



HQ ACC STRATEGIC PLANNING PROCESS

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This instruction implements AFPD (AFPD) 90-11, *Planning System*. It provides guidance on the Air Combat Command (ACC) Headquarters (HQ) strategic planning process. It provides definitions and establishes HQ ACC staff agency responsibilities in the preparation, coordination and dissemination of the ACC Strategic Plan and the Combat Air Force (CAF) Strategic Master Plan. The planning corporate structure is closely aligned with the corporate structure described in AFI 16-501_ACC Sup 1, *Control and Documentation of Air Force Programs*. **This instruction applies to HQ ACC staff agencies only.** It does not apply to Air National Guard (ANG) or Air Force Reserve Command (AFRC) units and members. Ensure that all records created as a result of processes prescribed in this document are maintained in accordance with AFMAN 37-123 (to be AFMAN 33-363), *Management of Records*, and are disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://afirms.amc.af.mil>. Contact supporting records managers as required. Send recommended changes to this instruction on AF Form 847, **Recommendation for Change of Publication**, to the ACC Strategy and Long Range Planning Branch (ACC/A5SX), 204 Dodd Blvd, Suite 307, Langley AFB VA 23665-2778, DSN 574-4856.

SUMMARY OF CHANGES

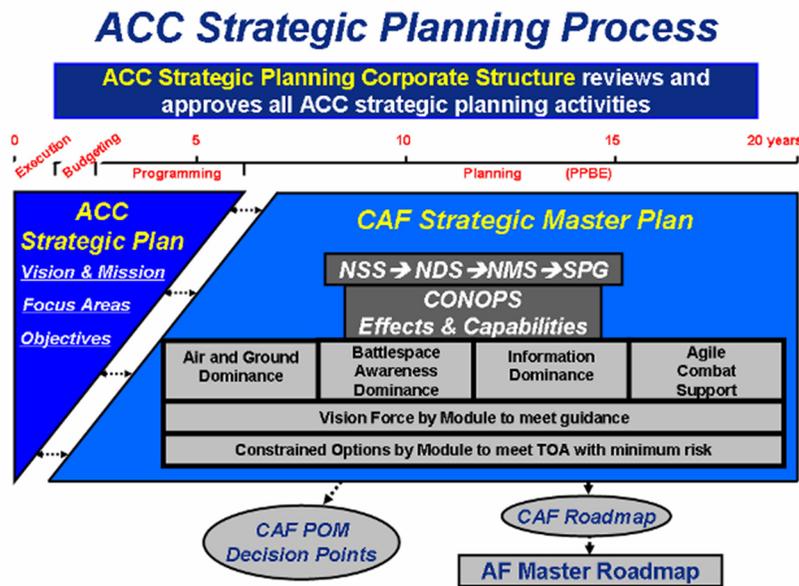
This document is substantially revised and must be completely reviewed. This document modifies the process for the ACC Strategic Plan, changes terminology from the CAF Flight Plan to the CAF Strategic Master Plan, and updates staff agencies to reflect A-staff organization. The document expands on the relationships between the CAF Strategic Master Plan, Air Force Concepts of Operations (CONOPS), Capabilities Review and Risk Assessment (CRRA), and Roadmaps.

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1. Introduction. Driven by National, Department of Defense, and Air Force strategy, the ACC strategic planning process provides the foundation for all HQ ACC planning and programming activities. The purpose of the ACCI is to formalize and document this process, which produces the ACC Strategic Plan and the CAF Strategic Master Plan (SMP). Both products are strategic in nature, but each has a different purpose and scope. The ACC Strategic Plan defines the ACC vision, mission, focus areas and objectives, translating the Commander for Air Combat Command (COMACC) intent into action for the next 3-5 years. It is normally developed at the beginning of the COMACC appointment as commander. The CAF SMP is a long-range plan for ACC and the CAF that provides required warfighting capabilities for the next three Future Year Defense Programs (FYDP). It consists of a vision force that fully meets national defense strategy requirements and a fiscally-constrained, risk-balanced force that is the basis for planning and programming within the CAF and influences planning and programming decisions in commands, agencies, and corporations outside the CAF. The CAF SMP is synchronized with the Air Force programming process to provide timely guidance for the Program Objective Memorandum (POM). Built upon effects-based modules, the CAF SMP integrates all cross-cutting systems and resources to cover the full range of required CAF capabilities.

Figure 1. ACC Strategic Plan and CAF Strategic Master Plan



2. Strategic Planning Organization. The organization used for ACC strategic planning is within the ACC corporate structure. The Strategic Planning Council is a general officer steering group led by the Vice Commander for Air Combat Command (ACC/CV). This group is designated the Strategic Planning Board when chaired by the ACC Director of Plans and Programs (ACC/A5). The Strategic Planning Group is an O-6 level group responsible for long range oversight and direction of ACC resources and staff actions. Membership for both organizations is based on the product being produced and is detailed in sections 4.1. and 5.1.

3. Inputs and Terms of Reference. This section highlights the Department of Defense (DoD), joint, and Air Force (AF) documents and processes that most influence ACC strategic planning. The inputs are listed by the level of approval or office of primary responsibility (OPR). Unless noted otherwise, these

documents are unclassified. Most can be found by internet search or by contacting the listed office of primary responsibility.

3.1. **National Security Strategy (NSS).** The National Security Strategy Report is a congressionally mandated annual report on the national security strategy of the United States, submitted by the President. Release date varies from year to year.

3.2. **Department of Defense Directive (DoDD) 5100.1.** DoDD 5100.1, *Functions of the Department of Defense and its Major Components*, describes the functions of the DoD, Joint Chiefs of Staff (JCS), combatant commanders, military departments and other DoD agencies. Updates do not occur on a scheduled timeline and changes require Secretary of Defense (SecDef) approval.

3.3. **Quadrennial Defense Review (QDR).** Directed by statute, the QDR is a comprehensive examination of the national defense strategy, force structure, force modernization plans, infrastructure, budget plan and other elements of the defense program and policies of the United States. The QDR has a view toward determining and expressing the defense strategy of the United States and establishing a defense program for the next 20 years. The SecDef is responsible for conducting the QDR every 4 years, and the final report is published early in the second year of the President's term.

3.4. **Transformation Planning Guidance (TPG).** The TPG provides guidance for transformation strategy, implementation, transformation roadmaps and joint experimentation. The TPG is updated as required and approved by the SecDef.

3.5. **Strategic Planning Guidance (SPG).** The SPG is classified and provides over arching DoD direction and programmatic guidance that is "fiscally informed" and supports the national defense strategy. The SPG implements the defense strategy described in the QDR. It is issued by the SecDef and is planned for release in February of each even year.

3.6. **Joint Programming Guidance (JPG).** The JPG is classified and is issued by the SecDef. It provides guidance that is fiscally constrained and programmatically more detailed than the SPG. The JPG is planned for release in June of each even year.

3.7. **National Military Strategy (NMS).** The NMS defines the national military objectives, establishes the strategy to accomplish these objectives, and addresses the military capabilities required to execute the strategy. Issued by the Chairman of the Joint Chiefs of Staff (CJCS), the NMS is a standing document that is changed as needed.

3.8. **Joint Capabilities Integration and Development System (JCIDS).** JCIDS is a process that drives capability requirements and recommendations for industry, planning, programming, acquisition, and experimentation. Recommendations are evaluated and prioritized based on their contribution to future joint concepts. Providing the framework for subordinate concepts, the Capstone Concept of Joint Operations (CCJO) is an overarching description of how the future joint force will operate 10-20 years in the future. It guides the development of future joint concepts and joint force capabilities. The CCJO is supported by Joint Operating Concepts (JOC), Joint Functional Concepts (JFC), and Joint Integrating Concepts (JIC). The Joint Staff Operational Plans and Interoperability Directorate (JCS/J7) manages recommended concept changes. Following review by the JCS, the Chairman forwards the CCJO and all JOCs to the SecDef for approval. The JCS task and approve JICs, and the Joint Requirements Oversight Council tasks and approves JFCs. Headquarters Air Force (HAF) OPR for JOCs and JICs is the Director of Operational Plans and Joint Matters (AF/A5X), and HAF OPR for JFCs is the Director of Operational Capability Requirements (AF/A5R).

ACC OPR for the JCIDS process is the ACC Policy and Resources Division (ACC/A8X), and ACC OPR for future concepts is the ACC Strategy, Concepts and Doctrine Division (ACC/A5S).

3.9. Integrated Priority Lists (IPLs). An IPL is a combatant commander's fiscally unconstrained list of the command's highest priority requirements, prioritized across Service and functional lines. It defines shortfalls in key programs that, in the judgment of the combatant commander, adversely affect the capability of the combatant commander's forces to accomplish their assigned mission. ACC provides draft IPL inputs in August and receives the final documents from the commands in November or December. OPR within each command is normally the J8 or J58; ACC OPR for IPL development is ACC/A5S and the ACC Programs Division (ACC/A5P) is responsible for defining program support for IPL requirements.

3.10. Air Force Strategic Planning Directive (AFSPD). The AFSPD prescribes the key planning priorities of the SecAF and the Chief of Staff of the Air Force, reviews priorities within the NSS and the defense strategy contained in the SPG and QDR report, and assigns planning initiatives for future capability decisions. The AFSPD is published every 2 years to provide guidance to affect the AF POM. HAF OPR is AF/A8X and ACC OPR is ACC/A5S.

3.11. Air Force Capabilities Investment Strategy (AFCIS) and Air Force Master Roadmap. The AFCIS was designed to be a capabilities-based investment strategy to attain the Air Force vision, and providing top-down guidance for planners and programmers for the near, mid and far-term. Since the development of MAJCOM Roadmaps, the AFCIS has become the classified costing and force structure database that supports the integrated Air Force Master Roadmap. The Air Force Master Roadmap is intended to be the result of integrating and coordinating MAJCOM roadmaps and producing a capabilities-based strategic plan for the Air Force across the next three FYDPs. HAF OPR for the AFCIS and the Air Force Master Roadmap is AF/A8X. ACC OPR for roadmaps is ACC/A5S with the ACC Policy and Resources Division (ACC/A8X) responsible for costing support.

3.12. Air Force Toolbox. The AF Toolbox is a web-based catalogue of system concepts designed to stimulate discussion and exploration of the role of air and space capabilities in the future security environment. HAF OPR is AF/A8X and ACC OPR is ACC/A5S.

3.13. Air Force Transformation Flight Plan. The AF Transformation Flight Plan is a reporting document to the Office of Secretary of Defense (OSD) to support the TPG. It generally reflects decisions, information and initiatives already made and/or approved by the Air Force capability-based planning, programming, budgeting and execution process. HAF OPR is AF/A8X and ACC OPR is ACC/A5S.

3.14. Air Force Concepts of Operations (CONOPS). Seven AF CONOPS describe required AF warfighting effects and capabilities. HAF OPR for the Agile Combat Support (ACS) CONOPS is the AF Directorate of Logistics Readiness (AF/A4R). HAF OPR for the other six CONOPS is AF/A5X. ACC OPR for CONOPS development is ACC/A5S.

3.14.1. ACC is additionally designated as flight lead for four AF CONOPS. The respective ACC flight lead for each CONOPS is:

3.14.1.1. Nuclear Response: The ACC Strategic Operations Division (ACC/A3S).

3.14.1.2. Homeland Defense and Civil Support: The ACC Homeland Security Division (ACC/A3H).

3.14.1.3. Global Strike and Global Persistent Attack: ACC/A5S.

3.14.2. Air Mobility Command is flight lead for the Global Mobility CONOPS.

3.14.3. Air Force Space Command is the flight lead for the Space and Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (S&C4ISR) CONOPS.

3.14.4. The Air Force Material Command, Air Force Transformation Division (AFMC/A5F), is the flight lead for ACS. ACC/A4 and ACC/A7 are OPR for specific ACS master capabilities.

3.15. **Capabilities Review and Risk Assessment (CRRA).** The CRRA evaluates AF CONOPS capabilities and identifies shortfalls and risk. HAF OPR is AF/A5X. ACC OPRs are ACC/A3H, ACC/A3S, ACC/A5S and the ACC Capabilities Division (ACC/A8M).

3.16. **Air Force Master Capability Library (MCL).** The MCL is designed to be a collectively exhaustive list of mutually exclusive capabilities and tasks. It is organized under functional capability chapters to align with Functional Capability Boards (FCB). The MCL is revised as required during spring of the odd year, prior to the CRRA. AF OPR is AF/A5X and ACC OPR is ACC/A5S.

3.17. **Annual Planning and Programming Guidance (APPG).** The APPG is classified and provides authoritative direction to the AF to develop the POM. HAF OPR is the AF Directorate of Programs (AF/A8P) and ACC OPR is ACC/A5P.

3.18. **Air Force Policy Directive 10-4, Air and Space Expeditionary Force Presence Policy (AEFPP).** The AEFPP provides AF presence policy to meet the defense strategy. It establishes limits and considerations for sustained and surge operations. HAF OPR is the AF Deputy Chief of Staff Air, Space and Information Operations, Plans and Requirements (AF/A3/5) and ACC OPR is the ACC Scheduling and Aerial Events Division (ACC/A3O).

4. ACC Strategic Plan. The ACC Strategic Plan defines the ACC vision and translates the COMACC intent into action over the next 3-5 years.

4.1. **Organization.** The Strategic Planning Council membership includes all ACC directors for developing and coordinating the ACC Strategic Plan. The Strategic Planning Group includes an O-6 representative from each directorate and is chaired by ACC/A5S. The Strategic Planning Integration Team is a working group led by an ACC/A5S representative and tasked with integrating all efforts to develop the ACC Strategic Plan.

4.2. **Methodology.** The ACC Strategic Plan is developed and implemented in four phases: commander's intent and focus areas, objective development, publishing and implementation.

4.2.1. **Commander's Intent and Focus Areas.** Changes in the NSS, NMS, QDR, SPG and AFSPD could influence the ACC vision and mission. ACC/A5 develops a draft vision and mission statements and submits them to COMACC for consideration, after COMACC provides an initial vector. COMACC then provides his intent and focus areas.

4.2.2. **Objective Development.** The second phase is the development of ACC objectives from the commander's intent. The focus areas provide a baseline for establishing the objectives ACC intends to pursue over the next 3-5 years. The Strategic Planning Council develops the objectives with ACC/A5 as OPR, and COMACC approval completes the ACC Strategic Plan.

4.2.3. **Publishing.** The ACC Strategic Plan is published and distributed to the HQ ACC directorates and to all ACC wings to communicate COMACC intent. The ACC Video Production Team (ACC/PAV) is OPR for publishing and distribution.

4.2.4. **Implementation.** ACC directorates assess and report progress toward meeting ACC objectives, as required.

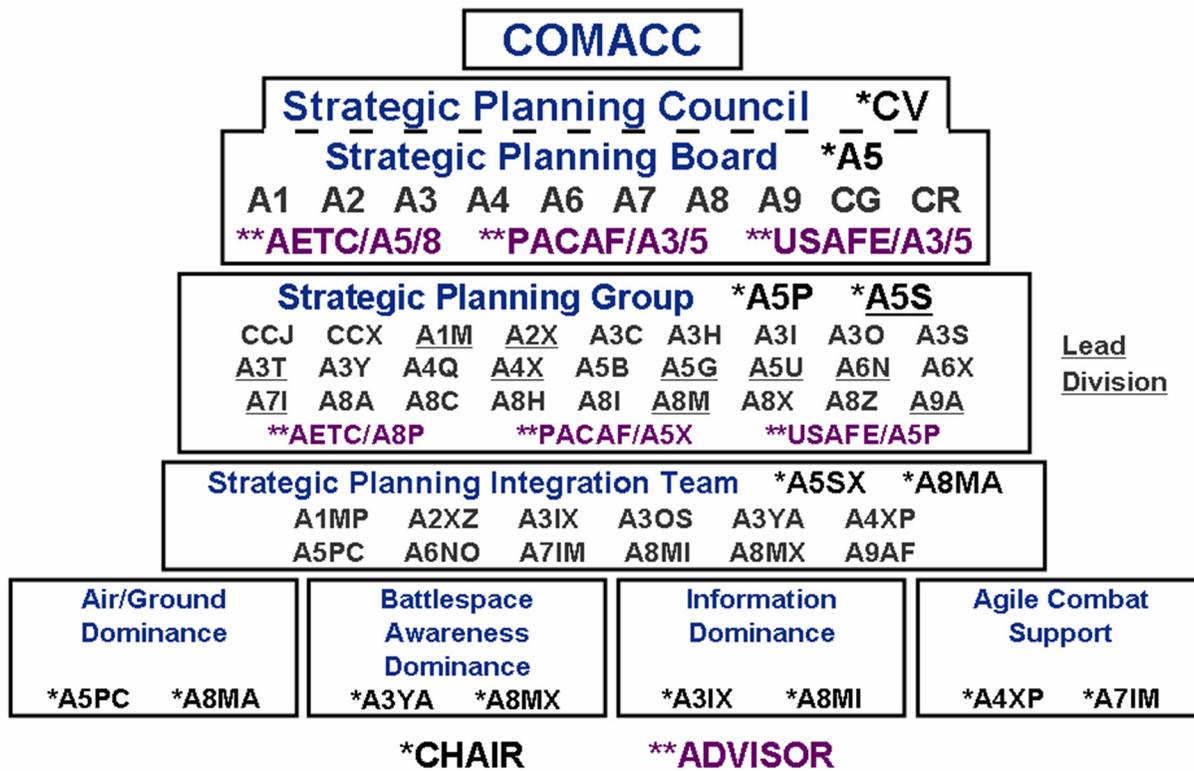
4.3. **Timeline.** The first phase is normally initiated as soon as practical after the arrival of a new COMACC. Objective development and approval should take about a month after receiving the COMACC focus areas. Publishing can take 3-4 months from the initial design work to final distribution to the wings.

4.4. **Format.** The ACC Strategic Plan format is modified according to COMACC desires. It will normally include the following sections: forward, introduction, vision, mission, focus areas and objectives.

5. CAF Strategic Master Plan (SMP). The CAF SMP process produces a long-range plan that provides required warfighting capabilities 12-15 years beyond the next FYDP. For example, the 2005 CAF SMP (published in CY 2005) guides the FY 08-13 POM and extends through 2025; the 2007 CAF SMP will guide the FY 10-15 POM and will extend through 2030.

5.1. **Organization and Coordination.** The ACC Strategic Planning Board is led by ACC/A5 for developing and coordinating the CAF SMP. Membership is shown in **Figure 2.**, and other directors advise the Board as required. The Strategic Planning Group is co-led by ACC/A5P and ACC/A5S, and includes a broad representation of divisions across the staff. Lead divisions for each directorate are responsible for preparing their respective board representatives. Group membership and lead divisions are shown in **Figure 2.** The Strategic Planning Integration Team is co-led by ACC/A5SX and the ACC Ground Dominance Capabilities Team (ACC/A8MA), and is responsible for integrating all development and coordination efforts. **Figure 2.** shows core team members, but advisors to this team may include representatives from the Air Reserve Component (ARC), Base Realignment and Closure (BRAC) and QDR groups, Air Intelligence Agency, Aerospace Expeditionary Force Center (AEFC) or ACC offices with key subject matter experts. Additionally, the CAF SMP is divided into four effects-based modules with cross-functional teams responsible for building each module. Subject to change by the Strategic Planning Group, each team is led by two co-leads to aid integration and flexibility. The four modules and respective team leads are: the ACC Combat Forces Branch (ACC/A5PC) and ACC/A8MA for Air and Ground Dominance; the ACC Airborne Battle Management Branch (ACC/A3YA) and the Command and Control, Intelligence, Surveillance and Reconnaissance Branch (ACC/A8MX) for Battlespace Awareness Dominance; the ACC Information Operations Integration Branch (ACC/A3IX) and Information Dominance Capabilities Team (ACC/A8MI) for Information Dominance; and the ACC Logistics Plans Branch (ACC/A4XP) and Mission Branch (ACC/A7IM) for Agile Combat Support. Module leads are responsible for ensuring their teams have the required expertise to fully develop their modules.

Figure 2. HQ ACC Strategic Planning Corporate Structure



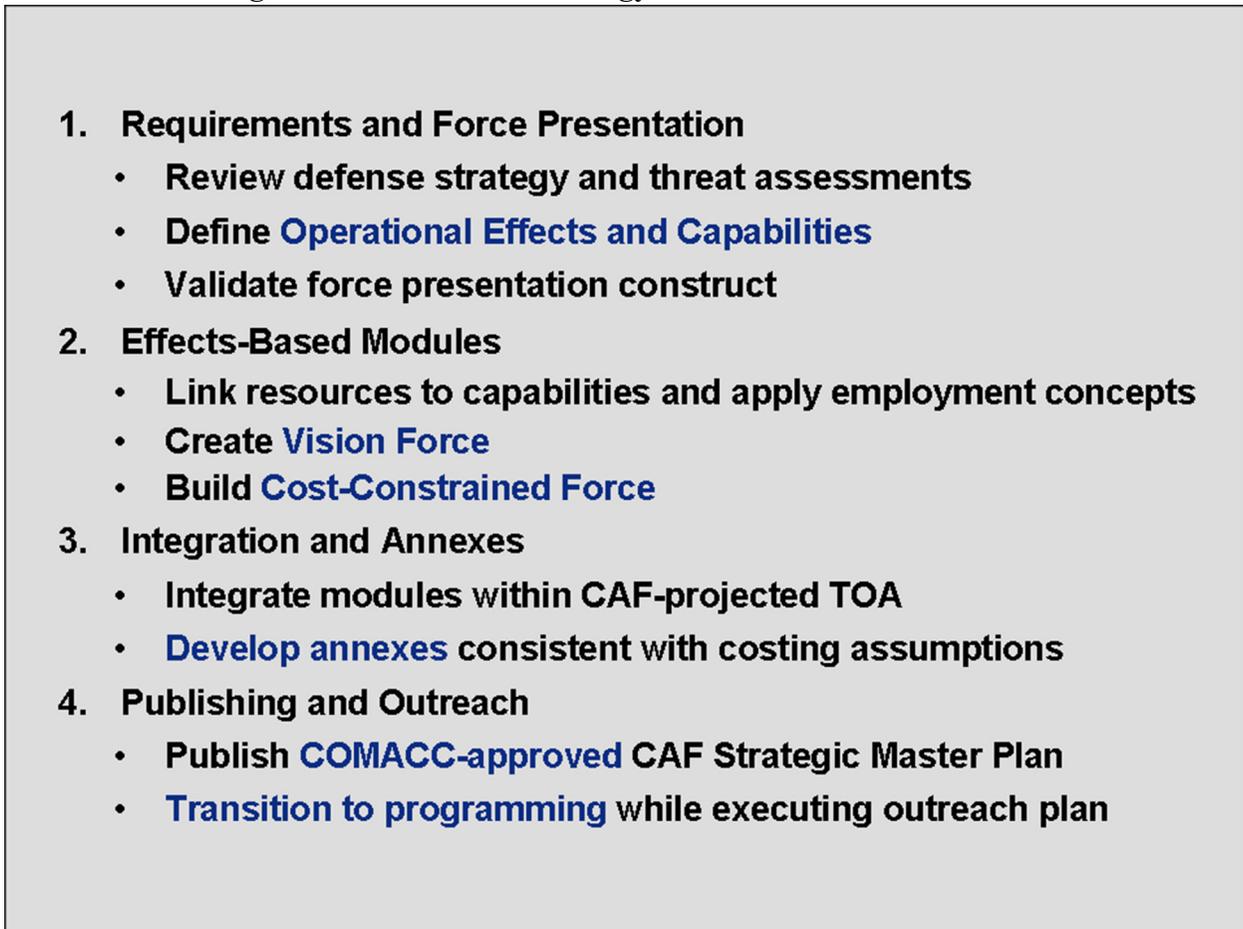
5.1.1. **CAF Coordination.** In addition to the permanent members, the Strategic Planning Board and Group have CAF advisors. Advisors to the board are the Air, Education and Training Command Plans, Requirements and Programs Directorate (AETC/A5/8); the Pacific Air Forces Directorate of Air, Space and Information Operations, Plans and Requirements (PACAF/A3/5); and the U.S. Air Forces in Europe Plans and Programs Directorate (USAFE/A5/8). Group advisors are AETC Programs Division (AETC/A8P), PACAF Operational Plan and Joint Matters Division (PACAF/A5X) and USAFE Programs and Planning Division (USAFE/A5P). The ACC Directorate of Air National Guard Forces (ACC/CG) and the U.S. Air Force Reserve Advisor to COMACC (ACC/CR) are standing members of the board. The Air National Guard Advisor to the A5 Director (ACC/A5G) and the Air Force Reserve Advisor to the A5 Director (ACC/A5U) are standing members of the Group. They are encouraged to interact with the National Guard Bureau and AFRC as appropriate. The council or group may decide to add additional advisors. ACC/A5 will host periodic video teleconferences with board advisors and ACC/A5S will keep group advisors informed of SMP progress. Advisors will have the opportunity to coordinate on the CAF SMP prior to COMACC approval.

5.1.2. **Other Organizations.** Team leads should be aware of efforts within organizations such as the Air Force Command and Control, Intelligence, Surveillance and Reconnaissance Center (AFC2ISRC); Air Force Special Operations Command, Air Force Space Command, Air Mobility Command, etc. Action officers will need to work with these organizations and others outside the

CAF and AF during SMP development. Because the SMP contains sensitive information, it is treated as ACC internal correspondence, un-releasable in its entirety to outside agencies until approved by COMACC, with the exception of formal coordination with CAF SMP advisors.

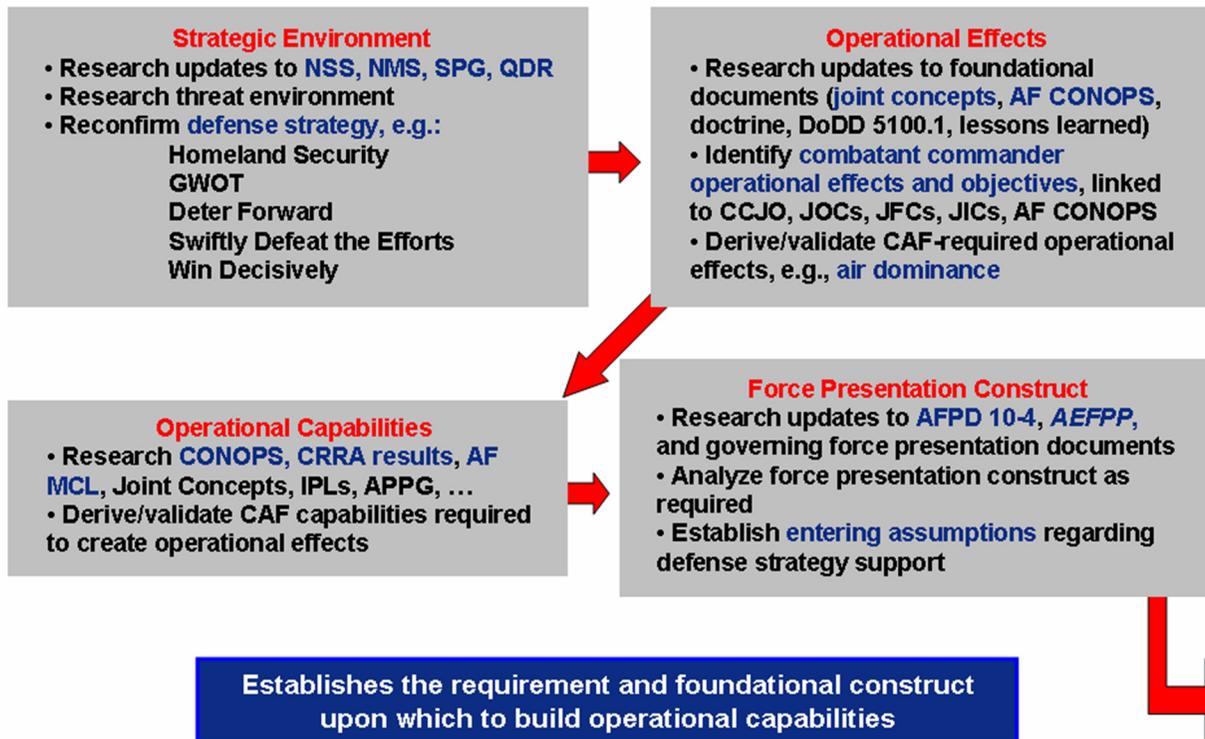
5.2. **Methodology (Figure 3).** CAF SMP methodology is designed as a repeatable process to balance required capabilities, projected resources and assumed risk. The result is a defensible position on CAF requirements to implement the national defense strategy and an executable plan that best meets combatant command air component requirements within fiscal constraints. The SMP is created and implemented in the four phases shown below.

Figure 3. CAF Strategic Master Plan Methodology



5.2.1. **Phase One - Requirements and Force Presentation (Figure 4).** The integration team conducts phase one, which consists of four steps: 1) researching the strategic environment, 2) defining operational effects, 3) identifying required operational capabilities and 4) validating the force presentation construct.

Figure 4. Phase One - Requirements and Force Presentation



5.2.1.1. **Research Strategic Environment.** Examine updates to NSS, NMS, SPG and QDR and reconfirm defense strategy requirements. Assess threat environment and conduct a future threat analysis as required.

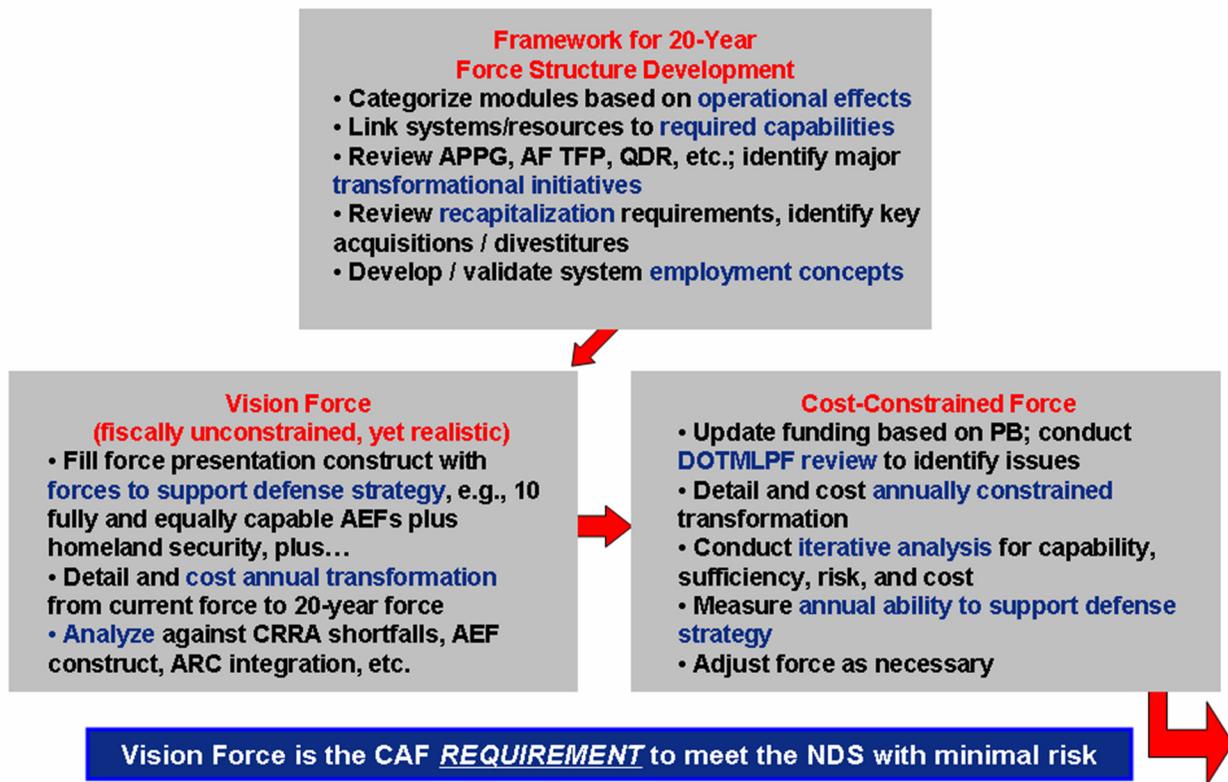
5.2.1.2. **Define Operational Effects.** Review updates to foundational documents, including joint concepts, AF CONOPS, joint and AF doctrine, DoDD 5100.1, IPLs, lessons learned, etc. Identify potential combatant commander operational effects and objectives through review of the CCJO, JOCs, JFCs, JICs, and operational plans. Derive/validate CAF required operational effects, e.g., air dominance, ground dominance, battlespace awareness dominance, information dominance and agile combat support.

5.2.1.3. **Identify Required Operational Capabilities.** The AF CONOPS define operational capability requirements. Research AF CONOPS, CRRA shortfalls, MCL, IPLs, and APPG. Derive/validate CAF capabilities required to create operational effects.

5.2.1.4. **Validate Force Presentation Construct.** Research updates to AFPD 10-4 and governing force presentation documents. Establish entering assumptions regarding defense strategy support with force presentation construct (e.g., number of Air Expeditionary Forces (AEF) or percentage of the force to conduct a major campaign, required capability for sustained deployment, etc.). Consider changes to organizational concepts and initiate analysis as required (see section 5.4.).

5.2.2. **Phase Two - Effects-Based Modules (Figure 5).** Phase two includes constructing the framework for force structure development and creating both a vision force and constrained force for each module. The framework sets the foundation for matching systems and resources to required capabilities and should reflect a clear hierarchy from effects to capabilities to missions and resources. *The vision force defines the CAF requirement to fully support the defense strategy.* It is fiscally unconstrained but achievable if sufficient funding were available. The constrained force assumes risk from the vision force in order to keep procurement and sustainment costs within projected CAF total obligation authority (TOA).

Figure 5. Phase Two - Effects-Based Modules



5.2.2.1. **Define Force Structure Framework.** Categorize SMP modules based on the primary operational effects required to execute the AF CONOPS. Link systems and resources to capabilities required to create those effects. Review APPG, TPG, AF Transformation Flight Plan, AFCIS, QDR, BRAC reports, and ANG and AFRC long-range planning documents to identify major transformational initiatives and guidance. Review capitalization and recapitalization requirements, identifying key acquisitions and divestitures. Develop/validate system employment concepts.

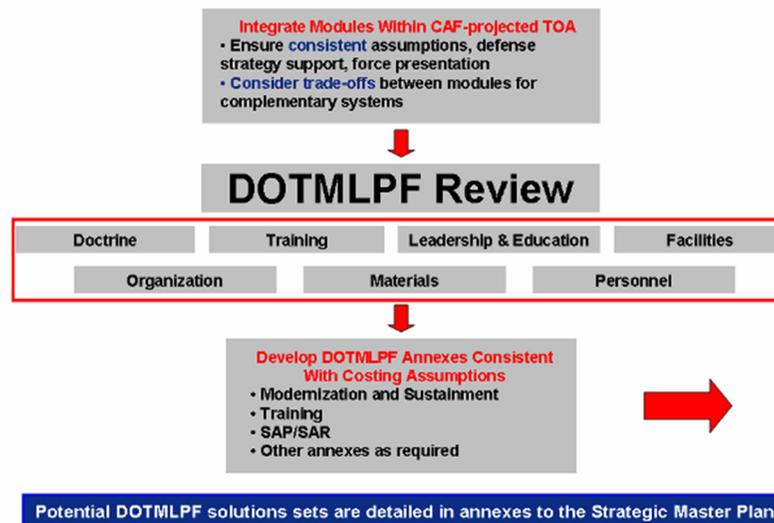
5.2.2.2. **Create Vision Force.** Fill force presentation construct developed in Phase One with resources to adequately support the defense strategy, e.g., 10 fully and equally capable AEFs plus homeland defense. This will require review of the Defense Planning Scenarios (DPS) and

appropriate Multi Service Force Deployment (MSFD) documents followed by detailed analysis (see section 5.4.). Specify annual transformation from current force to the end of the determined timeline. Cost the vision force and graphically depict against projected TOA based on the latest President's Budget (PB). Analyze against integrated CRRA shortfalls, CONOPS, AEF rotational construct, lessons learned, and ANG and AFRC integration assumptions.

5.2.2.3. Build Cost-Constrained Force. Adjust force to keep funding below projected TOA. Complete iterative analysis for capability, sufficiency, risk, and cost. Validate annual ability to support defense strategy throughout SMP timeframe, adjust force as necessary, and identify resultant risk. Identify potential doctrine, operations, training, materiel, leadership, personnel and facilities (DOTMLPF) issues/impacts.

5.2.3. Phase Three - Integration and Annexes (Figure 6). Phase Three integrates the modules within CAF TOA and builds relevant annexes.

Figure 6. Phase Three - Integration and Annexes

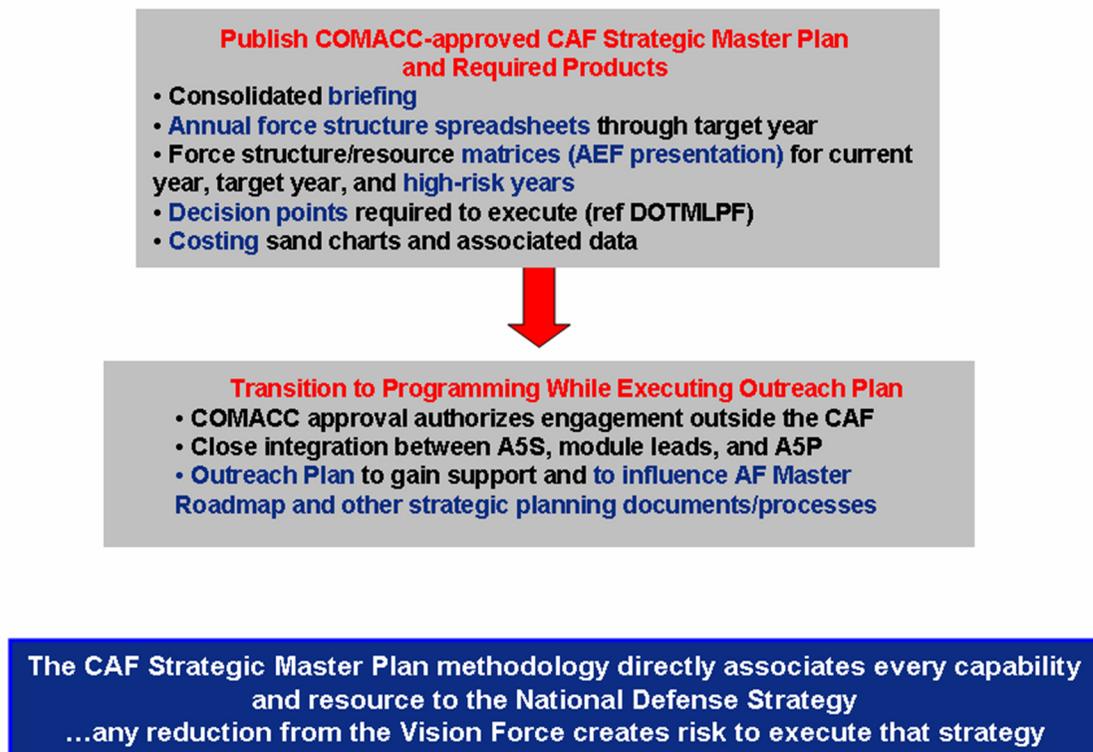


5.2.3.1. Integrate Modules Within Projected CAF TOA. Verify consistency across modules in assumptions, defense strategy support, force presentation, etc. Consider trade-offs between modules for complementary systems and priorities.

5.2.3.2. Develop Annexes Consistent With Strategic Master Plan Costing Assumptions. Thorough DOTMLPF review should identify required categories for annexes. ACC/A8M is OPR for the modernization and sustainment annex and the ACC Flight Operations Division (ACC/A3T) is OPR for the training annex. The ACC Advanced Programs Division (ACC/A8Z) will be OPR if a special access program/special access required (SAP/SAR) annex is desired. The Strategic Planning Group will assign an OPR for additional annexes as required.

5.2.4. Phase Four - Publishing and Outreach (Figure 7). Phase four involves publishing the consolidated SMP and required products and executing the outreach plan.

Figure 7. Phase Four - Publishing and Outreach



5.2.4.1. Publish COMACC-Approved CAF Strategic Master Plan and Required Products. The SMP process results in products to guide programming as well as research and development and other strategic planning processes.

5.2.4.1.1. CAF Strategic Master Plan Briefing. When approved in September, the integrated CAF SMP is a three-tiered classified briefing and should include the following: major changes since the last published SMP, assumptions, background and methodology, required operational effects and capabilities, force presentation and defense strategy support construct, vision force and constrained force with recapitalization and divestiture considerations, areas of risk, decision points and DOTMLPF issues. The top tier is an executive summary (20-30 slides) appropriate for a 4-star presentation, the second tier is an integrated briefing (50-70 slides) appropriate for general officers, and the third tier is composed of detailed module briefings and annexes (50-100 slides each) fully explaining the process used and results. The consolidated SMP and products are released to appropriate government agencies after COMACC approval. An unclassified version may be released to industry and non-government agencies. The classified SMP may be briefed to these agencies on a case-by-case basis; release authority rests with ACC/A5 as Chairman of the Strategic Planning Board.

5.2.4.1.2. Supporting Products. Additional products of the SMP aid transition to the programming process and building of the POM. These products are: annual force struc-

ture spreadsheets through the end year; force structure/resource matrices depicting AEF presentation for current year, end year, and high-risk years; DOTMLPF decision points required to execute the SMP; costing sand charts and associated data consistent with AFCIS and AF Master Roadmap parameters; and modernization, training and other annexes.

5.2.4.1.3. **CAF Roadmap.** The AF Deputy Chief of Staff for Strategic Plans and Programs (AF/A8) will likely task ACC to develop a CAF Roadmap, and ACC/A5S will ensure development is in accordance with AF/A8 direction. The CAF Roadmap will include the CAF Strategic Master Plan as an annex.

5.2.4.2. **Transition to Programming While Executing Outreach Plan.** Close coordination between ACC/A5P, ACC/A5S and module leads is critical to effectively integrate the CAF SMP with the POM build. The outreach plan is designed to educate agencies on critical CAF issues and to influence specific products or processes related to strategic planning.

5.2.4.2.1. **Outreach Briefings.** ACC/A5S is OPR for developing the outreach plan that ACC/A5 will approve. ACC/A5S should consider briefing members of the AF Group, with emphasis on those offices directly involved with capabilities-based planning, such as the AF Director of Information Operations (AF/A3I), the AF Director of Current Operations and Training (AF/A3O), the AF Director of Resource Integration (AF/A4P), the AF Director of Programs (AF/A8P), the AF Director of Strategic Planning (AF/A8X), AF/A5R, AF/A5X, and Secretary of Air Force, Acquisitions (SAF/AQ). Other AF organizations to consider include MAJCOM A5, AEFC, AFC2ISRC, the AFRC Plans, Programs, Requirements and Assessments Directorate (AFRC/A5A8A9), the ANG Plans, Programs and Manpower Directorate (ANG/XP), the Air Force Doctrine Center's Doctrine Development Division (AFDC/DR) and Air Force Laboratory (AFLC). Joint organizations include JFCOM Chief of Staff (JFCOM/J042), Requirements and Integration Directorate (JFCOM/J8) and Joint Concept Development and Experimentation Directorate (JFCOM/J9); combatant commands (most effectively engaged through their respective air components); Army Capabilities and Integration Center; MCCDC Futures Warfighting Division and NWDC Concepts Development Department.

5.2.4.2.2. **Capabilities Review and Risk Assessment (CRRA).** The CRRA and AF strategic planning efforts contribute to an iterative capabilities-based process. Strategic planning products provide the future force structure and modernization required by the CRRA. The CRRA identifies shortfalls and trade-space areas to be incorporated into revised AF and MAJCOM strategic plans. These updated products establish a new baseline for the next CRRA.

5.2.4.2.3. **Other Strategic Planning Processes.** The SMP should influence those products that guide current and future planning and programming efforts or constraints. **Figure 8.** identifies potential products and processes the SMP might influence and lists a HAF and ACC OPR for each. The figure shows a JFCOM OPR where appropriate because of the JFCOM/ACC relationship and the evolving JFCOM transformational responsibilities. It also includes notes on timing and other organizations or events. Reviewing this figure prior to phase four is important since most products are on specific timelines independent of the ACC strategic planning process.

Figure 8. Strategic Planning Products and Processes Related to the CAF SMP.

<u>PRODUCT / PROCESS</u>	<u>ACC</u>	<u>HAF</u>	<u>JFCOM</u>	<u>TIMING / NOTES</u>
AFCIS	A5S, A8X	A8X	N/A	Oct
AF CONOPS, MCL	A3H, A3S, A5S	A5X	N/A	A3H, A3S, and A5S are Flight Leads for AF-level CONOPS; other divisions have responsibility to monitor and coordinate on CONOPS
Experimentation	A5S	AFEO	J8, J9	AFC2ISRC, J8 Capabilities Development Group
CRRA	A3H, A3S, A5S, A8M	A5X	N/A	Periodically throughout year
JOCs	A5S, A8M	A5R, A5X	J9	As required; JFCOM/J9, NORTHCOM/J5, STRATCOM/J5
JFCs, JICs	A5S, A8M	A5R, A5X	J9	As required; JS and JFCOM, specific to each concept; FCBs represented through Services, COCOMs, USecAF(Space), DIA
QDR, SPG	A5S, A9A	A5R, A8X	J88	Released Feb of 2 nd year; engagement begins 18 mo prior
IPLs	A5P, A5S		J83	A5S for IPL requirements & priorities (Aug-Nov) A5P for IPL program support (Feb-Apr)
UJTL	A5P		J7	As required
APPG	A5P	A8P, A8X, A5R, A5X	N/A	Oct-Dec
Ongoing Analyses	A9A	A9		As required
Exercises, Wargames	A5S	A5XS, A8XC	J7	Unified Engagement (A5XS), Future Capabilities Game (A8XC)

5.3. **Timeline (Figure 9).** The CAF SMP process begins October 1st of each even calendar year and continues through September 1st of the odd year, normally marking the start date of the ACC POM build. This timeline facilitates integration with the CRRA process and development of the AF Master Roadmap.

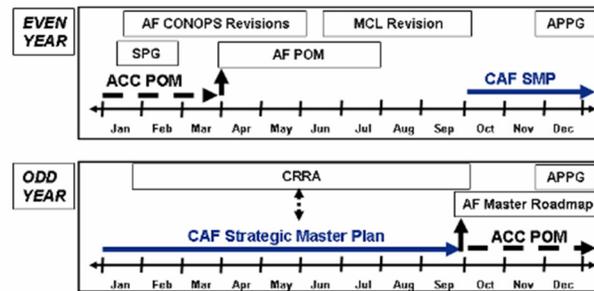
5.3.1. Phase one, requirements and force presentation, should be complete by January 1st.

5.3.2. Phase two, building effects-based modules, begins at the completion of phase one and should be complete by the end of June. Earlier completion is unlikely because this phase requires the most work and relies on data from the PB, normally released in February.

5.3.3. Phase three, integration and developing annexes, might begin during the latter portion of phase two and should take two to three months to complete. Phase three ends with COMACC approval of the CAF SMP.

5.3.4. Phase four, publishing and outreach, continues until the ACC POM is delivered to the Air Staff in the spring of the even year. See section 5.4.2. for analysis timeline.

Figure 9. CAF Strategic Master Plan Timeline



5.4. **Analysis.** Analysis in four general areas, capability, sufficiency, cost and risk is critical to creating an informed long range plan that is an executable and defensible plan. Additional specific analyses might be required in areas such as alternative future scenarios, training, rated management, manpower, force rotational sustainment, etc. Methods may include capability-based and capacity-based analysis; AEF-scheduling and personnel analysis such as unit type code requirements and pilot absorption; mission or engagement-level modeling and cost-versus-capability analysis. Required information includes defense strategy requirements, force structure baselines with AEF alignment, integrated total force assumptions, capability definitions and cost data.

5.4.1. **Responsibilities and Resources.** The ACC Analyses and Assessments Division (ACC/A9A) is the OPR for CAF SMP analysis and will require other organizations with specialized expertise to perform specific segments of the analysis plan (e.g., manpower analysis, rated management, executability, etc.). The analysis of various force structure options will identify the inherent capability risk and cost risk as well as sufficiency for major combat operations and long term commitments. ACC/A9A will use available resources internal to ACC as well as those of outside organizations as required, providing results to the module team leads and Strategic Planning Group throughout the process and in accordance with the planning timeline. To ensure required analyses are completed in a timely fashion, module leads should identify issue areas, force options, system/capability trades, etc., to ACC/A9A at the earliest opportunity in the cycle.

5.4.2. **Analysis Timeline.** Analysis planning will run concurrently with SMP development. The ACC Force Analysis Branch (ACC/A9AF) will convene an analysis working group to develop a comprehensive analysis plan, no later than the beginning of phase two. ACC/A9AF will coordinate with the integration team and will be prepared to brief to the Strategic Planning Group for approval within a month of this meeting. ACC/A9A will coordinate with external agencies as required and will provide monthly updates. The analysis strategy will support development of SMP excursions and integration with the Air Force Master Roadmap.

6. IMTs Adopted. AF IMT 847, Recommendation for Change of Publication.

RONALD E. KEYS, General, USAF
Commander

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 10-4 (<http://www.e-publishing.af.mil/pubfiles/af/10/afpd10-4/afpd10-4.pdf>) *Operations Planning: Air & Space Expeditionary Force Presence Policy (AEFPP)*

AFI 10-2801 (<http://www.e-publishing.af.mil/pubfiles/af/10/afi10-2801/afi10-2801.pdf>), *Air Force Concept of Operations Development*

AFI 16-501 (<http://www.e-publishing.af.mil/pubfiles/af/16/afi16-501/afi16-501.pdf>), *Control and Documentation of Air Force Programs*

AFMAN 37-123 (<http://www.e-publishing.af.mil/pubfiles/af/37/afman37-123/afman37-123.pdf>) *Management of Records*

AFPD 90-11 (<http://www.e-publishing.af.mil/pubfiles/af/90/afpd90-11/afpd90-11.pdf>) *Planning System*

DoDD 5100.1 (<http://www.dtic.mil/whs/directives/corres/pdf2/d51001p.pdf>) *Functions of the Department of Defense and its Major Components*

Abbreviations and Acronyms

ACC—Air Combat Command

ACC/A3IX—ACC Information Operations Integration Branch

ACC/A3O—ACC Scheduling and Aerial Events

ACC/A3T—ACC Flight Operations Division

ACC/A3YA—ACC Airborne Battle Management Branch

ACC/A4XP—ACC Logistics Plans Branch

ACC/A5—ACC Director of Plans and Programs

ACC/A5G—Air National Guard Advisor to the Director of ACC Plans and Programs

ACC/A5P—ACC Programs Division

ACC/A5PC—ACC Combat Forces Branch

ACC/A5S—ACC Strategy, Concepts and Doctrine Division

ACC/A5SX—ACC Strategy and Long Range Planning Branch

ACC/A5U—Air Force Reserve Advisor to the Director of ACC Plans and Programs

ACC/A7IM—ACC Mission Branch

ACC/A8M—ACC Capabilities Division

ACC/A8MA—ACC Ground Dominance Capabilities Team

ACC/A8MI—ACC Information Dominance Capabilities Team

ACC/A8MX—ACC Command and Control, Intelligence, Surveillance and Reconnaissance Capabilities Team

ACC/A8X—ACC Policy and Resources Division

ACC/A8Z—ACC Advanced Programs Division

ACC/A9A—ACC Analyses and Assessments Division

ACC/A9AF—ACC Force Analysis Branch

ACC/CV—ACC Vice Commander

ACC/PAV—ACC Video Production Team

ACCI—Air Combat Command Instruction

AEF—Air and Space Expeditionary Force

AEFC—Aerospace Expeditionary Force Center

AETC/A5/8—AETC Plans, Requirements and Programs Directorate

AEFPP—and Space Expeditionary Force Presence Policy

AF—Air Force

AF/A3/5—AF Deputy Chief of Staff Air, Space and Information Operations, Plans and Requirements

AF/A3I—AF Director of Information Operations

AF/A4P—AF Directorate of Resource Integration

AF/A4R—AF Directorate of Logistics Readiness

AF/A5R—AF Director of Operational Capability Requirement

AF/A5X—AF Director of Operational Plans and Joint Matters

AF/A8—AF Deputy Chief of Staff for Strategic Plans and Programs

AF/A8P—AF Directorate of Programs

AFC2ISRC—AF Command and Control, Intelligence, Surveillance and Reconnaissance Center

AFCIS—Air Force Capabilities Investment Strategy

AFDC—Air Force Doctrine Center

AFDC/DR—AFDC Doctrine Development

AFI—Air Force Instruction

AFMC/A5F—AFMC Air Force Transformation Division

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFRC/A5A8A9—AFRC Plans, Programs, Requirements and Assessments Directorate

AFRL—Air Force Research Laboratory

AFSOC—Air Force Special Operations Command

AFSPC—Air Force Space Command
AFSPD—Air Force Strategic Planning Directive
AMC—Air Mobility Command
ANG—Air National Guard
ANG/XP—ANG Plans, Programs and Manpower Directorate
APPG—Annual Planning and Programming Guidance
ARC—Air Reserve Component
BRAC—Base Realignment and Closure
CAF—Combat Air Force
CCJO—Capstone Concept for Joint Operations
CJCS—Chairman of the Joint Chiefs of Staff
COCOM—Combatant Command
COMACC—Commander, Air Combat Command
CONEMPS—Concepts of Employment
CONOPS—Air Force Concepts of Operations
CRRA—Capabilities Review and Risk Assessment
CV—Vice Commander
DoD—Department of Defense
DoDD—Department of Defense Directive
DOTMLPF—Doctrine, Operations, Training, Materiel, Leadership, Personnel, and Facilities
FCB—Functional Capability Boards
FYDP—Future Year Defense Program
HAF—Headquarters Air Force
HQ—Headquarters
IPL—Integrated Priority List
JCIDS—Joint Capabilities Integration and Development System
JCS—Joint Chiefs of Staff
JCS/J7—Joint Staff Operational Plans and Interoperability Directorate
JFC—Joint Functional Concepts
JFCOM—Joint Forces Command
JFCOM/J02—JFCOM Chief of Staff
JFCOM/J8—JFCOM Requirements and Integration Directorate

JFCOM/J9—JFCOM Joint Concept Development and Experimentation Directorate

JIC—Joint Integrating Concepts

JOC—Joint Operating Concepts

JPG—Joint Programming Guidance

JSR—Joint Strategy Review

MAJCOM—Major Command

MCCDC—Marine Corps Combat Development Command

MCL—Master Capability Library

NMS—National Military Strategy

NSS—National Security Strategy

OPR—Office of Primary Responsibility

OSD—Office of Secretary of Defense

PACAF—Pacific Air Forces

PACAF/A3A5—PACAF Directorate of Air, Space and Information Operations, Plans and Requirements

PB—President's Budget

POM—Program Objective Memorandum

PPBE—Planning, Programming, Budgeting, and Execution

RDS—Records Disposition Schedule

QDR—Quadrennial Defense Review

SAF—Secretary of the Air Force

SAF/AQ—Secretary of Air Force, Acquisitions

SecDef—Secretary of Defense

SMP—Strategic Master Plan

SPG—Strategic Planning Guidance

TOA—Total Obligation Authority

TPG—Transformation Planning Guidance

TRADOC—Training and Doctrine Command

UJTL—Universal Joint Task List

USAFE—United States Air Forces Europe

USAFE/A5/8—USAFE Plans and Programs Directorate