL and SAF/FML's aligned effort to support DAF programs, priorities, and budgeting before congressional members, committees, and staffs is critical to the success of DAF mission objectives. All information given to Congress must be delivered using "one voice." SAF/LL and SAF/FML division leadership and Action Officers (AOs) routinely synchronize actions to ensure unity between directorates. This includes, but is not limited to, weekly posture/mark-up cross-talks, weekly SAF/LLZ and SAF/FML meetings, weekly SAF/LL sync meetings, and the coordination of Top-8 prep materials.

A3.2 Overview: SAF/LL works directly for the Office of the Secretary of the Air Force (SAF/OS) and primarily focuses on the authorizers in the House and Senate Armed Services Committees (HASC and SASC). SAF/FML works directly for the office of the Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM) and primarily focuses on the appropriators in the House and Senate Appropriations Sub-Committees on Defense and Military Construction-Veterans Affairs (SAC-D, HAC-D, SAC-M, HAC-M). Though not required to attend SAF/LL meetings, SAF/FML's contributions through regular and open communication strengthens cohesion and unifies effort.

A3.3 Posture: The SecAF, CSAF, and CSO testify together before the HAC-D, SAC-D, HASC, and SASC. Additionally, various members of the DAF Top-8 will testify at the request of various HASC, SASC, HAC, and SAC sub-committees to address specific topics.

A3.3.1 SAF/LLZ will run all Top-8 hearing prep (products and prep sessions) for the HASC and SASC full and subcommittee hearings. SAF/FML will run all Top-8 hearing prep (products and prep sessions) for HAC-D, SAC-D, HAC-M, and SAC-M hearings. Additionally, SAF/LL has the lead for all topic/issue-related posture prep (products and prep sessions). SAF/FML attends these topic/issue-related sessions to the maximum extent possible and includes the products in their binders as they see fit. SAF/LL and SAF/FML attend each-others' prep sessions, hearings, and hot-washes to the maximum extent possible to ensure synchronized messaging. Lastly, SAF/LLZ and SAF/FML will receive and process advanced policy questions (APQs) and conduct post-hearing actions, including questions for the record (QFR), inserts for the record (IFR), and transcripts for their respective defense committees.

A3.4 Engagements: SAF/LL develops, plans, schedules, and executes how and when the DAF Top-8 interacts with Members of Congress, committees, and staff when dealing with authorizers. SAF/FML develops, plans, schedules, and executes how and when the DAF Top-8 interacts with Members of Congress, committees, and staff when dealing with appropriators who are not also on the HASC or SASC. SAF/LLZ will develop prep packages and conduct prep sessions for the Top-8 utilizing tailored talking points (TPs), background, and other relevant material. Conversely, SAF/FML will similarly develop prep packages and conduct prep sessions for the Top-8 utilizing tailored TPs, background, and other relevant material. SAF/LLZ and SAF/FML will synchronize and standardize the writing of this material to the maximum extent possible.

A3.4.1 SAF/LL is generally the lead organization for engagements that involve neither authorizers nor appropriators. SAF/LL and SAF/FML will coordinate and determine the lead for the engagement depending on which congressional office or committee requested the engagement and the engagement topic(s). Whenever possible, the supporting organization will generate and submit its specific prep material to the lead organization. The lead organization will integrate material and submit to the principal(s) front office staff(s) as one prep package.

A3.4.2 During coordination with Air Force and Space Force Caucus co-chairs regarding caucus events, SAF/LL has the lead even if the Member falls in SAF/FML's jurisdiction.

A3.5 Touchpoints:

A3.5.1 Weekly SAF/LL sync meetings every Tuesday led by SAF/LL Director

A3.5.2 Weekly SAF/LLZ and SAF/FML sync to coordinate upcoming engagements.

A3.5.3 Weekly Posture/Mark-up Cross-Talks for SAF/LL and SAF/FML to coordinate posture prep, hearing support, and National Defense Authorization Act (NDAA) and Appropriations Act markup with Secretariat, Air Staff, and Space Staff.

ATTACHMENT 4**STANDARD OPERATING PROCEDURES for Collaboration between SAF/LL and SAF/GC during the Legislative Proposal Process**

A4.1. Purpose: These Standard Operating Procedures apply to individuals assigned to SAF/LL and SAF/GC who are responsible for the Department of the Air Force (DAF) Legislative Proposal Program. These procedures are intended to facilitate staff actions and functions between SAF/LL and SAF/GC while increasing operating effectiveness and efficiency. This program includes management and oversight of the DAF Deputies Legislative Review Panel (DLRP), DAF Legislative Review Panel (LRP), and legislative submissions into the Department of Defense Office of Legislative Counsel (OLC) and Office of Management and Budget (OMB) legislative processes.

A4.2. The following standard operating procedures govern the general division of labor between SAF/LL and SAF/GC during the legislative proposal process:

A4.2.1. SAF/LL manages the DAF coordination process for legislative concepts, and legislative proposals, and provides the results of coordination to the DAF DLRP/LRP members.

A4.2.2. SAF/LL in consultation with SAF/GC, develops recommended DAF DLRP/LRP meeting agendas, coordinates the scheduling of meetings and distribution of read-ahead materials.

A4.2.3. SAF/GC and AF/JA coordinate on every legislative concept provided to the DAF DLRP/LRP and SAF/GC provides a legal review on each concept.

A4.2.4. SAF/LL coordinates and advises on every legislative concept.

A4.2.5. Following DAF LRP approval of a legislative concept, SAF/GC works directly with HAF 2-letters, level-twos, and, through the appropriate functional chain(s), with Major Commands (MAJCOMs), and Field Commands (FLDCOMs) to draft legislative proposals.

A4.2.6. SAF/LL drafts a memorandum for record (MFR) to memorialize DLRP/LRP deliberations and document recommendations regarding each concept considered. The MFR documents the rationale for any recommendation for disapproval.

A4.2.7. Upon conclusion of the Legislative Concept Review Process, SAF/LL, in coordination with SAF/GC and AF/JA, staffs a package to the SecAF, requesting approval of legislative concepts for further development into DAF legislative proposals. The package includes the DLRP/LRP scoring of concepts.

A4.2.8. Following the drafting of legislative proposals from the approved concepts, SAF/LL, in coordination with SAF/GC and AF/JA, staffs a package to SecAF for approval and ranking of DAF legislative proposals intended for transmission to the Department of Defense (DoD). The package includes a recommended ranking for all DAF proposals. Approved proposals will be submitted to OLC for consideration.

A4.2.9. SAF/LL submits DAF legislative proposals and legislative proposal revisions to OLC.

A4.2.10. SAF/GC provides a summary of each DAF legislative proposal, DoD component comment, and DAF comment on other DoD component proposals.

A4.2.11. SAF/LL prepares read-ahead materials for DoD DLRP/LRP attendees, incorporating materials provided by SAF/GC.

A4.2.12. SAF/GC assists DAF 2-Letters/level-twos in resolving non-concurs and amending legislative proposals, as needed, throughout the legislative process.