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SUBJECT: Air Force Strategic Planning Process

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By Order of the Secretary of the Air Force, this Air Force Guidance Memorandum implements AFD 90-11, *Air Force Strategic Planning and Programming Process*, dated 6 Aug 2015 with respect to strategic planning. Compliance with this Memorandum is mandatory. To the extent its directions are inconsistent with other Air Force publications, the information herein prevails, in accordance with AFI 33-360, *Publications and Forms Management*. The authority to waive HQ/AF requirements in this publication are identified with a Tier-1 (T-1).

This AFGM provides direction for strategy development and strategic planning. It applies to all Air Force organizations including the Air Force Reserve (AFR) and the Air National Guard (ANG). Major commands (MAJCOMs), field operating agencies (FOAs), and direct reporting units (DRUs) may supplement this AFGM. The Air Force (AF) uses the Strategy, Planning, and Programming Process (SP3) to create Air Force forces able to provide responsive and effective Global Vigilance—Global Reach—Global Power to support the national strategy now and in the future environment.

Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with the Air Force Records Disposition Schedule (RDS) located in the Air Force Records Information Management System (AFRIMS). Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command.

This Memorandum becomes void after one year has elapsed from the date of this Memorandum, or upon release of an Air Force publication incorporating this guidance, whichever is earlier.

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Chief, Strategic Plans and Requirements

## **1. OVERVIEW**

1.1. The Air Force (AF) uses the Strategy, Planning, and Programming Process (SP3) to create Air Force forces able to provide responsive and effective Global Vigilance—Global Reach—Global Power to support the national strategy now and in the future. This AFGM provides direction for the strategy development, and strategic plan development portions of the SP3, and for capability development. Programming is covered by AFI 16-501, *Control and Documentation of Air Force Programs*. In support of national-level strategic guidance and Secretary of the Air Force (SecAF)/ Chief of Staff of the Air Force's (CSAF)'s guidance and vision for the future, the Deputy Chief of Staff, Strategic Plans and Requirements (AF/A5/8) leads the SP3. AF/A5/8, in coordination with Headquarters Air Force (HAF) and MAJCOMs, identifies challenges of the future operating environment, oversees the concept development efforts necessary to address those challenges, formulates a strategy and Strategic Master Plan (SMP) to establish a series of strategic vectors to create a capable future force, and directs future capability development efforts aligned to those strategic vectors. AF/A5/8 issues Strategic Planning Guidance (SPG) to direct coherent strategic planning across all AF core functions and together, HAF and the MAJCOMs develop the Ten-year Integrated Plan to inform the 30-year Resource Allocation Plan (RAP). The Planning Choices event culminates this corporate planning process and enables the SecAF and CSAF to make the final decisions for RAP, and to review capability development prioritization for alignment with this strategic plan. The annual planning cycle concludes with the issuing of the Plan-to-Program Guidance (PPG), which provides direction for Program Objective Memorandum (POM) development. The SP3 process is deliberately designed to deliver an adaptable strategy consistent with the AF's strategic agility, to accommodate changes to the strategic environment. The capability development community is a stakeholder in strategic plan development, and advocates for the RAP to address capability gaps and warfighter capability needs, as aligned with the strategy.

## **2. RESPONSIBILITIES**

- 2.1. Deputy Chief of Staff, Strategic Plans and Requirements (AF/A5/8) shall:
  - 2.1.1. Lead the AF Strategy, Planning, and Programming process.
  - 2.1.2. Direct the annual planning cycle, ensuring that current AF strategy guides the planning process, which, in turn, guides innovation, capability requirements development and the programming process.
  - 2.1.3. As directed, support the SecAF and CSAF with development of the Air Force Vision.
  - 2.1.4. Approve the Strategic Planning Guidance.
  - 2.1.5. Chair Planning Board and Planning Council events.
  - 2.1.6. Lead Special Access Program-breakout sessions during the Group, Board and Council planning choices events.
  - 2.1.7. Chair the Capability Development Council (CDC) to ensure validated operational capability requirements align with SP3 and future operating environments across the range of military operations (ROMO).
  - 2.1.8. Ensure AF Planning Guidance is appropriately shared with DoD innovation agencies.
  - 2.1.9. Request SAF/AG include audits of specific strategy or planning processes in the long-range audit planning cycle.

- 2.1.10. Request SAF/AG perform audits as required for emergent (high concern) processes on a priority basis if/when applicable.
- 2.1.11. Include audit findings in the strategy development and or strategic planning processes as applicable, in the annual cycle, to improve processes as indicated.
- 2.2. The Director of Strategy, Concepts, and Assessments (AF/A5S) shall:
  - 2.2.1. Develop and periodically revise the AF Strategic Environment Assessment (AFSEA), AF Strategy, SMP, and Air Force Future Operating Concept (AF FOC).
  - 2.2.2. Plan and execute wargames to examine force development concepts and future force structure to aid strategic decision making and inform development of the AFSEA, AF Strategy, SMP, AF FOC, and resourcing plans.
  - 2.2.3. Disseminate and implement AF/A5/8 guidance for force development concepts, review and maintain an electronic library of HAF and MAJCOM force development concepts, and advocate for the consideration of select concepts in the development of HAF and MAJCOM resourcing plans.
  - 2.2.4. Monitor implementation and execution of the AF Strategy and the SMP across all products and processes.
  - 2.2.5. Assess the alignment and progress of guidance established by the AF Strategy and SMP and report those assessments on a repeatable cycle.
- 2.3. The Director of Plans (AF/A8X) shall:
  - 2.3.1. Develop the AF SPG, Ten-Year Integrated Plan, Resource Allocation Plan, and the PPG.
  - 2.3.2. Understand and field CFL questions regarding the SPG tasks, directly engage applicable Core Function Lead (CFL) as active participants in development of CFL deliverables, assess if CFL data is consistent with POM decisions and Draft RAP, and participate in trade-space prioritization process.
  - 2.3.3. Conduct Integration and Planning Choices events, incorporate Planning Choices decisions into the RAP, and issue PPG.
  - 2.3.4. Assess affordability of 30 Year RAP inputs.
  - 2.3.5. Manage the AF Planning structure including the Planning Group, Planning Board, and Planning Council, as well as Planning Choices events.
  - 2.3.6. Conduct Enterprise Affordability Estimates at the request of SAF/AQX.
- 2.4. The Director of Operational Capability Requirements (AF/A5R) shall:
  - 2.4.1. Act as secretariat for AF Capability Development Council.
  - 2.4.2. Act as AF representative to DoD Air Surveillance Working Group (DA5R).
  - 2.4.3. Lead AF requirements through JCIDs process, post CDC guidance.
  - 2.4.4. Attend AF Corporate Board.
  - 2.4.5. Co-chair Directed Energy Senior Advisory Group.
  - 2.4.6. Act as executive coordinator for DoD Air Domain Awareness (ADA) Integration.
  - 2.4.7. Serve as OPR for integrating and prioritizing Air Force capability gaps, using the AF/A9 Risk Assessment Framework and gap analysis conducted by the CFLs and the Strategic Development Planning and Experimentation (SDPE) office.
  - 2.4.8. Serve as OPR, with SAF/AQR and SDPE as OCR, to organize approved ECCTs, develop draft ECCT guidance, and coordinate ECCT updates to SecAF, CSAF and CDC.
- 2.5. HAF, Reserve Component staffs, and MAJCOM staffs shall support and assist A5/8 as necessary in the strategic planning process. Examples of required support include but are not limited to: development of the Ten-Year Integrated Plan, development of the Resource Allocation Plan, formulation of force development concepts, support plans, assessments, and

programmatic details in planning group, planning board and planning council meetings (IAW responsibilities detailed in AFPD 90-11 Chap 2).

2.6. Any HAF 2-ltr or MAJCOM may submit a planning choice by following the format and timeline specified in the SPG for that planning cycle.

2.7. Auditor General of the Air Force shall:

2.7.1. Provide a streamlined, portfolio and enterprise focused audit service at the right time that improves AF/A5/8 operational effectiveness, compliance and efficiency.

2.7.2. Consider audit requests from the AF/A5/8 based on Air Force priorities.

2.7.3. Provide timely and relevant audit results detailing corrective actions needed to include any associated costs and/or savings.

2.8. AF/A1M (Manpower, Organization, and Resources) shall:

2.8.1. Provide manpower strength and cost estimates through their POM development work, as input to begin the planning process.

2.8.2. Provide updated manpower strength and cost estimates through their CFL interface, in reply to SPG in support of proper costing of the alternative courses of action and planning choices options.

2.9. SAF/IE (Strategic Basing) shall:

2.9.1. Provide basing cost and location estimates through their POM development work, as input to begin the planning process.

2.9.2. Provide updated basing cost and location estimates through their CFL interface, in reply to SPG in support of proper costing of the alternative courses of action and planning choices options.

2.10. Panel/Divisions shall:

2.10.1. Participate in the pre-planning choices planning process, to include development of the Ten-Year Integrated Plan and recommend updates to the SMP and annexes. Throughout this process they will coordinate with CFLs, represent CFL perspectives when CFLs are unavailable, and provide independent HAF-level, enterprise perspectives on CFL inputs.

2.10.2. Provide an objective, HAF-level, enterprise perspective review on CFL inputs to include an assessment of Core Function Support Plans (CFSPs), planning deliverables, as well as planning process inputs such as planning choices, Disconnects/Initiatives/Offsets (D/I/Os).

2.10.3. Assist the Planning Integration Division with establishing Planning Choice grading criteria for investments and offsets, ensuring stakeholders understand how portfolio-specific capabilities integrate into the overall AF FOC.

2.10.4. Monitor offset and investment prioritization to ensure alignment with Air Force Corporate Structure (AFCS) priorities as defined in AF strategic planning documents.

2.10.5. Provide timely, accurate costing information for all proposed offsets and investment initiatives, to include translating between constant (Plan) and then-year (POM) dollars, and ensure database alignment between RAP and ABIDES.

2.10.6. Coordinate with all stakeholders to ensure visibility on all proposed options to inform AF senior leader planning/programming decisions.

2.10.7. The Total Force Integration Panel (A8XF) shall provide Total Force analysis of Air Force Mission Areas to translate the objectives of the Strategic Master Plan and Human Capital Annex into Total Force Planning Choices in support of the Panels, CFLs and the Air Force Corporate Structure in the development of the 10-year Integrated Plan and Resource Allocation Plan.

### **3. AIR FORCE STRATEGY DEVELOPMENT AND IMPLEMENTATION**

#### **3.1. Strategy Development Process:**

3.1.1. Strategy Process Summary. AF/A5S conducts the AF Strategy Development Process to:

3.1.1.1. Develop and update the AFSEA to assess relevant aspects of the future operating environment.

3.1.1.2. Develop and update the AF Future Operating Concept (AF FOC) to address the anticipated challenges of that environment to achieve the AF Vision.

3.1.1.3. Develop and update an AF Strategy with a 30-year planning horizon and more detailed SMP to identify strategic vectors and goals for creating capable and ready AF forces as envisioned in the AF FOC.

3.1.1.4. Wargame new concepts and assess progress toward goals across the AF to gain insights, to influence future strategy, concept development, planning, requirements, operational capability requirements development, and programming.

3.1.1.5. Use concept development and wargaming to further improve, refine, and update the AF FOC, AF Strategy, and the SMP. The AF Strategy will evolve over time, requiring the resource allocation process to be equally flexible and attuned to strategic changes.

3.1.2. Air Force Strategic Environment Assessment (AFSEA). The AFSEA provides a concise, common baseline for AF strategic planning regarding the anticipated future strategic environment and the associated implications from an Airman's perspective for delivering Global Vigilance, Global Reach, and Global Power through air, space, and cyberspace over the next 30 years.

3.1.2.1. Approved by: SecAF & CSAF.

3.1.2.2. Duration & Frequency: 30-year look, updated every two years.

3.1.2.3. Informed by: numerous authoritative source documents across the US Government (to include across the DoD, the intelligence community, and other agencies), allied strategic planning sources, private sector, think tanks, and academia.

3.1.2.4. Informs: the internal AF SP3 process, external policymakers, and the public to aid in their understanding of AF policy choices.

3.1.2.5. Development (AF/A5SG): (1) compile global trends based on research of existing projections from multiple authoritative sources; (2) determine which global trends are most relevant to the future USAF operating environment over the next 30 years; (3) consider plausible alternative futures based on these key trends; and (4) determine implications relevant to USAF strategic planning while avoiding solutions.

3.1.2.6. Intent: Assessment of the strategic environment is an on-going activity, but the intent of each AFSEA is to: (1) determine common, agreed upon baseline assumptions of the future strategic and operating environment across the AF to enable consistent and better informed strategic planning; (2) inspire AF planners and war gamers to consider a broad range of potential futures and challenges beyond linear extrapolations of today's status quo; and (3) help communicate the reasons for AF policy decisions to policymakers and the public.

3.1.2.7. Organization and Content: the AFSEA incorporates future global trends from authoritative sources relevant to the AF, considers plausible alternative futures based on those trends, and determines the implications of those trends for AF strategic planning without providing or suggesting specific solutions.

3.1.3. Air Force Future Operating Concept (AF FOC). The AF FOC is signed by the SecAF and CSAF. It provides a 20 year vision of how future AF forces will conduct their core missions to

help overcome the national security challenges described by the AFSEA. This overarching force development concept is not directive, but provides context and direction for the AF Strategy, SMP, and subsequent wargaming and concept development. The AFFOC will be reviewed every two years and updated as required by changes in the AFSEA and to incorporate ideas from force development concepts, wargaming and experimentation.

3.1.4. Air Force Strategy. The AF Strategy considers future challenges articulated in the AFSEA over a 30-year planning horizon and identifies strategic vectors for creating capable and ready AF forces to overcome those challenges, as envisioned in the AF FOC. It is informed by force development concepts that present new ideas for airpower employment assessed through wargaming and other experimentation activities.

3.1.4.1. Approved by: SecAF & CSAF.

3.1.4.2. Duration & Frequency. 30-year look updated every 4 years or as required by changes in AFSEA-derived implications or updated SecAF/CSAF guidance.

3.1.4.3. Informed by: National Security Strategy (NSS), National Defense Strategy (NDS), National Military Strategy (NMS), interim guidance provided by the POTUS or the SECDEF as well as the Air Force Vision, AF FOC, and AFSEA.

3.1.4.4. Informs: SMP, SPG, CFSPs, AF Strategic Planning, and other subordinate strategies.

3.1.4.5. Development (AF/A5SS): The document is designed to meet the direction of the SecAF and CSAF to create the AF that is envisioned for a 30 year time horizon.

3.1.4.6. Organization and Content: The strategy considers the future strategic environment (based on the AFSEA) and identifies future opportunities for the AF to exploit and strategic approaches to address anticipated future challenges. The Strategy does not provide comprehensive guidance across the entire AF enterprise. Instead, the AF Strategy identifies major vector changes necessary to direct how we organize, train, and equip and provide the future force. The content provides enough specificity to allow the development of priorities in the SMP which will guide strategy implementation.

3.1.5. Strategic Master Plan (SMP). The SMP operationalizes the AF Strategy on a 20 year timeline by: (1) translating the AF Strategy's vectors into authoritative planning direction in the form of goals and objectives for service-wide planning as well as organizational and professional development; (2) aligning activities across the AF; and (3) providing a mechanism to track progress in achieving the AF Strategy. Although the SMP does not specify priorities for investment or divestment, its imperatives and vectors provide shared understanding that empowers AF senior leaders to align interests and reach consensus in the face of difficult planning choices. Supporting annexes translate the SMP's goals and objectives into tangible actions and priorities.

3.1.5.1. Approved by: SecAF & CSAF.

3.1.5.2. Duration & Frequency. 20-year look, updated as required by assessing progress toward goals and objectives, or updated SecAF/CSAF strategic guidance. SMP Annexes are updated annually, to incorporate fact of life changes and adjust direction based on progress toward goals. The SMP and annexes are reviewed comprehensively every two years.

3.1.5.3. Informed by: AF Strategy, AFFOC, wargaming insights and recommendations, strategic implementation assessments.

3.1.5.4. Informs: operational concepts, capability development, wargaming, experimentation, SPG, CFSPs, Flight Plans, formulation of the Ten-Year Integrated Plan, and other subordinate strategic plans.

3.1.5.5. Development (AF/A5SS): AF/A5SS develops the SMP and its Annexes in coordination with HAF and MAJCOMs.

3.1.5.6. Organization and Content: The SMP explicitly links the AF Strategy's strategic vectors and priorities to goals and objectives. The SMP Annexes convert the SMP's goals and objectives into tangible actions.

3.1.6. Force Development Concepts. AF planners use force development concepts (hereafter referred to as "concepts") to advance and evaluate new ideas for employing Air Force forces. Such concepts are developed in response to current needs (e.g., documented capability gaps), future needs (e.g., anticipated operational or institutional problems), as well as opportunities. Organizations should communicate new concepts or concept revisions with the appropriate HAF and MAJCOM staffs to ensure strategic alignment. Concepts are linked to strategic guidance and written with enough specificity that strengths, weaknesses, costs, and other important attributes can be derived and evaluated via analysis, experimentation, and wargaming. Once evaluated and embraced by AF senior leaders, new concepts provide a basis for change across the spectrum of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P). These changes manifest in a variety of ways, to include planning and programming guidance; HAF, CFL and MAJCOM resourcing plans; Capability Decision Memoranda (CDM), flight plans; and program action directives. The results of wargames and other concept evaluation efforts inform the development of and subsequent revisions to Air Force strategy.

3.1.6.1. With insights from concept development and wargaming, AF/A5/8 (AF/A5SC) develops and updates an overarching AF FOC. The AFFOC describes how AF forces evolve and conduct their core missions to help address national security challenges in the context of the future environment described by the AFSEA to achieve the CSAF's AF Vision. This overarching force development concept is not directive, but provides context and direction for the AF Strategy and SMP, and provides credible pathways toward the concept's projections.

3.1.6.1.1. Approved by: SecAF & CSAF.

3.1.6.1.2. Duration & Frequency: 20-year look, reviewed every two years, updated as required by changes in AFSEA-derived implications or updated SecAF/CSAF guidance.

3.1.6.1.3. Informed by: AFSEA; AF core missions; concept development, experimentation, and wargaming insights; AF Strategy and the SMP.

3.1.6.1.4. Informs: the next round of AF Strategy and SMP development; wargaming; experimentation; capability development; subordinate concept development; and the AF Planning process.

3.1.6.1.5. Development (AF/A5SC): Integrates contributions from multiple external and internal sources from across the DoD and other government agencies including the intelligence community (IC), think-tanks, academia, industry, allies, and mission partners to consider a broad array of strategic approaches.

3.1.6.2. MAJCOMs and CFLs develop appropriate operating concepts, functional concepts, and systems concepts to describe how forces are used, how functions are accomplished, and how systems are employed.

3.1.6.3. AF/A5SC conducts a call for concepts from across the Air Force, from the previous round of core function planning, and from wargame outcomes. Concepts are maintained in an electronic concept library for AF-wide sharing.

3.1.6.4. AF/A5SC reviews and categorizes concepts, then convenes a concept assessment forum with representation from HAF and MAJCOMs (including AF/A5S, A5R, AF/A8X, AF/A2,



SAF/AQ, AF/A9, CFLs, and the Capability Development Working Group (CDWG)). During the forum, the group reviews submitted concepts for suitability to solving prioritized capability gaps, identifies innovative and high-priority (as referenced to the strategic priorities) concepts for exploration and development by HAF 2-digits, MAJCOMs, or ANG. AF/A5SC identifies relevant concepts to AF/A5SW and others for consideration in AF wargames. This forum discussion informs Development Planning, Science & Technology activities, experimentation, and operational capability requirements development.

3.1.6.5. AF/A5/8 (AF/A5SC) submits identified concepts for further development as proposed guidance to be included in the SMP and SPG.

3.1.6.6. The SPG directs organizations to conduct experimentation on mature concepts and recommends concepts for further development or wargaming by AF/A5SW.

3.1.6.7. SPG directs CFLs to further refine/focus concepts for subsequent Capability-Based Assessment (CBA) action, or conduct CBAs prompted by concept development.

3.1.6.8. CBAs may produce candidate operational capability requirements for AF requirements validation through the Capability Development process.

3.1.7. Wargaming Support to Strategic Planning Process. Wargaming is a form of experimentation and is used to evaluate, generate insights into, provide data points, and inform development and revision of force development products and aid strategic decision making. Force development products include those produced during the Strategy Development process (AFSEA, AF Strategy, SMP, and AF FOC), concept development, and force structure resulting from planning, innovation, operational capability requirements development, programming, and acquisition. AF Title 10 wargames explore concepts for “how” AF forces will use capabilities to accomplish missions; “what” capabilities and force structures may be needed; and may examine necessary and feasible alternative force structures to support long-range AF force planning.

3.1.7.1. Sponsorship: CSAF sponsors AF Title 10 wargames. AF/A5/8, other HAF 2-ltrs, and MAJCOMs/CFLs sponsor a variety of related wargames to refine concepts, address capability and capacity gaps, or inform senior decision making. Sponsors outside of AF/A5/8 liaise with AF/A5S to determine wargaming capacity and request wargaming support.

3.1.7.2. AF/A5SC annually collects and reviews concepts; identifies relevant concepts for consideration in AF wargames. Wargaming results originate from more than concept assessment –assessment of innovations, capability requirements, or programmed force structures, for example.

3.1.7.3. SPG directs AF/A5SW and other wargaming offices (such as SDPE) to explore/experiment with concepts and determine capability gaps. Concepts are scrutinized by operational planners with the goal of improving, validating, or discarding concepts on basis of merit. Validated concepts are recommended for further development or CBA action in wargame reports.

3.1.7.4. Wargames inform innovation such as areas for Research and Development (R&D) and Science and Technology (S&T) prioritization and development.

3.1.7.5. Wargames provide a strategic examination of documented AF capability gaps and help evaluate proposed alternative force structure and concept solutions.

3.1.7.6. Wargame insights may recommend and inform CBAs which may produce candidate capability requirements for AF requirements validation.

3.1.7.7. Wargame outcomes inform refinement of concepts and new concept development.

3.1.7.8. Wargaming is used to examine Course of Action (COA) alternatives and planning choices, and inform Strategic Planning deliberations.

**3.2. Strategy Implementation.** HAF and MAJCOMS incorporate the Strategy and SMP into strategic decision processes.

3.2.1. SMP Champions. In order to facilitate integration across organizations and functions, AF/CV appoints HAF DCSs as Champions for specified components of the SMP. Champions communicate efforts and identify opportunities that complement CFL, DCS, and other SMP Champion efforts. Moreover, as necessary, SMP Champions participate in, monitor, and influence key Air Force SP3 and events (i.e. CFSP development, Choices, Strategic Planning Working Group, Flight Plan Development, and Updates, etc.). Champions reach across Air Force organizations to oversee the development of key milestones and plans for strategy execution.

3.2.1.1. Air Force Council. Champions track progress and deliverables, and routinely review activities with senior leaders during the AF Council. This forum provides an opportunity for cross-functional synchronization and strategic leadership to guide implementation.

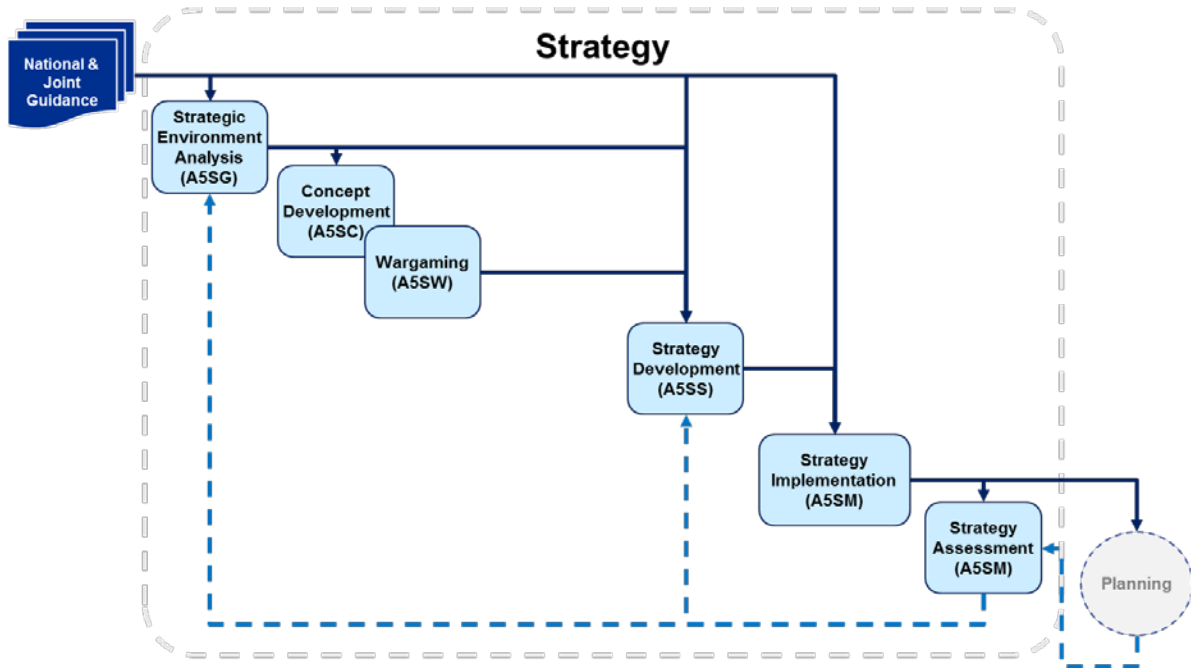
3.2.1.2. Calendar. Specific deliverables are tracked on a strategy implementation calendar.

3.2.1.3. Implementation Group. As necessary, the details associated with SMP Champion tasks are managed by designated representatives and actions officers. These Champion representatives participate in working groups and meetings to facilitate integration, collaboration, development of best practices, and problem solving. They work across SAF/HAF and MAJCOM organizations to identify implementation milestones, deliverables and issues.

3.2.2. Implementation during Planning. The planning process is critical for SMP implementation. AF/A5S and AF/A8X, with input from the Champions, and A5R operational needs, develop the near and mid-term strategic focus areas for each planning cycle. This direction is documented in the SPG and informs the development of the Ten-Year Integrated Plan.

3.2.2.1. Alignment of the Ten-Year Integrated Plan and Resource Allocation Plan is reviewed periodically during their development. Evaluation of specific planning choice proposals, planning courses of action, Core Function Support Plans and the Ten-Year Integrated Plan promotes integration and is used to guide iterations of the plan and POM. These evaluations are provided to HAF and MAJCOM senior leaders for reference during decision making events (i.e., Planning Choices event).

**Figure 3.1. Major Processes in Annual Strategy Development for Planning and Programming.**



## **4. AIR FORCE STRATEGIC PLANNING**

4.1. Planning Methodology. Each planning cycle begins with a reference baseline and continues with selected adjustments based on planning process decisions. The cycle is divided into two phases. The first phase is focused on building a Ten-Year plan to achieve interim goals aligned with SMP objectives and the AFFOC. This Ten-Year Integrated Plan guides the resourcing decisions over several planning cycles to maintain the path to the long term AF goals. The second phase of the planning cycle focuses on making planning choices to balance resourcing within current fiscal guidance, as determined by AF/A5/8. This phase results in the development of a 30-year force structure and RAP. HAF and MAJCOMs provide input to the process through CFSPs, Flight Plans and other deliverables for review and or inclusion in the Ten-Year Integrated Plan and or Thirty-Year Plan.

4.2. Ten-Year Plan Methodology. The Ten-Year Integrated Plan is developed using a planning methodology derived from the Joint Operation Planning Process (JOPP) contained in Joint Pub 5-0. AF/A5/8 tailors JOPP to provide structure, but deviates as necessary to maintain strategic planning focus. This provides an orderly, analytical process, which consists of a set of logical steps to examine resource requirements; develop, analyze, and compare alternative COAs; select the best COA; and produce a plan. In-progress reviews (IPRs) constitute a disciplined dialogue for the planning structure to review the milestones and deliverables and ultimately approve a plan. Plan development will include as many IPRs as necessary. IPR A is the initial IPR, focused on requirements and mission analysis. IPR C is the second IPR and the main product is a COA approved for further development. IPR F is final approval and may be repeated as needed until approval is granted. IPR R is completed after the Plan Assessment and Review Cycle. For AF planning purposes, each of the IPRs includes HAF functional and MAJCOM representatives.

4.3. Resource Allocation Plan (RAP) Methodology. The RAP provides a strategy driven, resource constrained 30-year force structure and fiscal plan. The Thirty-Year Plan is composed of a database containing resourcing (RAP) and a narrative providing a verbal description of resourcing (RAP Narrative). Decisions to change force structure and/or funding through the planning cycle are made by the planning structure and are documented on a decision tracker. Force structure decisions are informed by other DCS and HAF processes, to include manpower realignment, MILCON, and strategic basing actions, to ensure that fully burdened costs are captured and properly planned. Once the Thirty-Year Plan is finalized, the planning cycle closes with the release of the PPG which details planning choice impacts on and direction for the development of the POM.

4.4. DOTmLPF-P Planning Methodology. Successful implementation of the CSAF's Vision, AF Strategy and Strategic Master Plan requires planning and action beyond resource allocation. Consistent with resource allocation decisions, the Air Force determines and directs study and implementation of necessary adjustments to doctrine, organization, education, training, leadership, personnel, facilities, policy and business processes.

4.5. Special Access Program (SAP) Planning Methodology. SAP Planning is conducted in accordance with the Air Force SMP and associated strategic guidance, and integrated into the SP3 to the maximum extent practical. SAP Planning leverages collateral capability gap prioritization, readiness and risk assessments, and produces a portfolio-wide SAP Integrated Core Function Support Plan (ICFSP). The ICFSP consolidates SAP appendices to the collateral-level Core Function Support Plans in a single SAP document. AF/A5/8 leads SAP-breakout sessions

during the planning choices events. To provide appropriate security and oversight, SAP resource allocation is governed by the Special Programs Oversight Committee (SPOC), and is conducted in accordance with AFPD 16-7 and AFI 16-701.

4.6. Develop Strategic Planning Baseline. To initiate each new annual planning cycle, HAF planners create the reference baseline. The Strategic Planning Baseline provides the starting point for MAJCOM and HAF planners to develop CFSPs and other SPG directed products and studies. Several databases and documents are referenced: the previous cycle POM submission, the RAP and RAP narrative, execution data for the current year, and the most current President's Budget (PB). This baseline is composed of the POM integrated baseline for the FYDP and the current RAP beyond the FYDP (i.e. for FY19 planning cycle, FY18 POM integrated baseline and FY18 RAP).

4.7. Develop Strategic Planning Guidance. Each annual SP3 cycle, AF/A5/8 issues the SPG which outlines requirements for the upcoming FY Planning Cycle. Inputs to the process include the previous year's SPG, OSD directed inflation factors, the previous 10-Year Integrated Plan, the RAP, the AF Strategy, the SMP, the AF FOC, and the assessment of plan to strategy from the previous cycle. The SPG directs the translation of strategy into planning and resourcing decisions over a 30-year period. The SPG provides specific Planning Assumptions to guide Force Planning options. Additionally, it spells out HAF and MAJCOM responsibilities and deliverables that support the planning process to include: CFSP development, build and /or refine the Ten-Year Integrated Plan, conduct specific studies, initiatives, and/or other plans. The SPG is designed to be a living document and is updated throughout the planning process as required. Examples of reasons for updating the SPG include a change in planning assumptions, the addition or removal of directed planning choices, changes to the deliverable template, or to incorporate results of Ten-Year Integrated Plan development efforts.

4.7.1. CFSP OPR assignment is listed below. All MAJCOMs have OCR responsibility for CFSPs not directly assigned to them.

4.7.1.1. ACC. Air Superiority, Global Precision Attack, Global Integrated ISR, Command & Control, and Personnel Recovery.

4.7.1.2. AETC. Education & Training.

4.7.1.3. AFSPC. Space Superiority and Cyberspace Superiority.

4.7.1.4. AFMC and SAF/AA. Agile Combat Support.

4.7.1.5. AMC. Rapid Global Mobility.

4.7.1.6. AFSOC. Special Operations.

4.7.1.7. AFGSC. Nuclear Deterrence Ops.

4.7.2. CFSPs and Flight Plans. CFSPs are developed by the OPRs listed in 4.7.1. above and describe how that core function will be performed across the ROMO over the next 30 years. They include major investment plans, and are updated each year IAW SPG direction. Flight Plans are written by Deputy Chiefs of Staff or MAJCOMs, and are top-level plans used to: inform resourcing decisions, achieve alignment across functional areas, provide informative inputs to CFSPs, direct discrete activities, or develop planning choice proposals. There are no specific requirements directing flight plan development, timeline, or contents. Flight plans do not specifically need to address SMP objectives, but must be aligned with the Strategy and SMP.

4.8. Develop Ten-Year Integrated Plan. The purpose of the Ten-Year Integrated Plan is to provide planners an aim point two FYDPs away to which they compare their planning choices, and which is aligned with the 30 Year future state described in the AF Strategy, the SMP, and the AF FOC. The Ten-Year Integrated Plan is more aspirational than the RAP, and is fiscally

informed, while the RAP is fiscally constrained, and represents what planners think is reasonably achievable within resource limitations. Planners use the Ten-Year Integrated Plan as a metric to measure their efforts against objectives stated in the AF FOC and SMP and as an interim document to guide development of the RAP. If planning choices align with the short/mid-term SMP goals, and similar strategy informed planning choices are made in subsequent years, the resultant force in 30 years should resemble the aspirational force described in the strategy documents. Strategic Planning Working Groups (SPWGs) are held at the HAF in order to develop planning materials. The SPWG is comprised of HAF and MAJCOM O-6/GS-15 representatives and will meet throughout the planning cycle to develop/refine products as the entry level for the planning process. The initial SPWG event is convened to baseline administrative issues for the annual planning cycle and to conduct mission analysis for the Ten-Year Integrated Plan. **IPR A** is the result of the first SPWG and the associated mission analysis. The objectives of IPR A are to achieve Senior Leader approval of a common understanding of the problems the AF must contend with, agree on a desired ten-year interim state, review and update planning facts, assumptions, and tasks, and establish investment priority areas and offset boundaries. **IPR C** is presented for preview, comment, and input at various levels (Planning Group, Board, Council), culminating in the presentation to the AF Council for approval of a preferred COA for planners to further develop and move in to the FY Planning Choices Cycle. Branch Plans are presented to Senior Leaders to down-select and provide direction on which to further develop.

4.9. Develop **Strategic Prioritized List**. Once a course of action is selected, the emphasis shifts from the Ten-Year Integrated Plan to the Thirty-Year Plan. After the deliverables directed by the SPG are received by AF/A5/8, HAF reviews to ensure SPG intent is met and prepares for planning integration. The Integration Roundtable event allows MAJCOM planners the ability to provide additional data and answer HAF questions prior to integration/ prioritization of the planning choices. The Strategic Prioritization Framework (SPF) process is designed to provide scalable AF enterprise-wide strategic initiative assessments and integration. The process includes objective and subjective variables designed for repeatable, consistent scoring. It provides comparable information and data visualization on AF disparate programs/initiatives to support strategic decision making by senior leaders. The Integration Group Event is conducted by HAF and MAJCOM O-6/GS-15 planners to integrate the planning deliverables from across the AF. The SPF results are shared with the group and debated. The integration group decides the planning choices to incorporate into the draft Thirty-Year Plan and the choices for consideration at higher levels of the corporate planning process.

4.10. Select Planning Choices and Offsets. Planning choices not reconciled at the O-6/GS-15 level are reviewed at higher levels in the planning corporate structure until they are resolved and incorporated in the RAP. The Integration Event is the first step in creating the RAP and the first step in the annual Planning Choices process. Results (planning choices and offsets that were agreed upon) from the Integration Group Event will be presented to HAF 3-Ltrs and MAJCOM A5/8s for review. Additionally, planning choices not made at the lower level are reviewed prior to presentation to the Planning Council. Results from the Integration Group Event and the Planning Board are presented to HAF 2-Ltrs and MAJCOM CVs. The Planning Council may convene multiple times prior to the Planning Choices event to decide on as many planning choices as possible before the 4-star event. The Planning Choices event is chaired by the SecAF/CSAF and is attended by MAJCOM CCs and HAF 2-Ltrs. This decision body will make

the final decisions on planning choices and approve the Thirty-Year Plan. Additional events may be held as required.

4.11. Issue Plan to Program Guidance (PPG). As a starting point for the annual Programming process, planners provide the 30-Year RAP, the RAP narrative, and the PPG. The RAP is a database containing funding and inventory for the 30-Year plan. The RAP narrative includes the written description for all resource allocation decisions made in the Thirty-Year Plan. The PPG directs Program Objective Memorandum (POM) development based on applicable OSD and AF guidance and outcomes of the Planning Cycle, specifically the decisions, priorities, and intent captured in the Thirty-Year Plan. This is the last action of the annual planning cycle. As a check on the planning process output, the strategy office reviews the RAP and PPG to assess how closely the result of the annual planning cycle process follows applicable strategic guidance.

4.12. Governance. The Planning Process has a governance structure roughly paralleling the AF Corporate Structure. The Planning Group is chaired by AF/A8XP and is composed of O-6 level representatives from the HAF 2-Ltrs and MAJCOMs. The Planning Board is chaired by AF/A8X and is composed of designated HAF 3-Ltrs, and MAJCOM A5/8s. The Planning Council is chaired by AF/A5/8 and is composed of MAJCOM CVs, and HAF 2-Ltrs. For the Planning Choices Event the Council is composed of SecAF, CSAF, MAJCOM CCs and HAF 2-Ltrs.

4.13. Programming. Following the issuance of the PPG, the Programming (or program development) phase begins. POM development is covered in detail by AFI 16-501, *Control and Documentation of Air Force Programs*.

Figure 4.1. Major Processes in Annual Strategic Planning to Feed Programming.

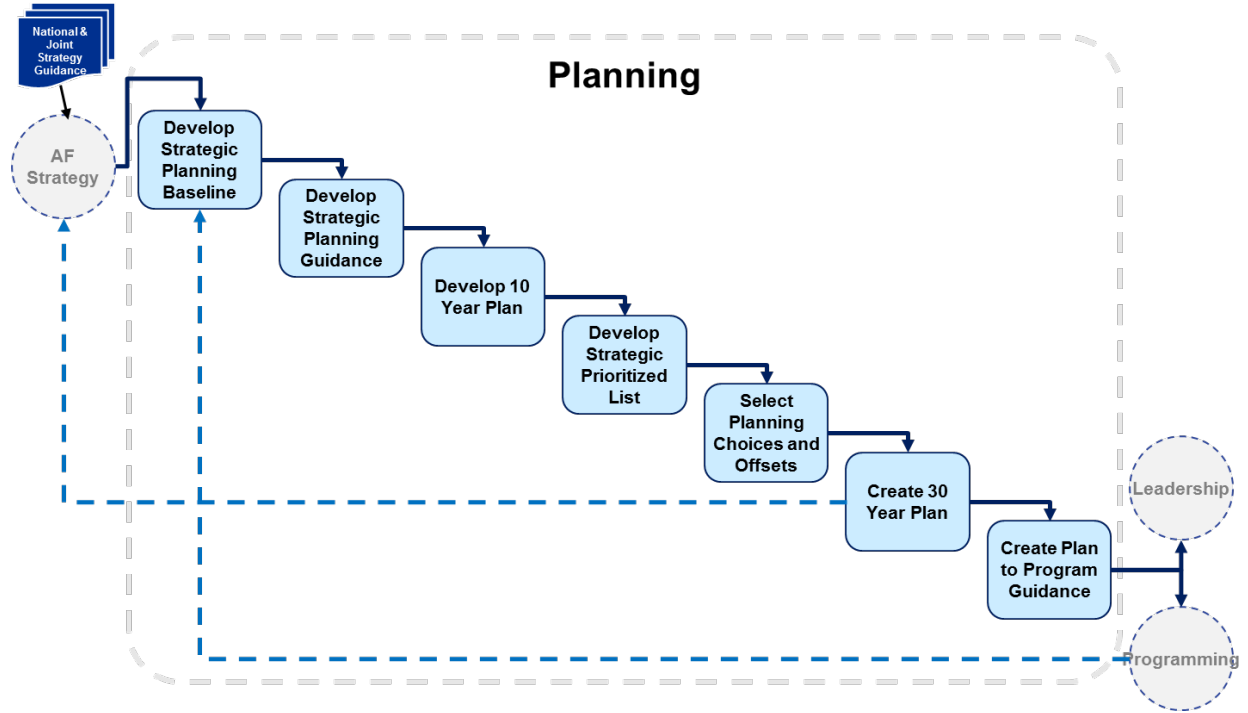
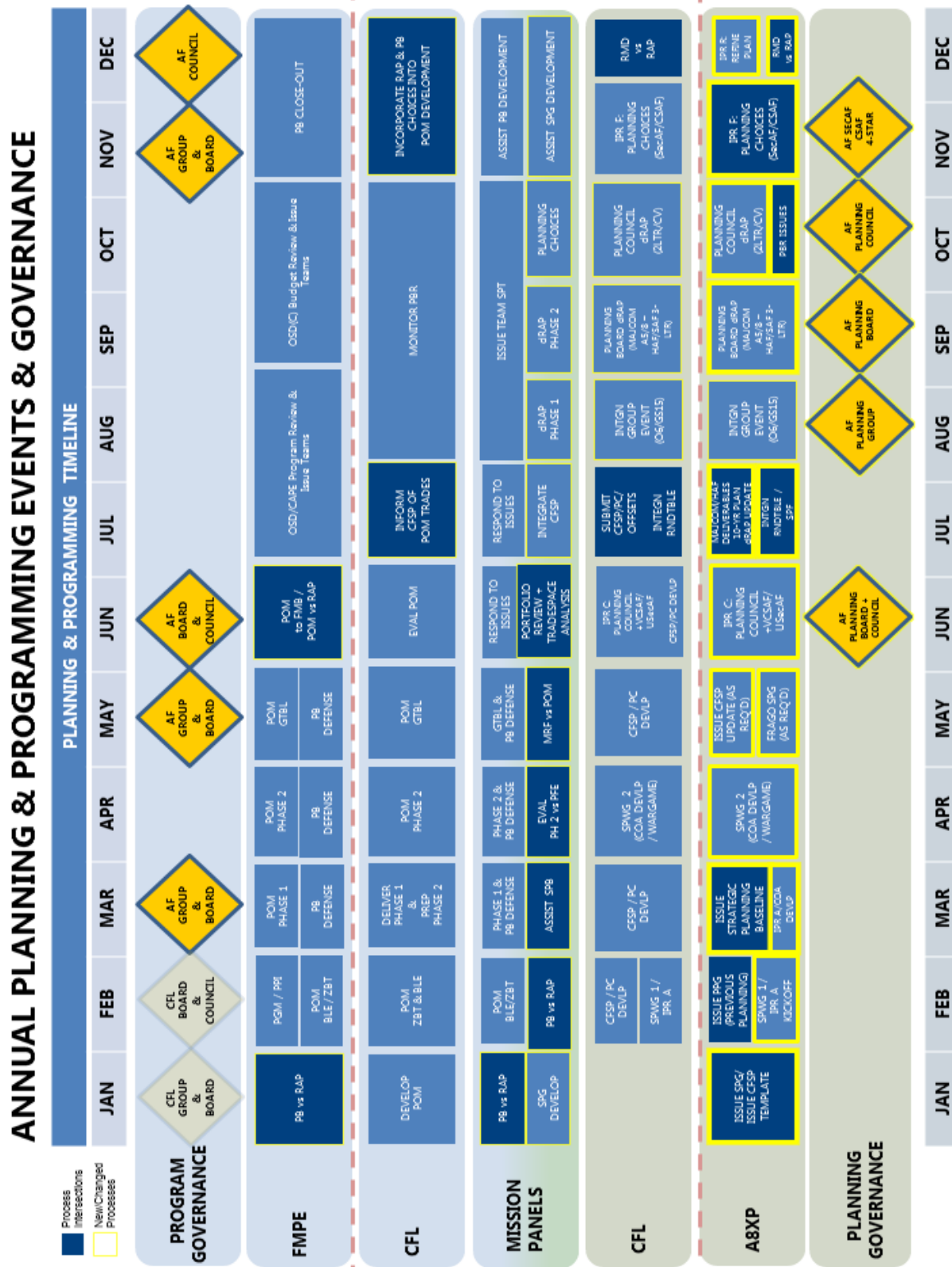




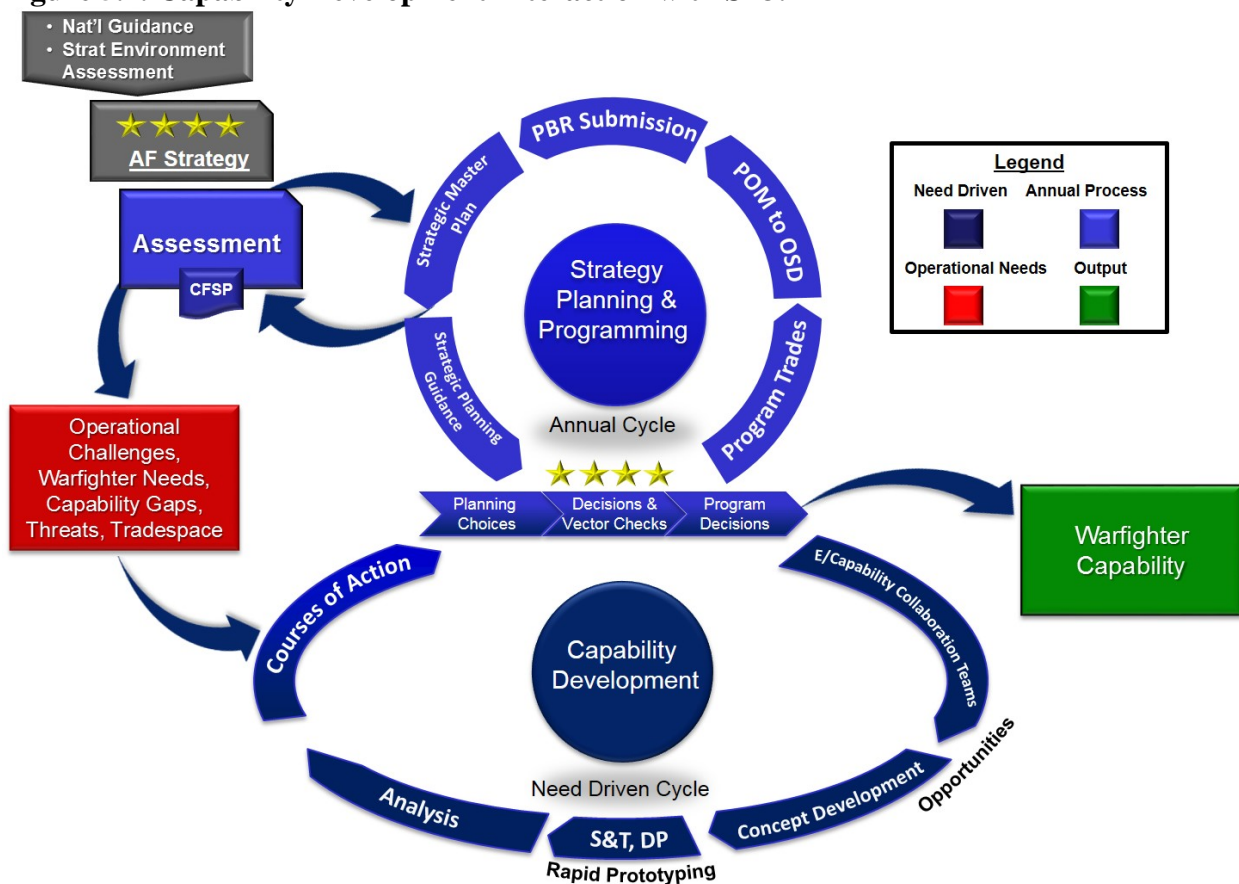
Figure 4.2. Planning and Programming Events with Governance.



## 5. AIR FORCE CAPABILITY DEVELOPMENT

5.1. Capability Development Process Interaction with SP3. AF capability development is designed to identify opportunities and provide solutions to mitigate risk associated with Joint warfighting capability gaps. Capability development utilizes inputs from Strategy, SMP annexes, Core Function activities (reported through the CFSP), and provides DOTmLPP-P solutions to the warfighter. The primary interaction with SP3 is through Strategy Development, the 30-year plan, and the annual Planning Choices event. SP3 is an annual, calendar-driven cycle and Capability Development is an iterative, need-driven cycle. Decisions made at planning choices effectively provide updated guidance for capability assessment and development. Figure 5.1 is a simplified depiction of this interaction. Although Figure 5.1 appears linear, there are many iterative processes that are not depicted.

**Figure 5.1. Capability Development Interaction with SP3.**



5.2. Capability Development Scope. The term “Capability Development” (CD) includes all activities from opportunity or capability gap identification to warfighter employment. These activities are SAP informed. CD also aligns the execution of all lines of effort at the appropriate level, including gap analysis, S&T, studies, wargaming, experimentation, development planning (DP), requirements development, acquisition strategies, and investment strategies, to provide relevant capability to future warfighters.

5.2.1. CD efforts include and consider AF strategy, AF Strategic Environment Assessment, an assessment of cross-Core Function capability/gap linkages and interdependencies, capability gap identification, prioritization of AF strategic challenges and opportunities, collection and prioritization of multi-domain, or single domain (as appropriate) solutions and proposing mitigation options for the 4-Star Planning Choices.

5.2.2. Established non-materiel and acquisition/Joint Capabilities Integration and Development System (JCIDS) processes will be adhered to for initiation of CD efforts following AF senior leadership prioritization of gap mitigation options.

5.2.3. These processes capture multi-domain approaches and non-materiel solutions that sufficiently mitigate the identified challenges or enhance game-changing opportunities.

5.3. Capability Development Process. The key to developing relevant warfighting capability is to execute a process that allows AF senior leader visibility and verification of capability development throughout the process and provides analysis and traceability back to overarching guidance and direction. The general outline of the capability development process is listed below. Although the steps in the process are listed serially, it is intended to be a collaborative and iterative process, with many steps running continuously and concurrently within capability development and SP3.

5.3.1. AF Guidance and Strategy.

5.3.1.1. Provides strategic vectors contained within the AF Strategy, SMP & its Annexes, and are informed by the AF Strategic Environment Assessment (AFSEA) and OSD direction.

5.3.1.2. This guidance, coupled with intelligence analysis, informs capability development, DP, and S&T activities, and is maintained in the appropriate SMP annexes.

5.3.2. Assessment of current capabilities and interdependencies against strategy.

5.3.2.1. AF/A9 led Comprehensive Core Capability Risk Assessment Framework (C3RAF) effort including CDWG, CFLs, MAJCOMs, and HAF entities provides analysis of current capabilities to provide a quantifiable risk and interdependency of AF core capabilities. This effort succinctly summarizes risk in all core capabilities, provides insight to the interdependencies across Service Core Functions (SCFs), and quantifies and identifies capabilities that drive risk throughout the network, to include areas which would not propagate risk. This assessment is the first step in the iterative process to identify what gaps currently exist or were previously unknown at the MAJCOM level.

5.3.3. Identification and prioritization of capability gaps and opportunities.

5.3.3.1. AF/A5R and CDWG led effort including CFLs, MAJCOMs, and HAF entities take gaps provided from the CFSPs, Combatant Commanders' Integrated Priority Lists process output, Comprehensive Core Capability Risk Assessment Framework (C3RAF), and HAF insights.

5.3.3.2. The HAF develops an initial prioritized list based on national and CSAF strategic guidance, and risk assessments from the CFSPs and C3RAF.

5.3.3.3. The prioritized gap list is coordinated through the CDWG, then approved by the CDC identifying the a spectrum of gaps from the most critical national, joint, and Air Force strategic objectives to capability areas where current capability is deemed sufficient to mitigate risk.

5.3.4. Nominate AF Strategic Focus Areas.

5.3.4.1. Informed by the prioritization of Joint, COCOM, and CFL capability gaps, and inputs from the Strategic Planning Working Group (SPWG), the CDWG vets and recommends a small number of high priority strategic challenges requiring enterprise-level capability development decisions across the AF to the CDC for decision at a variety of 4-Star Planning Choices events.

5.3.4.2. These strategic focus areas guide not only Enterprise Capability Collaboration Teams (ECCT), but all capability development activities to include MAJCOM led Capability Collaboration Teams (CCT), studies, CBAs and the JCIDs process.

5.3.5. Select AF Strategic Focus Areas and Charter ECCT(s):

5.3.5.1. During the 4-Star Planning Choices event SecAF and CSAF select the AF's high-priority strategic challenges and charter one or more ECCTs to provide strategic options addressing the challenge.

5.3.5.2. ECCT charters assign ECCT lead(s) and members, define the scope and boundaries of the capabilities to be included, and provide guidance to ensure the ECCT analyses focus on integrated multi-domain concepts and enabling DOTMLPF-P options.

5.3.5.3. The CDC also provides direction to CFLs/MAJCOMs to standup or modify CCT activity.

5.3.6. Conduct Development Planning and Experimentation.

5.3.6.1. ECCTs identify necessary enterprise-wide supporting activities and required resources (tools, manpower, funding, special access security structure, etc.) to conduct integrated planning and analysis in accordance with their approved Capability Development Plan (CDP).

5.3.6.1.1. These activities include, but are not limited to, DP, a full complement of available analysis, assessment and experimentation mechanisms (wargaming, modeling & simulation, Live Virtual Constructive (LVC), technology demonstrations, and virtual/conceptual and physical/hardware prototyping) to evaluate potential options in a clear, comprehensive and consistent manner.

5.3.6.1.2. Participation of industry is essential to the process and is incorporated where appropriate.

5.3.6.1.3. ECCTs report to the SecAF and CSAF, and inform the CDC of findings.

5.3.6.2. DP and Experimentation, led by multi-domain and multi-functional ECCTs and supported by the SDPE, are the linchpin of the AF Capability Development Process and require steadfast attention and dedicated resources to provide analytically based COAs for enterprise-wide solutions to capability challenges.

5.3.6.2.1. The AF Strategic Development Planning Team, hosted by AFMC, is the lead to build and maintain the tools, infrastructure, and corporate knowledge required by ECCTs.

5.3.6.2.2. Upon ECCT decommissioning, the AF SDPE will maintain the expertise needed to support ECCTs, CCTs, and experimentation campaigns.

5.3.6.3. CCTs may form at the CFL/MAJCOM level to focus on operational capability needs in one or more mission areas.

5.3.6.3.1. CFL/MAJCOM CCTs are comprised of a combination of CFL/MAJCOM, Functional, S&T, analysis, strategy, acquisition, and costing experts to ensure comprehensive, multi-domain concept exploration.

5.3.6.3.2. CFL/MAJCOM CCT charters are approved at the CFL/MAJCOM level.

5.3.6.3.3. CCTs report to the CFL/MAJCOM Commanders, and inform Air Force-wide capability development through the CDWG.

5.3.7. Develop and approve Capability Development Plans and Roadmaps.

5.3.7.1. ECCTs document detailed capability development approach in a CDP.

5.3.7.1.1. The CDP includes ECCT structure, sub-panels and organization, major areas of review (concept exploration; DOTMLPF-P review; analysis approach; experimentation plan using wargaming, modeling and simulation and prototyping; examination of emerging technology options; requirements analysis; and proposed early acquisition planning activities), required resources, key questions to be answered, and proposed timetable for periodic reviews.

5.3.7.1.2. The CDC approves the CDP within 60 days of ECCT charter signature.

5.3.7.2. ECCT develop Capability Development Roadmap(s) describing the enterprise-wide interrelated and interdependent capability development lines of effort.

5.3.7.2.1. Capability Development Roadmaps include decision points and off-ramps for various activities that will inform the ECCT's efforts.

5.3.7.2.2. The SecAF and CSAF approve the initial Capability Development Roadmap within 1 year of CDP approval.

5.3.7.3. CCTs will follow the same process and guidelines listed above, with the following adjustments.

5.3.7.3.1 The CCT deliverables are reported through the development of the CFSPs and reviewed by the CDWG, and elevated to the CDC as required for strategic-level issues.

5.3.7.4. Following AF senior leadership guidance, established non-materiel and acquisition/JCIDS processes are followed for initiation of Capability Development efforts aligned with CDPs and roadmaps.

5.3.8. CDC and AF Senior Leader Review.

5.3.8.1. The CDC periodically reviews strategic capability development areas to include: ECCT progress, AF capability gaps, and AF opportunity priorities.

5.3.8.1.1. These reviews ensure the capability development activities will: 1) meet the goals and timelines of the charter; 2) gather sufficient data to inform decisions, underpin Planning Choices options, and inform capability development and activities supporting acquisition milestones, decision points, and phases, if applicable; and 3) deliver meaningful strategic options for upcoming Planning Choices event(s).

5.3.8.1.2. Review gaps and opportunities provide guidance on priorities for AF-wide capability development activity.

5.3.8.2. ECCTs report periodically, when appropriate, to the SecAF and CSAF and ECCT activities are adjusted in accordance with their feedback.

5.3.9. Develop Strategic Planning Choices.

5.3.9.1. Annually, the CDC recommends options through the 3-Star Planning IPT process, and presents approved COAs to the SecAF, CSAF, and 4-Star leadership at the annual Planning Choices event for investment decision-making.

5.3.10. Link the Thirty-Year Plan with Strategic Planning Choices.

5.3.10.1. The CDC provides oversight for implementation of strategic planning choices in building the RAP to ensure alignment of strategy and programming. This is an iterative process which unites capability development and resource-informed decisions.

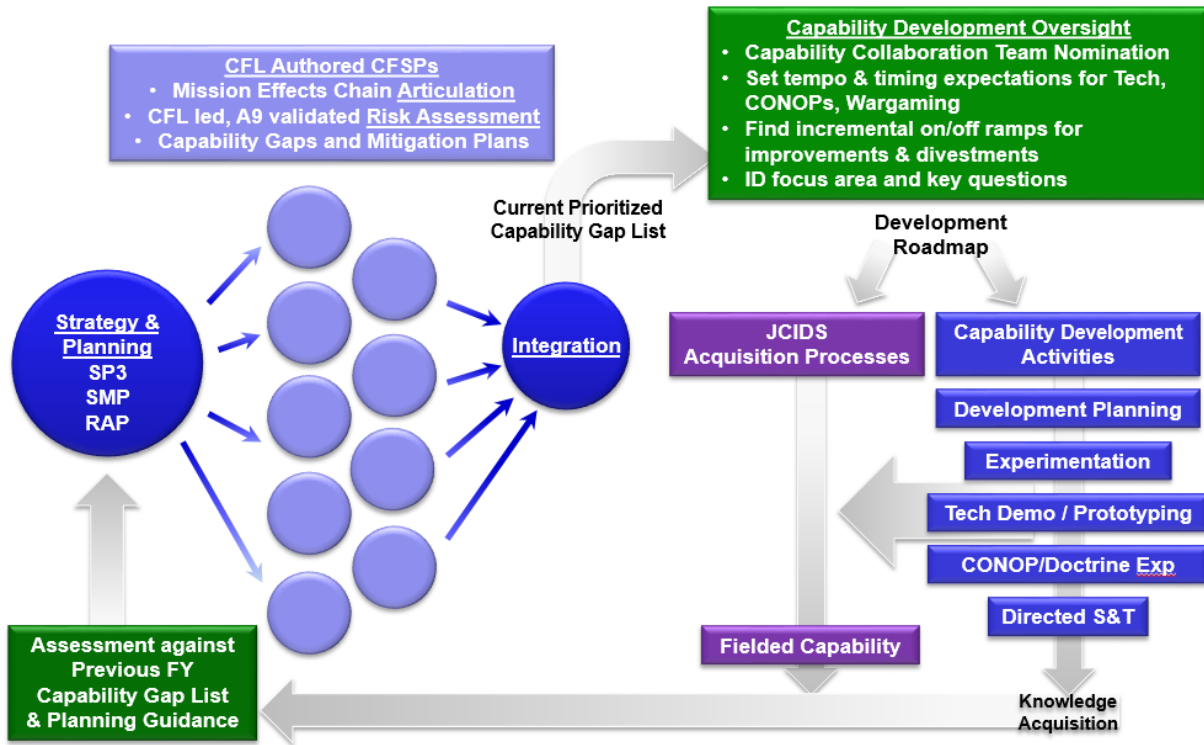
5.3.11. Assess the Thirty-Year Plan against Strategy.

5.3.11.1. HAF/A9 along with HAF/A8X, HAF/A5S assesses alignment of the force structure in the RAP to strategy, planning choices, and imperatives, and reports back to the CDC to inform the next iteration of SP3.

5.3.12. Figure 5.2 contains an overview of the capability development process.

5.3.12.1. Further information on the Air Force method of JCIDS implementation is in the AF/A5R Capability Development Guidebook, Volume 1.

**Figure 5.2. Capability Development Process Overview.**



## **6. STRATEGIC ASSESSMENT AND FEEDBACK**

6.1. Strategic Assessments: Assessments provide senior leaders insight on: progress towards achieving stated strategic priorities (i.e. vectors, goals, and objectives); actionable feedback that can be used to re-vector or modify the Air Force Strategy and Strategic Master Plan during pre-designated updates; and strategic alignment evaluations to shape decision making and outcomes during key SP3 processes (e.g. Planning Choices, POM development). The basic premise of all strategic assessments is to discern whether the overall direction and intent of the Air Force Strategy is being achieved or realized through specific actions, proposals, and process outcomes.

6.2. Feedback. Conducting strategic assessments requires continuous feedback throughout AF SP3. Feedback sources, such as subject matter experts tasked with implementing the Air Force Strategy, identify current progress toward achieving stated priorities, areas that require additional clarity and guidance, or need to be removed as they are unrealistic. In addition, evolving strategic guidance from external and internal stakeholders is considered. Incorporating continuous feedback ensures that the Air Force Strategy remains relevant and aligned with strategic environmental changes, evolving internal and external strategic priorities, and continuous progress towards achieving the strategy.

## Attachment 1

### GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

#### *References*

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#### *Abbreviations and Acronyms*

**AC** - Active Component  
**ACS** - Agile Combat Support (Service Core Function)  
**AFCAA** - Air Force Cost Analysis Agency  
**AFCS** - Air Force Corporate Structure  
**AFFOC** - Air Force Future Operating Concept  
**AFGM** - Air Force Guidance Memorandum  
**AFI** - Air Force Instruction  
**AFKCA** - Air Force Key Capability Asset  
**AFMAN** - Air Force Manual  
**AFPD** - Air Force Policy Directive  
**AFPF** - Air Force Planning Force  
**AFR** - Air Force Reserve  
**AFSEA** - Air Force Strategic Environment Assessment  
**AFSP** - Air Force Strategic Plan  
**AFSPS** - Air Force Strategic Planning System



**ANG** - Air National Guard  
**ARC** - Air Reserve Components  
**AS** - Air Superiority (Service Core Function)  
**BP** - Building Partnerships (Service Core Function)  
**C2** - Command and Control (Service Core Function)  
**C3RAAF** - Comprehensive Core Capability Risk Assessment Framework  
**CBA** - Capability Based Assessment  
**CCDR** - Combatant Commander  
**CDC** - Capability Development Council (previously Air Force Requirements Oversight Council)  
**CDWG** - Capability Development Working Group  
**CFL** - Core Function Lead  
**CFSP** - Core Function Support Plan  
**CJCSI** - Chairman of the Joint Chiefs of Staff Instruction  
**CMO** - Chief Management Officer  
**COA** - Course of Action  
**CONPLAN** - Concept Plan  
**CPM** - Capability Portfolio Manager  
**CRA** - Chairman's Risk Assessment  
**CS** - Cyberspace Superiority (Service Core Function)  
**CSAF** - Chief of Staff of the Air Force  
**DCS** - Deputy Chiefs of Staff  
**DoD** - Department of Defense  
**DOTMLPF-P** - Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities-Policy  
**DP** - Development Planning  
**DPS** - Defense Planning Scenarios  
**DRU** - Direct Reporting Unit  
**ETT** - Enhanced Tradespace Tool  
**FOA** - Field Operating Agency  
**FG** - Future Capabilities Game (Futures Game)  
**FYDP** - Future Years Defense Program  
**GEF** - Guidance for Employment of the Force  
**GIISR** - Global Integrated Intelligence, Surveillance, and Reconnaissance (Service Core Function)  
**GPA** - Global Precision Attack (Service Core Function)  
**HAF** - Headquarters Air Force (staff)  
**IC** - Intelligence Community  
**ICFSP** - Integrated Core Functions Support Plan  
**IPR** - In Progress Review  
**ISR** - Intelligence, Surveillance, and Reconnaissance  
**JOPP** - Joint Operation Planning Process  
**MAJCOM** - Major Command  
**NDO** - Nuclear Deterrence Operations (Service Core Function)  
**NDS** - National Defense Strategy  
**NMS** - National Military Strategy  
**NSS** - National Security Strategy

**O&M** - Operations and Maintenance  
**OCR** - Office of Collateral Responsibility  
**OPLAN** - Operation Plan  
**OPR** - Office of Primary Responsibility  
**OSD** - Office of the Secretary of Defense  
**PFE** - Programmed Force Extended  
**PFP** - Planning Force Proposal  
**PGM**- Program Guidance Memorandum  
**POM** - Program Objective Memorandum  
**POTUS** - President of the United States  
**PPG** - Plan to Program Guidance  
**PPUG** - Planning and Programming Updated Guidance  
**PR** - Personnel Recovery (Service Core Function)  
**QDR** - Quadrennial Defense Review  
**QPR** - Quarterly Performance Review  
**R&D** - Research and Development  
**RAP** - Resource Allocation Plan  
**RC** - Reserve Component  
**RegAF** - Regular Air Force  
**RGM** - Rapid Global Mobility (Service Core Function)  
**ROMO** - Range of Military Operations  
**S&T** - Science and Technology  
**SAF** - Secretary of the Air Force (staff)  
**SAP** - Special Access Program  
**SCF** - Service Core Function  
**SDPE** - Strategic Development Planning and Experimentation  
**SecAF** - Secretary of the Air Force  
**SECDEF** - Secretary of Defense  
**SMP** - Strategic Master Plan  
**SO** - Special Operations (Service Core Function)  
**SP3** - Strategy, Planning, and Programming Process  
**SPF** - Strategic Prioritization Framework  
**SPG** - Strategic Planning Guidance  
**SPOC** - Special Programs Oversight Committee  
**SPWG** - Strategic Planning Working Group  
**SS** - Space Superiority (Service Core Function)  
**SSA** - Support to Strategic Analysis  
**TFE** - Total Force Enterprise  
**TOA** - Total Obligation Authority

### ***Terms***

**Air Force Strategic Environment Assessment** - As the foundation of SP3, the AFSEA informs all follow-on Air Force planning and programming. The AFSEA describes domestic and international trends in the future strategic environment, and the implications of those trends for air, space, and cyberspace operations over the next 30 years. The AFSEA presents an Airman's

perspective on future constraints, threats, and opportunities, and promotes consistency throughout the AFSPS and the broader planning activities across the Air Force. AFSEA development integrates multiple external and internal sources to ensure a comprehensive assessment. Sources include analyses and assessments from across DoD and other government agencies, think-tanks, academia, industry, allies, and mission partners.

**Air Force Strategy** - A capstone document that looks out 30-years and explains how the Air Force will organize, train and equip to provide Global Vigilance, Global Reach, and Global Power in the future security environment. The *Strategy* describes the guiding principles used to influence and inform decisions related to organizational structures, planning, programming, acquisition and requirements. Air Force senior leadership updates the Air Force strategy as desired, nominally on a four-year cycle.

**Air Force Strategic Master Plan (SMP)** - Translates the Air Force strategy into guidance, goals, and objectives within a 20-year timeframe. The SMP is the primary source document for the development and alignment of subordinate strategic planning across the entire Air Force. The alignment of Air Force priorities and goals to national guidance informs planning and actions at successively lower level of Air Force organizations and forms the basis for the development of future force options and performance management plans.

**Capability Collaboration Team (CCT)** - Multidisciplinary team that facilitates development planning. CCTs are typically comprised of personnel with operational, requirements, acquisition, technology, systems engineering, operations research, and other expertise as necessary. CCT members work collaboratively, and may leverage activities such as wargaming, experimentation, and other analyses, to fully understand future capability needs and/or emerging opportunities, explore potential materiel and non-materiel concepts and solutions, and recommend follow-on activity to further development of operational capability (to include but not limited to S&T focus areas, topics for further experimentation and prototyping, etc.). Note: Enterprise Capability Collaboration Teams (ECCT) are chartered by the SecAF/CSAF and are focused on strategic-level areas of emphasis.

**Capability Development (CD)** - Includes all activities from opportunity or capability gap identification to warfighter employment. CD also aligns the execution of all lines of effort at the appropriate level, including gap analysis, S&T, studies, wargaming, experimentation, development planning (DP), requirements development, acquisition strategies, and investment strategies, to provide relevant capability to future warfighters.

**Capability Development Council (CDC)** - The AF CDC is a governance body designed to identify the key strategic questions related to operational capability which require AF senior leadership direction. It will also serve as a verification body for new and ongoing capability development efforts. Ref: AF Capability Development Charter, May 2016.

**Capability Development Working Group (CDWG)** - A Headquarters Air Force A5R and AQR led O-6 (or equivalent), cross-functional inclusive body that reports to AF/A5/8 to inform the appropriate AF processes. Primary function includes recommend prioritization of operational challenges and opportunities aligned with SP3, recommend ECCTs, synchronize high priority

capability development activities across the AF enterprise, and assess the capability development activities against strategic objectives for adequacy, timeliness, and de-confliction.

**Core Function Leads** - SecAF/CSAF-designated leaders who serve as the principal integrators for their assigned SCFs and the corresponding Air Force CFSPs. CFLs guide the SCF process and all SCF-related appropriation priorities by orchestrating the development of SCF in collaboration with key stakeholders across the Air Force to include MAJCOMs, the ARC, and functional authorities. CFLs have tasking authority with regard to SCF planning and programming issues to identify enabling capabilities in, and integration requirements/ opportunities with, other SCFs, joint forces, civilian government and non-government organizations, and allied/partner nations. CFLs provide a prioritized SCF investment & O&M submission for HAF POM Integration. CFLs participate at all appropriate levels of the AFCS. For all SCF-specific governance structures, CFLs serve as Chair or Co-Chair.

**Core Function Support Plans** - Developed by CFLs, in collaboration with key stakeholders across the Air Force CFSPs align strategy, operating concepts, and capability development by SCF, to provide financial constructs for enhancing Global Vigilance, Global Reach, and Global Power across the range of military operations. These constructs include major investment plans in the form of Planning Force Proposals (PFPs). Along with other internal and external products, the AFSEA, the AFSP, and the SPG's Planning Guidance provide the strategic context for CFSP production. When developing CFSPs, CFLs must account for all related authoritative perspectives across the Air Force, including the perspectives of regional Air Force commands; and CFLs coordinate their CFSPs with all HAF 2-letter/digit organizations and OCRs prior to submission. CFLs update CFSPs every other year.

**Capability** - The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways across the DOTMLPF-P to perform a set of tasks to execute a specified course of action (COA). Ref: AFI 10-601

**Capability Gap** - The inability to execute a specified COA or valid AF mission area. The gap may be the result of no existing capability, lack of proficiency or sufficiency in an existing capability solution, or the need to replace an existing capability solution to prevent a future gap. Ref: AFI 10-601 (adapted from CJCSI 5123.01 & JP 1-02)

**Capability Solution (or Solution)** - A materiel or non-materiel opportunity or solution to satisfy one or more capability gaps/ reduce or eliminate one or more capability gaps. Ref: JCIDS Manual

**Comprehensive Core Capability Risk Assessment Framework (C3RAF)** - A network model that combines risk and multi-domain interdependency data to inform senior leader decisions. Utilizing CFL inputs, the model aims to: identify core capabilities that most influence AF-wide risk, identify how changes in risk affect elements throughout the AF, and identify where planning decisions might influence systemic risk.

**Development Planning (DP)** - A key process to support the SecAF and CSAF in strategic decisions that guide the AF toward mission success today and in the future, within available funds and with acceptable risk (Ref: National Research Council DP Study Report, 2014). Encompasses

the engineering analysis and technical planning activities that provide the foundation for informed investment decisions on the fundamental path a materiel development will follow to effectively and affordably meet operational needs (Ref: DoDI5134.16). Note: “Strategic DP” has recently been used to describe multi-domain, enterprise-wide DP. “Planning for development” is acquisition based and includes translating user requirements into the systems, costs, schedules, and plans needed to meet those requirements, and is typically based on the results of previously conducted DP efforts.

**DOTmLPP-P** - Is the DoD acronym that pertains to the eight possible non-materiel elements involved in solving warfighting capability gaps. These solutions may result from a Capabilities-Based Assessment (CBA) or any study that investigates DoD warfighting capabilities and identifies capability gaps. DOTmLPP-P is cited in CJCSI 3170.01, Joint Capabilities Integration and Development System (JCIDS) and described in detail in the JCIDS Manual. DOTMLPP-P stands for:

- Doctrine: the way we fight (e.g., emphasizing maneuver warfare, combined air-ground campaigns)
- Organization: how we organize to fight (e.g., divisions, air wings, Marine-Air Ground Task Forces)
- Training: how we prepare to fight tactically (basic training to advanced individual training, unit training, joint exercises, etc.).
- materiel: all the “stuff” necessary to equip our forces that DOES NOT require a new development effort (weapons, spares, test sets, etc. that are “off the shelf” both commercially and within the government)
- Leadership and education: how we prepare our leaders to lead the fight (squad leader to 4-star general/admiral - professional development)
- Personnel: availability of qualified people for peacetime, wartime, and various contingency operations
- Facilities: real property, installations, and industrial facilities (e.g., government owned ammunition production facilities)
- Policy: DoD, interagency, or international policy that impacts the other seven non-materiel elements.

**Disruptive Opportunity** - The identification of a potential game-changing technology or concept. These opportunities do not result solely from materiel technology, but rather from the specific ways in which a technology is applied to produce an operational capability – and how such capabilities are employed in a multi-domain, collaborative and horizontally-integrated nature. These opportunities may also be the synthesis of disparate incremental processes to achieve new capabilities. Key elements include an active and engaged leadership, ideas and concepts, experimentation, and, verification and validation.

**Enterprise Capability Collaboration Team (ECCT)** - See Capability Collaboration Team (CCT). ECCTs are CCTs chartered at SecAF/CSAF level and are focused on strategic-level areas of emphasis.

**Far-term** - Eleven to 30 years into the future beyond the SPG-directed planning year. This timeframe represents a period of uncertain threats and environments. It tests the bounds of doctrine, tactics, and capabilities.

**Flight Plan** - A document generated to achieve alignment across functional areas, influence resourcing decisions, provide informative inputs to support plans, or direct discrete activities (i.e. non-Core Function-related). Flight Plans must be aligned with AF Strategy and the Strategic Master Plan (SMP). Flight plans may also be used to develop a Planning Choice Proposal. Ref: Strategic Master Plan 2015, AFPD 90-11 6Aug15

**Future Capabilities Game** - Evaluates force structure options developed by the AFSPS with regard to challenges identified in the AFSEA. In doing so, the Future Capabilities Game (FG) delivers insights that inform the AFSP, the SPG, CFSPs, and PFP Integration.

**Future Years Defense Program** - Summarizes SECDEF-approved DoD programs. The FYDP projects detailed source requirements for 5 years and force structure for 9 years.

**Mid-term** - Six to 10 years into the future beyond the SPG-directed planning year. This timeframe represents a period of anticipated threats, environments, doctrine, tactics, and capabilities.

**Near-term** - Five years into the future beginning with the SPG-directed planning year. This timeframe represents a period of expected threats, environments, doctrine, tactics, and capabilities.

**Planning** - Translates strategy into an integrated and balanced Air Force Plan to guide Capability Development, Programming, Budgeting, and shapes leadership strategic communications.

**Planning and Programming Updated Guidance** - The PPUG allows Deputy Chief of Staff, Strategic Plans and Programs (AF/A8) to communicate emerging planning and programming guidance from the conclusion of the Program Budget Review (PBR), Resource Management Decisions (RMDs) and the delivery of the President's Budget (PB) and SecAF's deliverables. The result updates previous SPG and refines CFL priorities within respective SCFs to support both ongoing CFSP and Program Objective Memorandum (POM) development.

**Planning Choice** - An approach, disconnect, initiative, offset, or POM disconnect regarding future use of AF resources, that has not yet been approved for inclusion in the Thirty Year Plan. The planning corporate structure reviews these using the results of the strategic prioritization framework, at increasingly higher governance levels until agreement can be reached, and if not reached at one of the lower levels of governance (Planning Group/Board/Council), it is decided at the planning choices event chaired by SecAF/CSAF.

**Programmed Force** - The Programmed Force identifies capabilities, capacities, and resources the Air Force has or is programmed to acquire in the current FYDP.

**Programmed Force Extended** - The PFE is a resource-constrained extension of the Programmed Force based on the current Planning Force. The PFE extends the Programmed Force an additional 25 years in order to establish the zero baseline used in affordability assessments.

**Resource Allocation Plan** - The RAP is the data (spreadsheet) portion of the 30 Year Plan. The RAP narrative is the words that accompany the spreadsheet data that explain what we are doing, and when during the 30 Year Plan. The RAP and RAP narrative together comprise the 30 Year Plan.

**Risk to Force** - The ability to execute assigned missions at acceptable human, materiel, financial, and strategic cost. Ref: JCIDS Manual

**Risk to Mission** - The ability to recruit, man, train, equip, and sustain the force to meet strategic objectives. Ref: JCIDS Manual

**Service Core Functions** - SCFs delineate the appropriate and assigned core duties, missions, and tasks of the Air Force as an organization, responsibility for each of which is assigned to a CFL. SCFs express the ways in which the Air Force is particularly and appropriately suited to contribute to national security. SCFs are an integral aspect of the AFSPS, and provide the framework for Air Force organizing, training, and equipping efforts, however, they do not necessarily express every aspect of what the Air Force contributes to the nation.

**Strategic Development Planning and Experimentation (SDPE)** - The SDPE office supports the CDC by marshaling AF resources to explore materiel and non-materiel solutions to challenges spanning multiple domains or service core functions.

**Strategic Planning Guidance** - The SPG shapes the air, space, and cyberspace force by translating strategy into planning and programming guidance to meet national security objectives at the lowest overall risk possible given available resources. The SPG defines the Air Force position on Total Force Enterprise (TFE) force structure, readiness and sustainability, infrastructure, and modernization/recapitalization. The SPG links the AFSP to CFSPs by providing Planning Guidance for force structure development, based upon the 20-year Planning Force results of the previous year's PFP Integration process. The SPG's long-term major investment plan influences operational concept development, organizational change, and training plans, and provides parameters for requirements generation to produce the proper balance between current and future Air Force priorities. SPG Programming Guidance provides authoritative direction for Air Force POM development.

**Strategy, Planning, and Programming Process (SP3)** - Process to integrate strategy, concepts, and capability development to identify force objectives and programming to support practical organization, training, equipping and posture across the Total Force. Comprised of distinct, interrelated elements set in the context of Presidential and DoD guidance. The elements are categorized as Strategic Planning, Program Planning and Development, and Program Defense. Ref: AFPD 90-11.

**Strategic Planning Working Group (SPWG)** - A Headquarters Air Force A8X led O-6 (or equivalent), cross-functional inclusive body that reports to AF/A5/8. Primary function includes planning force prioritization, investments, and trades aligned with SP3 and as informed by the

CDC, coordinates CFL inputs via the Core Function Support Plan (CFSP) process, and assesses the planning force against strategic objectives and CDC guidance.

**Strategic Prioritization Framework (SPF)** - This is a process designed to provide scalable AF enterprise-wide strategic initiative assessments and integration. The process includes objective and subjective variables designed for repeatable, consistent scoring of programs, initiatives, and offsets. It provides comparable information and data visualization on disparate AF programs/initiatives to support strategic decision making by senior leaders.

**Ten-Year Integrated Plan** - Approved enterprise-wide plan that is \_\_\_ toward an interim state aligned with the Air Force Future Operating Concept (AFFOC).

It will be clear, consistent, and transparent; contain and sequence key actions and decisions; guide the development of subsequent RAPs; and ultimately provide increased decision space and a strategic narrative with demonstrable priorities.

**Total Force Enterprise** - The three components (RegAF, AFR, and ANG) that together with AF civilians make up the Air Force.

**Total Force Enterprise Management** - Air Force effort to optimize Active and Reserve Component (AC/RC) force structure through a range of innovative analysis, organizational constructs and personnel policies implemented to integrate the capabilities of all Air Force components (Regular Air Force, Air Force Reserve and Air National Guard). As a fundamental element of perpetual Air Force transformation, TFE Management will encourage retention of valuable human capital, create efficiencies, and, above all, enhance Air Force combat capability.

**Total Force Enterprise Review Process** - The formal process that provides strategic insights to senior leaders regarding the most effective and efficient AC/RC force mix. The TFERP also facilitates creation, validation and management of Total Force Integration Proposals (TFIPs) and the Total Force Integration Associations (TFIAs) that result following CSAF approval.



## Attachment 2

### AF STRATEGIC DOCUMENTS

**A2.1. *The World's Greatest Air Force – Powered by Airmen, Fueled by Innovation*** – Initially published in January 2013, this publication highlights our enduring contributions to the nation and focus areas for the future. It may be regarded as a vision document for the Air Force. It is updated as directed by SecAF and CSAF.

**A2.2. *Global Vigilance, Global Reach, Global Power for America*** – This document, published in August 2013, acts as a mission statement for today's Air Force. It builds on the vision of *The World's Greatest Air Force* and explains how the Air Force supports enduring contributions to American security by accomplishing its five core missions. It is updated as directed by SecAF and CSAF.

**A2.3. *Air Force Strategic Environment Assessment*** – This document provides strategic context to help frame the future operational environment. The *Air Force Strategic Environment Assessment* (AFSEA) compiles the expert analyses of the future environment across the Department of Defense, Intelligence Community, and think tanks to derive emerging global trends with implications for the Air Force. The AFSEA is updated approximately every two years.

**A2.4. *America's Air Force: A Call to the Future*** – This is the Air Force's capstone Service strategy, which looks out 30 years and explains how the Air Force will organize, train and equip to provide Global Vigilance, Global Reach, and Global Power in the future security environment. It describes the guiding principles used to influence and inform decisions related to organizational structures, planning, programming, acquisition and requirements. The current (July 2014) edition of this document provides two over-arching imperatives and five aligning vectors for the Air Force to ensure it is able to execute its core missions over the next several decades. These precepts collectively address the Air Force's greatest challenge: ensuring the ability to adapt faster and operate more effectively than potential adversaries. It is aspirational in nature and builds upon the Air Force's vision and mission to provide a path to the future. Air Force senior leadership update the Air Force Strategy as desired, nominally on a four-year cycle.

**A2.5. *Strategic Master Plan*** – The Air Force Strategic Master Plan (SMP) translates the strategy, outlined in *America's Air Force: A Call to the Future*, into guidance, goals, and objectives within a 20-year timeframe. It converts strategic vision into action across the Total Force by providing authoritative direction for service-wide planning and prioritization, organizational and professional development, partnerships and technology to achieve strategic objectives and support identified concepts of operations.

The SMP is the primary source document for the development and alignment of subordinate strategic planning across the entire Air Force. Its Air Force-wide goals and objectives, which are aligned to national guidance, shall inform planning and actions at successively lower level of Air Force organizations and will form the basis for the development of future force options and

performance management plans. The base SMP is revised every two years, or as directed by SecAF and CSAF.

The guidance in the base SMP is further articulated through SMP Annexes (Human Capital, Strategic Posture, Capabilities, and Science & Technology). These annexes contain the majority of objectives with assigned Offices of Primary/Coordinating Responsibility (OPRs/OCRs). The annexes are updated annually.

**A2.6. Air Force Future Operating Concept** – The *Air Force Future Operating Concept* (AF FOC) is the Air Force’s overarching force development concept. It describes how future Air Force forces will provide responsive and effective Global Vigilance—Global Reach—Global Power in light of the anticipated future strategic and operational environment. The AF FOC broadly portrays how the future Air Force will conduct its five core missions as part of a joint, interagency, or multinational force, or independently in support of national security objectives. The AF FOC is not directive—it provides context for the direction in the SMP, while the SMP provides credible pathways toward the concept’s projections. The AF FOC takes the current core missions outlined in *Global Vigilance*, *Global Reach*, *Global Power for America*, and based on the trends outlined by the AFSEA, describes how AF forces will evolve and conduct their core missions to help overcome national security challenges in a postulated future environment. The AF FOC provides a picture of future operations that informs Air Force strategic planning by describing the desired future state for force development. As a force development concept, the AF FOC is subject to testing, experimentation, evaluation and assessment to validate its ideas and/or suggest better alternatives. The AF FOC is updated every four years, or as required by SecAF and CSAF.

**A2.7. Flight Plans** – All top-level plans that inform resourcing decisions (other than CFSPs), such as MAJCOM plans or functional plans by Deputy Chiefs of Staff are referred to as Flight Plans. Flight Plans do not specifically need to address SMP objectives, but must be aligned with the Strategy and SMP. Flight Plans achieve alignment across functional areas, influence resourcing decisions, provide informative inputs to CFSPs, or direct discrete (i.e. non-CFL-related) activities. Flight Plans are used to develop Planning Choice Proposals. If a flight plan author is designated as an OPR for an SMP/annex objective(s), the flight plan addresses how its goals, objectives, tasks, initiatives, etc. will help accomplish the SMP/annex objective(s). Methods to assess progress and outcomes of flight plans are developed by the flight plan owners. Some flight plans are directed by senior leaders, while others are proposed from subordinate organizations, but in all cases flight plans are signed at the MAJCOM or DCS level.

## Attachment 3

### CFSP SECURITY CLASSIFICATION AND RELEASE GUIDANCE

**A3.1. CFSP-generated information.** During CFSP construction and assessment, a variety of planning, programming, budgetary, shortfalls, and vulnerability data are produced. This information is sensitive and may highlight deficiencies in national security. This chapter dictates the classification, distribution, and marking of CFSP-generated information and other related materials.

**A3.2. Authority.** Executive Order (E.O.) 13526 may be cited as the basis for classification or declassification of information and material related to CFSP-generated information. In accordance with E.O. 13526, classified information is restricted to data for which unauthorized disclosure would reasonably result in some level of damage to the national security. CFSP-generated information falls under Section 1.4 (e): "scientific, technological, or economic matters relating to the national security" and Section 1.4 (g): "vulnerabilities or capabilities of systems, installations, infrastructures, projects, plans, or protection services relating to national security." Information identifying shortfalls and vulnerabilities needs to be protected as classified information. Some CFSP-generated information identifies capabilities that can be improved, but the release of that information would not reasonably be expected to damage the national security, and as such, should be unclassified. Unclassified information used for planning, programming and budgeting should be handled as FOR OFFICIAL USE ONLY (FOUO).

**A3.3. Classification Recommendations.** All users of this AFI are encouraged to assist in improving and maintaining its currency and utility. If the security classification instructions contained in this chapter impose requirements that are impractical, or if other contributory factors indicate a need for changes, users should forward recommendations and justification through the appropriate channels to the OPR. Pending revision of current guidance, all information involved shall be handled and protected at the current or recommended classification, whichever is higher.

**A3.3.1. UNCLASSIFIED Information.** Unless specifically controlled, UNCLASSIFIED information may be subject to mandatory release to the public under the Freedom of Information Act (FOIA).

**A3.3.2. FOR OFFICIAL USE ONLY (FOUO).** FOUO is a category of "unclassified controlled information" that is applied to information which may be exempt from mandatory release to the public under a specific FOIA exemption condition. CFSP-generated information is designed to align strategy, operating concepts, and capability development by SCF, to provide 30-year constructs for enhancing Global Vigilance, Global Reach, and Global Power across the range of military operations. Unless classification of the information is required due to derivative classification, the information should be protected as FOUO in compliance with DoD 5400.7\_AFMAN 33-302, *Freedom of Information Act Program*, paragraph C3.2.1.5.1.7 as "planning, programming and budgetary information that is involved in the defense planning and resource allocation process." The handling of FOUO materials is covered in DoD Manual (DoDM) 5200.01, volume 4. This information should be kept within Air Force channels unless specifically released by CFLs.

**A3.3.3. Dual Classification.** Information cannot be both CLASSIFIED and FOUO at the same time. UNCLASSIFIED FOUO and FOUO are synonymous.

A3.3.4. Classification levels. Classified information is governed by E.O. 13526. Three levels of classified information exist: CONFIDENTIAL, SECRET and TOP SECRET.

A3.3.5. Classification directions. The following provides clarification and examples of classification of CFSP-generated information.

A3.3.5.1. Any listing of capabilities that does not list findings, shortfalls or gaps identified by the CFSP development process and/or does not have an existing classification designation is UNCLASSIFIED (e.g., capabilities of nuclear, space, or C4ISR assets) will be handled at the appropriate designated classification level.

A3.3.5.2. Prioritized findings will be classified SECRET unless content requires a higher classification.

A3.3.5.3. Descriptions of findings determined by assessment of classified sources will carry the classification of the highest classified source.

A3.3.5.4. The description of a CFSP finding including quantification (e.g., numbers of assets at the operational or theater level, effectiveness or time required for operations) will be classified as SECRET.

A3.3.5.5. Finding statements written as shortfalls (e.g., "Lack capability to ...") will be classified as SECRET.

A3.3.5.6. The description of a finding referencing zero capability or no military ability to perform a mission will be classified as SECRET.

A3.3.5.7. Quantification of tactical, operational or campaign level requirements, capability objectives or impacts of those objectives (in terms of assets required, effectiveness, speeds, duration, etc.) will be classified as SECRET.

A3.3.5.8. Force structure, fleet-wide and programmatic quantities are classified by their program or system.

A3.3.5.9. Sufficiency data will be classified as per the source material.

A3.3.5.10. Titles of systems or programs when associated with capabilities are UNCLASSIFIED FOUO.

A3.3.5.11. Titles with existing classification designations will be handled at the appropriate designated classification level.

A3.3.5.12. Quantification, assessment, scoring or evaluation of the impact to which these systems or programs contribute to a capability or mitigate a shortfall is SECRET.

A3.3.5.13. System technical details are to be handled in accordance with criteria established by the system or program.

A3.3.5.14. Total Force Structure level requirements (e.g., number of airframes) will be handled as FOUO unless otherwise controlled by the program or system.

#### **A3.4. Risk Assessments.**

A3.4.1. Will be classified as SECRET, unless they indicate shortfalls, systems, program, etc. classified at a higher level. Strategic Planning Guidance (SPG) and Programming Guidance Memorandum (PGM) recommendations or specified actions will be handled as SECRET.

A3.4.2. Any information dealing with Special Access Required (SAR) or Special Compartmentalized Information (SCI) shall be classified, declassified, controlled and protected as required by DoDM 5200.01, volume 2 and appropriately handled within those compartments.

A3.4.3. If all the information was derivatively classified using a single security classification guide or source document, identify the guide or document on the "Derived from" line. Include the date of the source document or classification guide unless the identification of the classification guide implicitly includes the date.

### **A3.5 Public Release.**

A3.5.1. The fact that this AFGM shows certain details of information to be unclassified does not permit automatic public release of them. Proposed public disclosures of unclassified information regarding CFSP-generated information to include planning, programming, budgetary information, capabilities development, and risk assessments shall be processed through appropriate channels for approval for publication. Requests for public release certification, according to DoDD 5230.9 *Clearance of DoD Information for Public Release* and AFI 35-101 *Public Affairs Responsibilities and Management*, must be submitted. Only information that has been reviewed and certified for public release may be released. However, the decision or authority to release information belongs to the officials governing the program that developed the material. Information previously approved for public release may be released without further recourse. Information developed after initial approval for public release must be submitted for review and further processing. Requests for release of information may be directed to CFL staffs.

A3.5.2. FOR OFFICIAL USE ONLY (FOUO): FOUO is not a security classification, but rather a type of "unclassified controlled information." CFSP-generated information is designed to align strategy, operating concepts, and capability development by SCF, to provide 20-year constructs for enhancing Global Vigilance, Global Reach, and Global Power across the range of military operations. Unless classification of the information is required due to derivative classification, the information should be protected as FOUO in compliance with DoD 5400.7-R, paragraph C3.2.1.5.1.7 as "Planning, programming and budgetary information that is involved in the defense planning and resource allocation process." Information designated in this guide as Unclassified FOUO will be handled and protected as specified in DoDM 5200.01.