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**Operations**

**OPERATIONS PLANNING  
FOR THE STEADY-STATE**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This publication implements Air Force policy directive (AFPD) 10-4, *Operations Planning: Air & Space Expeditionary Force*. It provides guidance on strategy development, planning, execution, and assessment in support of steady-state military operations involving general purpose forces. This Air Force instruction (AFI) applies to individuals at all levels who plan, execute, and assess steady-state operations, including the Air Force Reserve and Air National Guard. This AFI may be supplemented at any level, but all supplements that directly implement this publication must be routed to AF/A8XX for coordination prior to certification and approval. 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. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, Table 1.1 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual 33-363, *Management of Records*, and disposed of IAW Air Force Records Disposition Schedule located in the Air Force Records Information Management System.

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## Chapter 1

### STEADY-STATE PLANNING OVERVIEW

**1.1. Purpose.** This AFI implements AFD 10-4, *Operations Planning: Air & Space Expeditionary Force*, and provides guidance on strategy development, planning, execution, and assessment in support of steady-state military operations involving general purpose forces.

**1.2. Steady-State Framework.** The Department of Defense (DOD) has used a variety of terms over the years to describe military operations that don't involve war, crisis, and contingency. This AFI adopts the term "steady-state" to describe this type of military operations because the term is used extensively in DOD strategic guidance and joint doctrine. The DOD lexicon will likely evolve over time, and this AFI will evolve with it.

**1.3. Steady-State Defined.** The steady-state is a stable condition involving continuous and recurring operations and activities with simultaneous absence of major military, crisis response, and contingency operations. The steady-state is characterized by shaping operations and activities at a relatively low level of intensity, urgency, and commitment of military forces. Shaping is designed to influence the environment in order to prevent and deter future conflict, mitigate operational risks, and strengthen United States (US) and partner capabilities to respond to major operations, campaigns, crisis response, and limited contingencies. Steady-state operations are conducted within the range of military operations (ROMO) in **Figure 1.1**, which includes five categories of shaping operations: military engagement and security cooperation, posture, phase 0, ongoing operations, and deterrence. It is important to note the ROMO model is a continuous range of operations, rather than a set of three discrete and increasing escalatory "steps." Said another way, specific military operations fall somewhere along this continuous range and may have attributes of more than one "step."

**Figure 1.1. The Range of Military Operations**



**1.3.1. Military Engagement and Security Cooperation.** Military engagement and security cooperation strengthen relationships with international and domestic partners, secure access for peacetime and contingency operations, build the capacity and capability of partner nations, and promote interoperability with partner nations.

1.3.2. **Posture.** Global defense posture describes the US forces and capabilities forward stationed and rotationally deployed for defense activities in foreign countries and US territories overseas, as well as the network of bases, infrastructure, and international agreements and arrangements that underwrite and support the stationing, deployment, and employment of these forces. The DOD recognizes posture as three interdependent elements: forces, footprint, and agreements.

1.3.2.1. **Forces:** US military capabilities, equipment, and units.

1.3.2.2. **Footprint:** The overseas network of bases, lines of communication, infrastructure, facilities, and pre-positioned equipment.

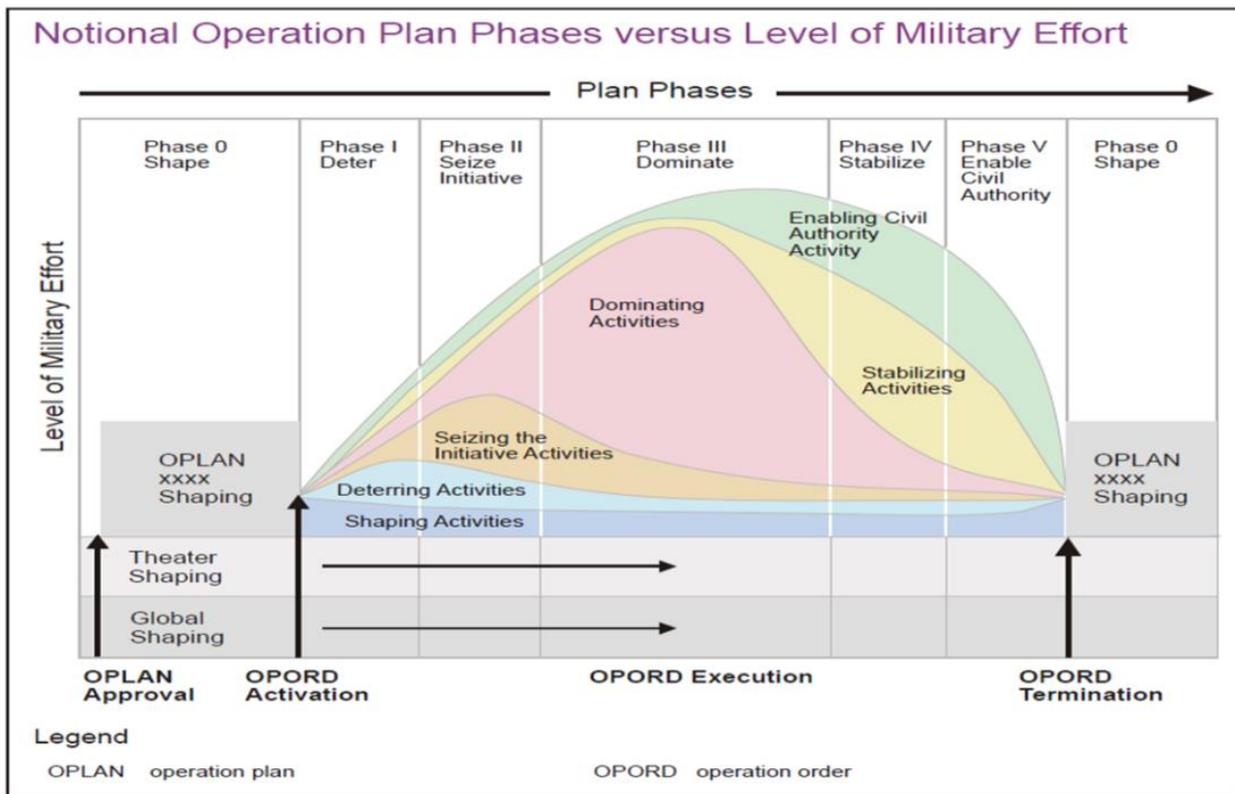
1.3.2.3. **Agreements:** The series of multilateral and bilateral international agreements and other host nation arrangements with foreign governments addressing access, transit, and status protection that sets the terms regarding US military presence and operations overseas.

1.3.3. **Phase 0.** Phase 0 operations are shaping actions specifically linked to a contingency plan, either an operation plan (OPLAN) or concept plan (CONPLAN). **Figure 1.2** illustrates a joint phasing model with phase 0 (shape) depicted in two locations: preceding phase I (deter) and also following phase V (enable civil authority). **Note:** As discussed throughout **Paragraph 1.3**, the term “shape” is also used in reference to a broader set of steady-state actions, well beyond the phase 0 (shape) operations strictly associated with OPLANs and CONPLANs.

1.3.4. **Ongoing Operations.** Ongoing operations are steady-state military operations conducted in support of combatant commander (CCDR) objectives, but not specifically linked to an OPLAN or CONPLAN. Named operations often fall within this category. There are many examples of ongoing operations involving Air Force forces, including theater security packages; continuous bomber presence; air policing; counterdrug; intelligence, surveillance, and reconnaissance (ISR); air mobility; homeland defense; space; cyberspace; and integrated air and missile defense operations.

1.3.5. **Deterrence.** Deterrence is the prevention of action by the existence of a credible threat of unacceptable counteraction and/or belief that the cost of action outweighs the perceived benefits (JP 3-0, *Joint Operations*). “Deterring activities” can occur at any time and in any phase, including periods of crisis or contingency (see **Figure 1.2**). In addition, deterrence can also be associated with the shaping categories of military engagement and security cooperation, posture, phase 0, and ongoing operations. Phase I (deter) activities represent the transition from steady-state to contingency operations.

**Figure 1.2. Joint Phasing Model (Joint Publication (JP) 5-0, Joint Operation Planning)**



**1.4. Combatant Commander Strategy.** Operations planning for the steady-state is informed by CCDR strategy. Theater and functional strategies outline a CCDR's vision for integrating and synchronizing military activities and operations with the other instruments of national power in order to achieve national strategic objectives. CCDR strategies:

1.4.1. Link national strategic guidance and joint operations planning in order to achieve national and regional objectives and end states.

1.4.2. Link combatant command (CCMD) operations and resources to US government policy and strategic guidance.

1.4.3. May include the commander's vision, mission, challenges, trends, assumptions, priorities, objectives, and resources.

1.4.4. Normally emphasize security cooperation activities, building the capacity and capability of partner nations, partner relationships, interoperability, posture, and preparation for contingencies.

1.4.5. Should consider the means or resources available to support the accomplishment of designated objectives and end states, and may include military resources, programs, policies, and available funding.

1.4.6. Provide guidance to subordinates and supporting commands/agencies and improve coordination with other federal agencies and regional partners.

1.4.7. Are executed through CCDR campaign plans.

**1.5. Combatant Commander Campaign Plan.** The DOD's principal steady-state plan is the CCDR campaign plan. A campaign is a series of related major operations aimed at achieving strategic and operational objectives within a given time and space (JP 5-0). Although intended primarily to guide the use of military power, campaigns plans should consider all instruments of national power and how their integrated and/or coordinated efforts work to attain national strategic objectives. The campaign plan operationalizes a CCDR's strategy by comprehensively and coherently integrating steady-state and contingency operations. A CCDR's strategy and resultant campaign plan are designed to achieve the prioritized theater and global (campaign) objectives from the Guidance for Employment of the Force (GEF) and serve as the integrating framework that informs and synchronizes all subordinate and supporting planning and operations.

1.5.1. Campaign plans integrate CCMD steady-state activities, which include military engagement and security cooperation, posture, phase 0, ongoing operations, and deterrence.

1.5.2. Campaign plans focus on CCMD steady-state activities over the next two to five years, including current and ongoing operations. GEF-defined campaign objectives are designed to be militarily achievable within a five-year planning horizon.

1.5.3. Campaign plans shift the long-standing focus from responsive action to early, more comprehensive, and proactive measures that serve to defuse strategic problems before they become crises, and resolve crises before they reach the stage requiring large-scale contingency operations. At the same time, campaign plans will set the conditions for success should contingency operations become necessary.

1.5.4. Contingency plans for responding to crisis scenarios will be treated as branch plans to GEF-directed campaign plans.

1.5.5. Steady-state activities and requirements serve as phase 0 for contingency operations.

1.5.6. In linking steady-state objectives with resources and activities, campaign plans enable resource-informed planning and permit prioritization across DOD.

1.5.7. Campaign plans identify specific, measureable intermediate military objectives (IMO) necessary for prioritization and assessment, maximizing the effect of limited resources. Campaign plans link steady-state objectives, activities, and resource demands, facilitating assessment across the CCMD area of responsibility (AOR).

1.5.8. Campaign plans identify priority countries and their desired role in helping to achieve US steady-state objectives or contingency end states. Security cooperation activities encourage and enable partners to perform these roles.

1.5.9. Commanders responsible for executing campaign plans:

1.5.9.1. Establish IMOs that directly and measurably contribute to the achievement of each campaign objective provided in the GEF. IMOs must be accompanied by metrics that permit assessment of progress toward those objectives.

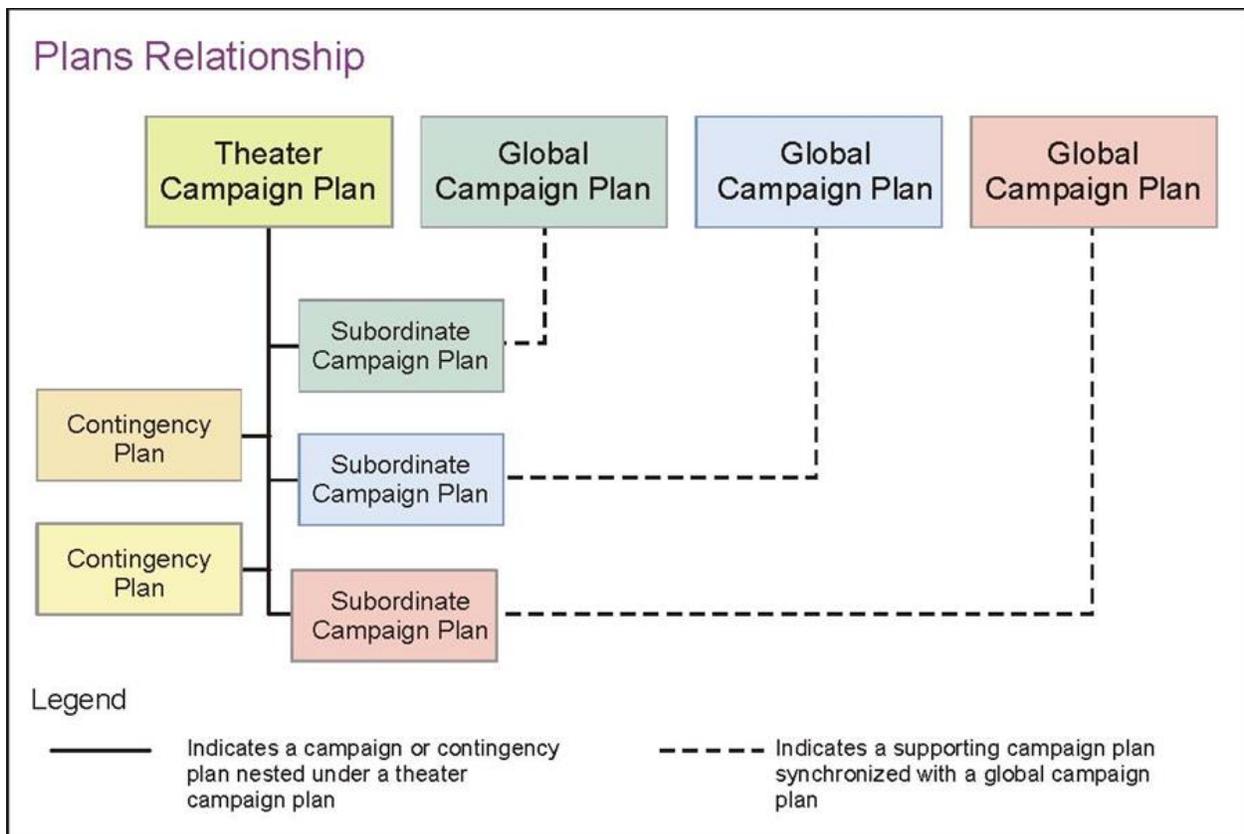
1.5.9.2. Assess a baseline status for each IMO against which progress can be measured.

1.5.9.3. Maintain situational awareness of campaign plan execution to evaluate the success of implementation, campaign feasibility, and changes to the strategic environment.

**1.6. Campaign Plan Types.** Campaign plans are joint operations plans for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. Refer to the Joint Strategic Capabilities Plan (JSCP) for a current summary of tasked campaign plans.

1.6.1. **Global Campaign Plan (GCP).** A GCP is developed when the scope of contemplated military operations exceeds the authority or capabilities of a single CCDR to plan and execute (e.g., pandemic influenza and infectious disease). GCPs establish the strategic and operational framework within which subordinate campaign plans (SCP) are developed (see [Paragraph 1.6.3](#) below). The GCP's framework also facilitates synchronizing the many interdependent, cross-AOR activities such as security cooperation, ISR collection, and coalition support.

**Figure 1.3. Plans Relationship (JP 5-0)**



1.6.2. **Theater Campaign Plan (TCP).** The TCP is the geographic combatant commander's (GCC) plan to accomplish strategic or operational objectives within a geographic AOR. The TCP operationalizes the GCC's theater strategy and translates strategic concepts into unified actions. GCCs develop TCPs that integrate military engagement and security cooperation, posture, phase 0, ongoing operations, and deterrence.

1.6.3. **Subordinate Campaign Plan.** The SCP is a GCC-developed plan that satisfies the requirements under a GCP, which, depending on the circumstances, transitions to a supported or supporting plan in execution. SCPs should simultaneously nest under the TCP and be synchronized with the GCP they support (see [Figure 1.3](#)). In addition, GCCs may also

prepare SCPs for regions or functions as the CCDR considers necessary to carry out the missions assigned to the command.

1.6.4. **Functional Campaign Plan (FCP).** The FCP is a functional CCDR's plan to accomplish strategic or operational objectives within a functional responsibility (e.g., US Strategic Command (USSTRATCOM)). The FCP operationalizes the CCDR's functional strategy and translates strategic concepts into unified actions. Functional CCDR's develop FCPs that integrate military engagement and security cooperation, posture, phase 0, ongoing operations, and deterrence.

## 1.7. Additional Plans In Support of the Campaign Plan.

1.7.1. **Theater Posture Plan (TPP).** The TPP describes the forces, footprint, and agreements present in a theater, and it proposes a set of posture initiatives and other posture changes, along with corresponding cost data, necessary to support DOD activities as detailed in each TCP, including the GCC's contingency, operations, and supporting plans. The TPP is normally an annex that supports and nests under a TCP. **Note:** Functional CCMDs do not produce TPPs. Instead, US Special Operations Command (USSOCOM) develops a global special operations forces (SOF) posture plan, USSTRATCOM develops a strategic infrastructure master plan (SIMP), and US Transportation Command (USTRANSCOM) develops an en route infrastructure master plan (ERIMP).

1.7.2. **Country Plan.** Campaign plans include country-specific security cooperation plans (or sections) for those countries where the CCMD intends to apply significant time, money, and effort. The CCDR country plan is the CCMD's primary tool to synchronize DOD security cooperation operations in support of GEF-defined campaign objectives, campaign plan IMOs, and the Department of State (DOS) integrated country strategy (ICS).

1.7.2.1. Security cooperation is the means by which the DOD encourages and enables countries and organizations to work with the US to achieve both US and partner nation strategic objectives. Security cooperation encompasses all DOD interactions with foreign defense establishments to build defense relationships that promote specific US security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide US forces with peacetime and contingency access to a host nation (DOD Directive [DODD] 5132.03, *DOD Policy and Responsibilities Relating to Security Cooperation*). **Note:** Although not formally defined in joint doctrine, the term "theater security cooperation" is often used to differentiate GCC-conducted security cooperation from other DOD security cooperation activities.

1.7.2.2. The CCDR country plan:

1.7.2.2.1. Is developed in parallel with and may nest under a CCDR campaign plan.

1.7.2.2.2. Defines the security roles the DOD and CCMD would like the partner to play.

1.7.2.2.3. Summarizes DOD objectives related to partner relationships, partner capacities and capabilities and capacities, access, and interoperability.

1.7.2.2.4. Sequences operations, events, and investments in time and space to achieve desired objectives and effects.

1.7.2.2.5. May significantly exceed the two- to five-year horizon typically associated with the campaign plan.

1.7.2.2.6. May support regional approaches that may be outlined in the campaign plan, in order to achieve regional economies of scale.

1.7.2.2.7. Applies security cooperation resources toward outcomes the partner nation is able to absorb and sustain. Plans consider measures that the CCMD or DOD could take to increase the partner nation's ability to absorb, manage, and sustain its armed forces and capability and capacity improvements afforded by security cooperation (e.g., defense institution building initiatives).

1.7.2.2.8. Includes estimates of the resources required to pursue desired security cooperation efforts.

1.7.2.2.9. Are executed with interagency partners whenever possible.

**1.8. USAF-Defined Steady-State Strategy and Plans.** A key purpose of this AFI is to provide definitions and guidance on US Air Force (USAF) strategy, steady-state plans, and theater security cooperation plans at the commander, Air Force forces (COMAFFOR) level and below. Readers are directed to USAF operational- and tactical-level doctrine for a summary of best practices, planning methodologies, design considerations, and recommended formats related to these documents. **Note:** The use of the term "COMAFFOR" in this AFI refers to the USAF component commander to a CCDR.

1.8.1. **USAF Strategy.** The USAF strategy defines a future path to ensure the Air Force meets the needs of our nation over the next 30 years. This long look guides the 20-year Strategic Master Plan, which identifies priorities, goals, and objectives that align our planning activities with strategic vectors to produce a resource-informed 20-year planning force.

1.8.2. **USAF Campaign Support Plan (CSP).** The USAF CSP is a biennial plan at the national-strategic level, summarizing USAF steady-state operations in support of CCDR campaign plans. The USAF CSP assessment informs USAF force planning, capabilities development, and resource allocation. See [Chapter 3](#) for guidance on the USAF CSP.

1.8.3. **COMAFFOR Strategy.** COMAFFOR strategy outlines the commander's long-term vision for the USAF component to the CCMD and provides an Airmen's perspective on the CCDR strategy. Strategy informs operations planning. See [Chapter 4](#) for guidance on the COMAFFOR strategy.

1.8.4. **COMAFFOR CSP.** The COMAFFOR CSP is an operations plan at the theater-strategic level, summarizing steady-state, component-specific operations in support of CCDR campaign plans. The COMAFFOR CSP may include activities related to the component responsibility to organize, train, equip, and sustain Air Force forces. The COMAFFOR CSP operationalizes the COMAFFOR strategy. See [Chapter 5](#) for guidance on the COMAFFOR CSP.

1.8.5. **COMAFFOR Country Plan.** The COMAFFOR country plan is a theater security cooperation plan at the operational level that aligns with the CCDR's country plan and nests under the COMAFFOR CSP. Country plans focus on achieving country-level objectives

related to partner relationships, partner capacities and capabilities, access, and interoperability. See [Chapter 6](#) for guidance on the COMAFFOR country plan.

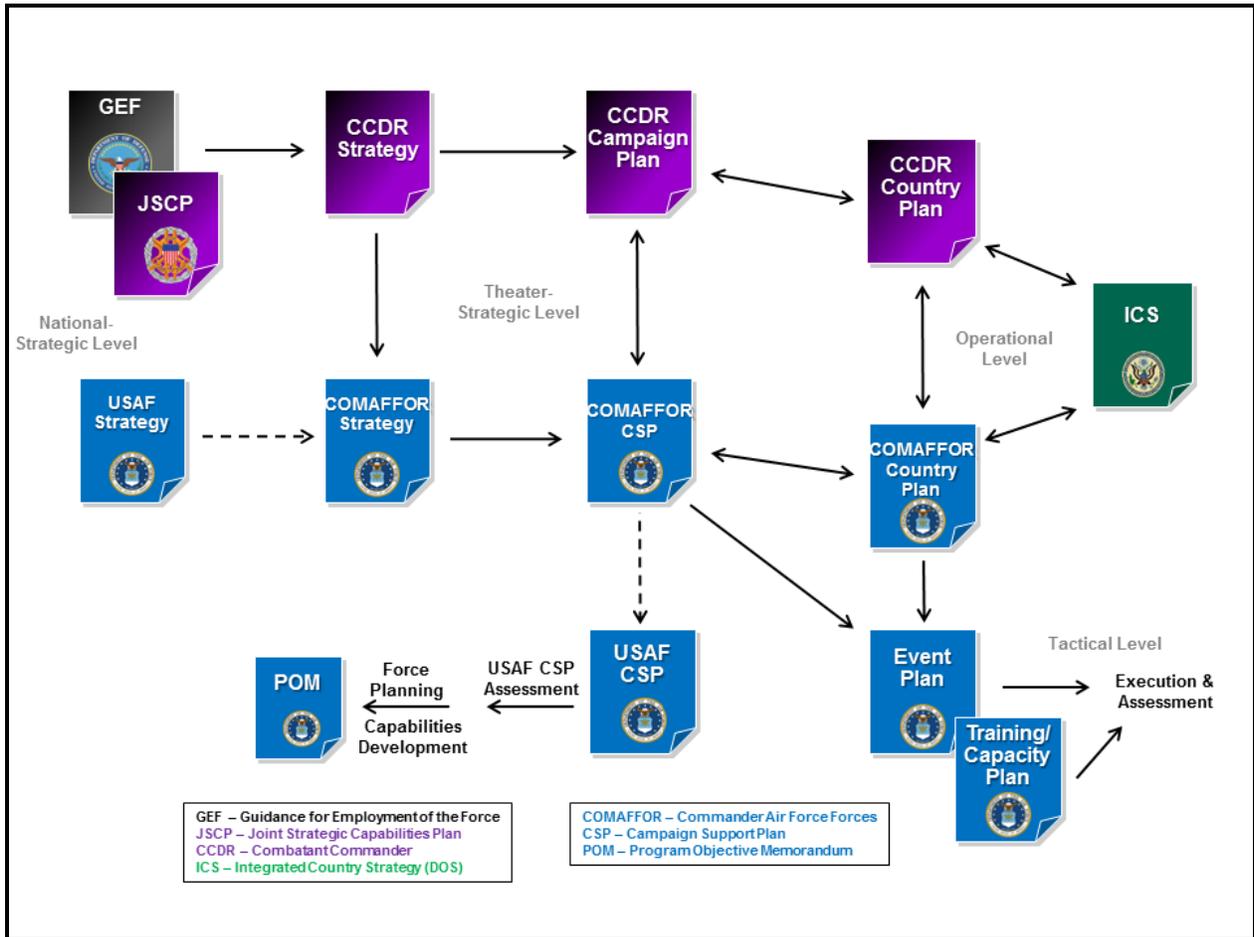
**1.8.6. Event Plan.** The event plan is a steady-state plan at the tactical level, outlining objectives, a concept of operations, and a concept of support for an individual steady-state action or engagement. This internal USAF plan focuses on how USAF personnel prepare, deploy, employ, redeploy, and assess the steady-state event. Event plans support either the COMAFFOR CSP or COMAFFOR country plan, depending on the type of event. See [Chapter 7](#) for guidance on the event plan.

**1.8.7. Training/Capacity Plan.** The training/capacity plan is a theater security cooperation plan at the tactical level, outlining objectives, a concept of operations, and a concept of support for building partner capacity or capability. This plan can be viewed as a comprehensive and highly detailed project management plan for building a partner's capacity or capability. Although training/capacity plans may be subordinate to the event plan, this plan normally supports objectives, effects, and tasks in the COMAFFOR country plan. See [Chapter 7](#) for guidance on the training/capacity plan.

**1.9. Joint and Service Integration for the Steady-State.** [Figure 1.4](#) illustrates the integration of DOD strategic guidance, CCDR strategy, CCDR campaign plans, USAF strategy and plans, and DOS integrated country strategies in support of the steady-state campaign. The figure also shows the linkage between the USAF CSP and the program objective memorandum (POM) via the USAF CSP assessment, force planning, and capabilities development. These linkages are further discussed in [Chapter 3](#). The arrows between the documents depict typical inputs and outputs, but do not fully represent the collaborative nature of strategy and plan development.

**1.9.1. Top-Down Strategy and Plans.** [Figure 1.4](#) depicts a vertically integrated, top-down approach to strategy development and operations planning. Consistent with US military culture and doctrine, strategy and plans cascade downward along the chain of command, whereby commanders assign tasks and responsibilities to subordinate commanders and staffs. Subordinate commanders and staffs then address those tasks and responsibilities in their own strategy and plans, showing a clear linkage and support to the higher commander's document. The cascading of strategy and plans flows from the CCDR to the COMAFFOR, ultimately expressed in the form of a COMAFFOR CSP and COMAFFOR country plans. These two plan types then inform tactical-level planning, execution, and assessment. The line between USAF strategy and COMAFFOR strategy is dotted to represent a transition from a Service-specific organize, train, and equip strategy to a USAF theater/functional strategy with operational considerations. In addition, the line between the COMAFFOR CSP and USAF CSP is dotted to represent a transition from operations planning to USAF-specific organize, train, and equip planning.

Figure 1.4. Strategy and Plans for Steady-State Operations



1.9.2. **Bottom-Up Operation Assessment.** Assessment is the continuous process that measures the overall effectiveness of employing joint force capabilities during military operations (JP 3-0). In contrast to the top-down approach to planning, operation assessment processes flow in the reverse direction. Tactical-level actions inform the assessment of event plans and training/capacity plans. Tactical-level plan assessment informs the assessment of the COMAFFOR CSP and/or COMAFFOR country plan, depending on the type of event (see Paragraph 7.2.7). COMAFFOR country plan assessment informs the assessment of the COMAFFOR CSP. COMAFFOR CSP assessment informs the assessment of COMAFFOR strategy and the CCDCR’s assessment of the CCDCR campaign plan. Finally, the CCDCR’s campaign plan assessment informs the assessment of the CCDCR strategy, JSCP, and GEF.

## Chapter 2

### ROLES AND RESPONSIBILITIES

#### **2.1. The Deputy Chief of Staff (DCS) for Strategic Plans and Requirements (AF/A5/8).**

- 2.1.1. Serves as the USAF OPR for steady-state planning, execution, and assessment policy and guidance.
- 2.1.2. Serves as the headquarters (HQ) Air Force (HAF) OPR for steady-state planning, execution, and assessment doctrine and training.
- 2.1.3. Serves as the USAF OPR for the USAF CSP.
- 2.1.4. Performs a periodic assessment of the USAF CSP.
- 2.1.5. Provides the USAF CSP assessment to HAF organizations and applicable major command (MAJCOM) and core function leads for use in force planning, capabilities development, and POM development.
- 2.1.6. Serves as HAF proponent for COMAFFOR strategy.
- 2.1.7. Serves as the USAF lead for the Office of the Secretary of Defense (OSD)- and Joint Staff (JS)-led Global Posture Integration Team and Global Posture Executive Council.
- 2.1.8. On behalf of the COMAFFOR, facilitates coordination of COMAFFOR strategy and COMAFFOR CSP within the HAF.
- 2.1.9. Includes the steady-state in developing the Air Force strategy and USAF Strategic Master Plan.
- 2.1.10. Includes the steady-state in strategic planning guidance and processes.

**2.2. The DCS for Intelligence, Surveillance, and Reconnaissance (AF/A2).** In collaboration with Air Combat Command (ACC), is responsible for policy, strategy, planning, and programing and serves as the AF interface with the intelligence community to perform the applicable responsibilities outlined in this AFI.

**2.3. The DCS for Operations (AF/A3).** In collaboration with ACC, organizes, trains, and equips the Air Force forces (AFFOR) staff to perform the applicable responsibilities outlined in this AFI.

**2.4. The Assistant Chief of Staff for Strategic Deterrence & Nuclear Integration (AF/A10).** Provides assistance to AFFOR staffs in the planning associated with CCDR SCPs.

#### **2.5. The Deputy Under Secretary of the Air Force for International Affairs (SAF/IA).**

- 2.5.1. Coordinates on COMAFFOR country plans.
- 2.5.2. Addresses steady-state planning, execution, and assessment in training and education associated with the regional affairs strategist, political-military affairs strategist, and security cooperation organization (SCO) programs.

**2.6. Commanders, USAF Component to the Geographic Combatant Commands.**

- 2.6.1. IAW instructions in the USAF CSP planning order (PLANORD); develop, coordinate, and provide a COMAFFOR CSP.
- 2.6.2. Develop and coordinate COMAFFOR country plans in support of the COMAFFOR CSP, GCC country plans, and the DOS ICS.
- 2.6.3. Contribute to the assessment of the USAF CSP.
- 2.6.4. Serve as the single point of contact for all USAF shaping operations involving general purpose forces in the GCC AOR.
- 2.6.5. Report readiness to develop COMAFFOR strategy, and plan, execute, and assess steady-state operations using the Defense Readiness Reporting System (DRRS).
- 2.6.6. Provide policy and/or guidance for the planning, execution, and assessment of USAF steady-state operations within the GCC AOR.
- 2.6.7. Incorporate steady-state planning, execution, and assessment in COMAFFOR-managed formal training and education as appropriate.
- 2.6.8. At the discretion of the COMAFFOR or if directed by the GCC:
  - 2.6.8.1. Develop and coordinate a COMAFFOR theater strategy to inform campaign support, security cooperation, and air operations planning (**Note:** The term “air operations plan” refers to a COMAFFOR-developed deliberate plan in support of a CCCR OPLAN/CONPLAN, and a COMAFFOR-developed crisis action plan).
  - 2.6.8.2. Execute the COMAFFOR CSP and associated COMAFFOR country plans.
  - 2.6.8.3. Assess COMAFFOR theater strategy, COMAFFOR CSP, and COMAFFOR country plans.
  - 2.6.8.4. Support the GCC in TCP, TPP, and country plan development and assessment.

**2.7. Commander, Air Force Global Strike Command (AFGSC).**

- 2.7.1. Contributes to the assessment of the USAF CSP.
- 2.7.2. Reports readiness to develop COMAFFOR strategy, and plan, execute, and assess steady-state operations using DRRS.
- 2.7.3. Provides policy and/or guidance for the planning, execution, and assessment of USAF steady-state operations that support USSTRATCOM.
- 2.7.4. Incorporates steady-state planning, execution, and assessment in AFGSC-managed formal training and education as appropriate.
- 2.7.5. As a USAF MAJCOM with responsibilities for force planning and capabilities development, considers the steady-state capability needs resulting from the assessment of the USAF CSP.
- 2.7.6. At the discretion of the COMAFFOR or if directed by the CCCR:
  - 2.7.6.1. Develops and coordinates a COMAFFOR functional strategy to inform campaign support, security cooperation, and air operations planning.

2.7.6.2. IAW instructions in the USAF CSP PLANORD; develops, coordinates, and provides a COMAFFOR CSP.

2.7.6.3. Develops and coordinates COMAFFOR country plans.

2.7.6.4. Executes the COMAFFOR CSP and associated COMAFFOR country plans.

2.7.6.5. Assesses COMAFFOR functional strategy, COMAFFOR CSP, and COMAFFOR country plans.

2.7.6.6. Supports USSTRATCOM in campaign plan development and assessment.

2.7.6.7. Supports USSTRATCOM in development of the SIMP.

## **2.8. Commander, Air Force Space Command (AFSPC).**

2.8.1. IAW instructions in the USAF CSP PLANORD; develops, coordinates, and provides a COMAFFOR CSP.

2.8.2. Develops and coordinates COMAFFOR country plans.

2.8.3. Contributes to the assessment of the USAF CSP.

2.8.4. Reports readiness to develop COMAFFOR strategy, and plan, execute, and assess steady-state operations using DRRS.

2.8.5. Provides policy and/or guidance for the planning, execution, and assessment of USAF steady-state operations that support USSTRATCOM.

2.8.6. Incorporates steady-state planning, execution, and assessment in COMAFFOR-managed formal training and education as appropriate.

2.8.7. As a USAF MAJCOM with responsibilities for force planning and capabilities development, considers the steady-state capability needs resulting from the assessment of the USAF CSP.

2.8.8. At the discretion of the COMAFFOR or if directed by the CCCR:

2.8.8.1. Develops and coordinates a COMAFFOR functional strategy to inform campaign support, security cooperation, and air operations planning.

2.8.8.2. Executes the COMAFFOR CSP and associated COMAFFOR country plans.

2.8.8.3. Assesses COMAFFOR functional strategy, COMAFFOR CSP, and COMAFFOR country plans.

2.8.8.4. Supports USSTRATCOM in campaign plan development and assessment.

2.8.8.5. Supports USSTRATCOM in development of the SIMP.

## **2.9. Commander, Air Mobility Command (AMC).**

2.9.1. Contributes to the assessment of the USAF CSP.

2.9.2. Reports readiness to develop COMAFFOR strategy, and plan, execute, and assess steady-state operations using DRRS.

2.9.3. Provides policy and/or guidance for the planning, execution, and assessment of USAF steady-state operations that support USTRANSCOM.

2.9.4. Incorporates steady-state planning, execution, and assessment in AMC-managed formal training and education as appropriate.

2.9.5. As a USAF MAJCOM with responsibilities for force planning and capabilities development, considers the steady-state capability needs resulting from the assessment of the USAF CSP.

2.9.6. At the discretion of the COMAFFOR or if directed by the CCDR:

2.9.6.1. Develops and coordinates a COMAFFOR functional strategy to inform campaign support, security cooperation, and air operations planning.

2.9.6.2. IAW instructions in the USAF CSP PLANORD; develops, coordinates, and provides a COMAFFOR CSP.

2.9.6.3. Develops and coordinates COMAFFOR country plans.

2.9.6.4. Executes the COMAFFOR CSP and associated COMAFFOR country plans.

2.9.6.5. Assesses COMAFFOR functional strategy, COMAFFOR CSP, and COMAFFOR country plans.

2.9.6.6. Supports USTRANSCOM in campaign plan development and assessment.

2.9.6.7. Supports USTRANSCOM in development of the ERIMP.

## **2.10. Commander, Air Force Special Operations Command (AFSOC).**

2.10.1. Coordinates shaping operations involving SOF with the applicable theater special operations command (TSOC) staff. **Note:** This AFI addresses steady-state campaigns involving general purpose forces.

2.10.2. As a USAF MAJCOM with responsibilities for force planning and capabilities development, considers the steady-state capability needs resulting from the assessment of the USAF CSP.

2.10.3. Incorporates steady-state planning, execution, and assessment in AFSOC-managed formal training and education as appropriate.

## **2.11. Commander, Air Combat Command (ACC).**

2.11.1. As a USAF MAJCOM with responsibilities for force planning and capabilities development, considers the steady-state capability needs resulting from the assessment of the USAF CSP.

2.11.2. Incorporates steady-state planning, execution, and assessment in ACC-managed formal training and education as appropriate.

2.11.3. In collaboration with AF/A3, organizes, trains, and equips the AFFOR staff to perform the responsibilities outlined in this AFI.

## **2.12. Commander, Air Force Materiel Command (AFMC).**

2.12.1. As a USAF MAJCOM with responsibilities for force planning and capabilities development, considers the steady-state capability needs resulting from the assessment of the USAF CSP.

2.12.2. Incorporates steady-state planning, execution, and assessment in AFMC-managed formal training and education as appropriate.

**2.13. Commander, Air Education and Training Command (AETC).**

2.13.1. As a USAF MAJCOM with responsibilities for force planning and capabilities development, considers the steady-state capability needs resulting from the assessment of the USAF CSP.

2.13.2. Incorporates steady-state planning, execution, and assessment in AETC-managed formal training and education as appropriate.

**2.14. Commander, Air University (AU).** Incorporates steady-state planning, execution, and assessment in AU-managed formal training and education as appropriate.

**2.15. Commander, LeMay Center for Doctrine Development and Education.**

2.15.1. Serves as the USAF OPR for steady-state planning, execution, and assessment doctrine.

2.15.2. Incorporates steady-state planning, execution, and assessment in USAF doctrine as appropriate.

2.15.3. Incorporates steady-state planning, execution, and assessment in LeMay Center-managed formal training and education as appropriate.

2.15.4. Conducts lessons learned activities in support of the steady-state.

**2.16. Commanders/Directors at all Levels.**

2.16.1. Coordinate applicable shaping operations involving general purpose forces with the applicable geographic AFFOR staff (**T-1**).

2.16.2. Support geographic and functional AFFOR staffs in development of COMAFFOR CSPs, COMAFFOR country plans, and posture initiatives (**T-2**).

2.16.3. Document security cooperation events in the Global-Theater Security Cooperation Management Information System (G-TSCMIS) (**T-0**).

2.16.4. For steady-state events supporting the COMAFFOR CSP or COMAFFOR country plan, perform planning, execution, and assessment IAW policy and/or guidance provided by the geographic AFFOR staff (**T-1**).

## Chapter 3

### USAF CAMPAIGN SUPPORT PLAN

**3.1. Overview.** The USAF CSP is a biennial plan at the national-strategic level, summarizing USAF steady-state operations in support of CCDR campaign plans. The USAF CSP assessment informs USAF force planning, capabilities development, and resource allocation.

#### **3.2. Scope.**

3.2.1. The USAF CSP supports the Service's Title 10 responsibility to organize, train, and equip Air Force forces for employment by CCMDs. As such, the plan's primary value is to articulate a steady-state demand signal to sequentially inform institutional force planning, capabilities development, and resource allocation.

3.2.2. The steady-state demand signal is derived from the assessment of COMAFFOR CSPs, COMAFFOR country plans, and the USAF CSP assessment.

3.2.3. The USAF CSP assessment, and associated COMAFFOR CSP assessments, is the only formalized USAF process whereby the COMAFFORs (i.e., Air Force warfighters) articulate their steady-state capability requirements for consideration by the institutional Air Force.

3.2.4. The USAF CSP, with COMAFFOR CSPs as annexes, supports the GEF guidance to "provide plans for resourcing security cooperation activities in relevant CCMD AORs, including descriptions of how the proposed activities support the achievement of campaign objectives."

3.2.5. The USAF CSP provides the Chief of Staff of the Air Force (CSAF) a vehicle to communicate Service-specific steady-state planning guidance and prioritization to COMAFFORs. This guidance may relate to security cooperation, posture, interoperability, and other applicable organize, train, and equip issues.

#### **3.3. Planning Guidance.**

3.3.1. **Development Timeline.** The USAF CSP is published biennially, normally in odd years. The development timeline is approximately 18 months in duration, spanning two calendar years. Refer to the USAF CSP PLANORD for the specific dates for each plan. The development cycle includes the following steps:

3.3.1.1. The USAF CSP OPR develops and coordinates a USAF CSP PLANORD. The PLANORD initiates the USAF CSP and provides CSAF planning guidance and tasks to subordinate organizations.

3.3.1.2. COMAFFORs and their staffs develop and coordinate COMAFFOR CSPs and country plans.

3.3.1.3. Following receipt of COMAFFOR CSPs and country plans tasked in the USAF CSP PLANORD, the USAF CSP OPR writes a base plan and integrates the various annexes to the plan.

3.3.1.4. The USAF CSP is coordinated and approved. The DCS for Strategic Plans and Requirements (AF/A5/8) normally approves the plan.

3.3.1.5. The USAF CSP OPR distributes the plan appropriately. The plan is published to the classified USAF CSP website.

3.3.2. **Planning Horizon.** In order to align with the planning horizon of the COMAFFOR CSPs, CCDR campaign plans, and the timelines associated with USAF force planning, capabilities development, and resource allocation, the USAF CSP will normally be a five-year plan. The USAF CSP PLANORD will define the specific planning years to be addressed in each year's plan.

3.3.3. **Lead Responsibility.** The OPR for the USAF CSP is HQ USAF/A8XX, Regional Plans and Posture Division. Email contact at [usaf.pentagon.af-a3-5.mbx.a5xx.workflow@mail.mil](mailto:usaf.pentagon.af-a3-5.mbx.a5xx.workflow@mail.mil). Phone contact at Defense Switched Network (312) 227-9601, commercial (703) 697-9601. The OPR maintains two web sites for USAF CSP-related documents.

3.3.3.1. Nonsecure Internet Protocol Router Network:  
<https://intelshare.intelink.gov/sites/afcsp>

3.3.3.2. SECRET Internet Protocol Router Network:  
<http://intelshare.intelink.sgov.gov/sites/afcsp>

3.3.4. **Classification.** The USAF CSP is a classified plan, reflecting the highest classification of its base plan and supporting plans and annexes.

### 3.4. Execution and Assessment.

3.4.1. **Execution.** The USAF CSP base plan is primarily an institutional plan that supports USAF responsibilities to organize, train, and equip Air Force forces. Once the plan is approved, it immediately and automatically transitions into execution. The assigned tasks in the base plan guide plan execution. Subordinate USAF organizations work toward the accomplishment of their assigned tasks and report progress on those tasks when requested by HAF. See [Chapter 5](#) for a discussion of COMAFFOR CSP execution.

3.4.2. **Assessment.** The USAF CSP assessment aligns with Service institutional responsibilities, contrasting with the CCMD operation assessment focused on GEF-defined campaign objectives, IMOs, and the operating environment. Specifically, the USAF CSP assessment determines the adequacy of institutional resources and capabilities to support component-specific steady-state operations as outlined in COMAFFOR CSPs and further documented in the assessment of COMAFFOR CSPs. The USAF CSP assessment report consolidates component assessment inputs and ultimately represents the steady-state demand signal that informs institutional force planning, capabilities development, and resource allocation.

3.4.2.1. The USAF CSP assessment will be conducted biennially, normally in even years.

3.4.2.2. The USAF CSP assessment report will be included as an annex in the next iteration of the USAF CSP.

### 3.5. USAF CSP Outline (Notional).

3.5.1. **Base Plan.**

3.5.2. **Annexes.**

- 3.5.2.1. Geographic COMAFFOR CSPs.
- 3.5.2.2. Functional COMAFFOR CSPs.
- 3.5.2.3. USAF CSP assessment report.

## Chapter 4

### COMAFFOR STRATEGY

**4.1. Overview.** Strategy is a prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives (JP 3-0). Strategy development is a responsibility of commanders at all levels. COMAFFOR strategy outlines the commander's long-term vision for the USAF component to the CCMD and provides an Airmen's perspective on the CCDR strategy.

**4.2. Scope.** The COMAFFOR strategy:

- 4.2.1. Supports CCDR-issued strategy.
- 4.2.2. Supports HAF-issued Air Force strategy and strategic guidance.
- 4.2.3. Informs operations planning, including the COMAFFOR CSP, COMAFFOR country plans, and air operations plans.
- 4.2.4. Provides guidance to subordinate commanders and improves coordination.
- 4.2.5. Executes through the COMAFFOR CSP and other execution mechanisms.
- 4.2.6. May include the COMAFFOR's vision, mission, challenges, priorities, trends, assumptions, threats, opportunities, risk assessment, theater/global goals (ends), concepts of operations (ways), and resources (means).
- 4.2.7. May address the COMAFFOR responsibilities to organize, train, equip, and sustain Air Force forces. **Note:** COMAFFOR strategy is not used to address a MAJCOM commander's responsibilities to organize, train, equip, and sustain Air Force forces.
- 4.2.8. Normally emphasizes security cooperation operations, building the capacity and capability of partner nations, partner relationships, interoperability, posture, and preparation for contingencies.
- 4.2.9. Is informed, but not constrained, by resources available.
- 4.2.10. Supports operational tasks from the CCDR as articulated in the CCMD campaign plan.

**4.3. Strategy Development.**

4.3.1. **Lead Responsibility.** COMAFFOR strategy is a product of the COMAFFOR. The AFFOR staff develops the strategy in close and recurring collaboration with the commander. A lead strategist, often from the Plans and Requirements Directorate (AFFOR/A5), normally oversees development of the strategy, working in collaboration with the entire AFFOR staff, air operations center (AOC), and subordinate organizations. Further collaboration with the CCMD, MAJCOMs, and HAF may be necessary.

4.3.2. **Readability.** The strategy should balance the desire for a purposeful document (see [Paragraph 4.2](#)) while also providing a concise, readable, and high-level expression of the commander's vision. The strategy is not a plan and, therefore, is not executed as a plan. Instead, the strategy guides and informs subsequent operations planning.

4.3.3. **Time Horizon.** A key consideration in strategy development is the time horizon. Acknowledging strategy informs operations planning, which generally projects five years into the future, the COMAFFOR strategy should align with a similar or longer timeframe.

4.3.4. **Classification.** The COMAFFOR strategy may be either classified or unclassified. When classified, COMAFFORs are encouraged to make all or portions releasable to key partners. An alternative approach is to have a classified strategy that includes an unclassified supplement.

4.3.5. **Coordinating and Disseminating the COMAFFOR Strategy.** Coordinating the COMAFFOR strategy is necessary to increase transparency and promote unity of effort within the USAF and the CCMD. Conduct at least one round of O-6 level (general officer if non-concur) coordination to the HAF and applicable MAJCOMs prior to COMAFFOR approval.

4.3.5.1. AF/A8XX will serve as the OPR to coordinate COMAFFOR strategy at the HAF.

4.3.5.2. Coordinating the COMAFFOR strategy with the parent CCMD is recommended.

4.3.5.3. Disseminate the COMAFFOR strategy upon completion.

**4.4. Strategy Revisions.** Consider revisions to the COMAFFOR strategy in the following conditions:

4.4.1. When directed by the COMAFFOR.

4.4.2. Following update of CCMD or Air Force strategy.

4.4.3. Following significant changes to the operating environment.

4.4.4. When COMAFFOR assessment results indicate a change is needed.

**4.5. Strategy Assessment.**

4.5.1. The COMAFFOR requires the ability to develop insights, observations, and recommendations related to the existing strategy, ultimately resulting in guidance for the future revision and adaptation of that strategy. The AFFOR staff (normally led by the A5) supports the COMAFFOR in the assessment of strategy.

4.5.2. The assessment of strategy should occur prior to every revision of the strategy or annually, whichever occurs first.

4.5.3. Strategy is not assessed as if it were an operations plan, meaning a qualitative approach is generally more appropriate than a quantitative approach.

4.5.4. Assessment of COMAFFOR strategy is supported by several key processes:

4.5.4.1. Assessment of the COMAFFOR CSP.

4.5.4.2. Assessment of deliberate plans for contingency operations.

4.5.4.3. Risk, readiness, and posture assessments.

4.5.4.4. Assessment of the operating environment.

4.5.4.5. Assessment of the CCMD's strategy and campaign plan.

4.5.4.6. Personal observations and insights from the commander and senior leaders.

## Chapter 5

### COMAFFOR CAMPAIGN SUPPORT PLAN

**5.1. Overview.** The COMAFFOR CSP is an operations plan at the theater-strategic level, summarizing steady-state, component-specific operations in support of the CCDR campaign plan. The COMAFFOR CSP may include activities related to the component responsibility to organize, train, equip, and sustain Air Force forces. The COMAFFOR CSP operationalizes the COMAFFOR strategy.

**5.2. Scope.** The COMAFFOR CSP is a steady-state plan that integrates military engagement and security cooperation, posture, phase 0, ongoing operations, and deterrence. Although technically a deliberate plan, COMAFFOR CSPs are developed with the full expectation they will transition into execution. This plan will be executed to the degree that resources (forces, funding, and authorities) are available or can be acquired. The COMAFFOR CSP:

5.2.1. Serves as the principal USAF supporting plan to the CCDR campaign plan.

5.2.2. Serves as the parent plan to COMAFFOR air operations (contingency) plans. As such, the COMAFFOR CSP includes the phase 0 shaping actions associated with each COMAFFOR-developed air operations plan.

5.2.3. May include security cooperation (country) plans that outline desired partner roles, military objectives, and a specific plan of action related to partner relationships, access, building the capacity and capability of partner nations, and interoperability.

5.2.4. May include component-specific activities related to the COMAFFOR's responsibility to organize, train, equip, and sustain Air Force forces (e.g., readiness, exercises, etc.). This is especially relevant to components with assigned Air Force forces. **Note:** The COMAFFOR CSP is not used to address a MAJCOM commander's responsibilities to organize, train, equip, and sustain Air Force forces.

5.2.5. Articulates the current status of USAF access and posture, along with planned and programmed posture initiatives. The COMAFFOR CSP should reflect the USAF equities in the applicable GCC TPP, USSOCOM global SOF posture plan, USSTRATCOM SIMP, or USTRANSCOM ERIMP.

5.2.6. Provides justification for separately-provided Title 10 funding and manpower requests in support of steady-state operations and activities.

5.2.7. Provides justification for CCMD-managed or -controlled Title 10 and Title 22 security cooperation funding.

5.2.8. Provides justification to request forces through the global force management (GFM) system.

5.2.9. Informs COMAFFOR risk management.

5.2.10. Transitions from a plan to execution on a recurring basis (often annually). During execution, the COMAFFOR CSP becomes a key driver of steady-state battle rhythm for the component command.

5.2.11. Is not a security cooperation plan, but rather a steady-state plan. Security cooperation is clearly within the scope; however, security cooperation is not the singular focus of this plan.

5.2.12. Should be synchronized with the efforts of other US government agencies.

5.2.13. Has applicability to both geographic and functional COMAFFORs.

### **5.3. Planning Guidance.**

#### **5.3.1. Development Timeline.**

5.3.1.1. The COMAFFOR CSP is developed in support of two higher-level plans: the CCDR campaign plan and the USAF CSP. The timing of the COMAFFOR CSP is primarily influenced by the timelines associated with campaign plan development.

5.3.1.2. The most recent COMAFFOR CSP is integrated into the USAF CSP biennially.

5.3.1.3. The COMAFFOR CSP may be used to justify the COMAFFOR's annual POM submission, which has its own development timeline.

**5.3.2. Planning Horizon.** The COMAFFOR CSP is a resource-dependent plan. In order to align with CCDR campaign plans and the future years defense program, the COMAFFOR CSP should be a minimum of a five-year plan. The COMAFFOR may elect to extend the planning horizon beyond five years.

**5.3.3. Lead Responsibility.** Development of the COMAFFOR CSP is normally an AFFOR/A5 lead responsibility; however, the entire AFFOR staff should be involved in its development, as well as its execution and assessment.

**5.3.4. Classification.** The COMAFFOR CSP is classified at the discretion of the COMAFFOR. When the plan is classified, COMAFFORs are encouraged to make all or portions of the plan releasable to key partners.

**5.3.5. Effects-Based Approach.** The COMAFFOR CSP will be developed using an effects-based approach, ensuring planned steady-state operations support COMAFFOR-established strategy, objectives, effects, and tasks. Geographic or functional objectives at the operational level of war are the centerpiece of the COMAFFOR CSP, enabling all subordinate planning and assessment.

5.3.5.1. Objectives will be specific, measurable, achievable, relevant and results-oriented, and time-bound (SMART).

5.3.5.2. Objectives will be baselined prior to the development of an operational approach.

5.3.5.3. The COMAFFOR CSP links upward to the CCDR campaign plan, ensuring all USAF steady-state operations formally link to GEF-defined campaign objectives through the CCDR campaign plan and COMAFFOR CSP. The precise linkage cannot be defined in this AFI primarily because every CCMD develops its campaign plans differently. However, three examples of this linkage are described below.

5.3.5.3.1. Link COMAFFOR CSP objectives to campaign plan tasks.

5.3.5.3.2. Link COMAFFOR CSP objectives to campaign plan IMOs.

5.3.5.3.3. Link COMAFFOR CSP objectives to campaign plan lines of effort, lines of activity, or lines of operation.

5.3.5.4. The ability to assess during plan execution will be incorporated into the plan at initial creation.

**5.3.6. Resourcing the CSP.** Execution of the COMAFFOR CSP is dependent on the availability of resources (forces, funding, and authorities); therefore, COMAFFOR CSPs must articulate the requirement for resources. CSP planning under normal conditions should be resource-informed, meaning available resources are considered in planning but do not completely constrain the COMAFFOR from outlining a plan of action to achieve desired objectives. Resource-informed planning falls between resource-unconstrained (no limits on resources) and resource-constrained (limited to projected resources) planning. Resources (forces and funding) are available to the COMAFFOR from a number of sources, to include:

5.3.6.1. Programmed AFFOR resources.

5.3.6.2. Component-assigned and -attached forces.

5.3.6.3. GFM processes.

5.3.6.4. CCMD, including access to OSD, JS, and DOS programs.

5.3.6.5. DOD- and USAF-managed security cooperation programs.

**5.3.7. Prioritization.**

5.3.7.1. GEF-defined campaign objectives are prioritized in order to establish an integrated set of global priorities to guide overall resource expenditure. CCDRs and COMAFFORs use this prioritization to guide the order in which they use limited resources, and will accept risk on lower-priority objectives before accepting risk on higher priority objectives.

5.3.7.2. The COMAFFOR CSP should reflect CCDR and COMAFFOR priorities, acknowledging there will never be enough resources to accomplish all desired operations in the preferred timeframe. The COMAFFOR can express priorities in a number of ways, including the prioritization of objectives, lines of operation, tasks, partner nations, country objectives, country tasks, and tactical-level events. The COMAFFOR may also choose to identify a main effort.

5.3.7.3. The COMAFFOR CSP priorities should be consistent with the CCDR-submitted integrated priority list.

**5.3.8. Risk Management.** The COMAFFOR CSP provides a vehicle to identify, assess, manage, and communicate risk at the component level. Risk associated with the COMAFFOR CSP can be articulated from at least four perspectives:

5.3.8.1. Identify the risks of not achieving COMAFFOR objectives.

5.3.8.2. Identify the risks associated with the projected level of resources to support the plan.

5.3.8.3. Balance the risks between force readiness and meeting the demands of the steady-state.

5.3.8.4. Identify the risks the COMAFFOR is willing to accept.

**5.3.9. Coordinating and Disseminating the COMAFFOR CSP.** Coordinating and disseminating the COMAFFOR CSP improves transparency, synchronization, and unity of effort. Conduct at least one round of O-6 level (general officer if non-concur) coordination to the HAF and applicable MAJCOMs prior to COMAFFOR approval.

5.3.9.1. AF/A8XX will serve as the OPR to coordinate the COMAFFOR CSP at the HAF.

5.3.9.2. Coordinating the COMAFFOR CSP with the parent CCMD, Service components of the CCMD, and the TSOC is recommended.

5.3.9.3. Disseminate the COMAFFOR CSP upon completion.

**5.3.10. Conflicting Guidance.** If HAF and CCMD guidance conflicts concerning planning for the steady-state, AFFOR staffs should follow CCMD guidance for operational matters and HAF guidance for organize, train, equip, and sustain matters.

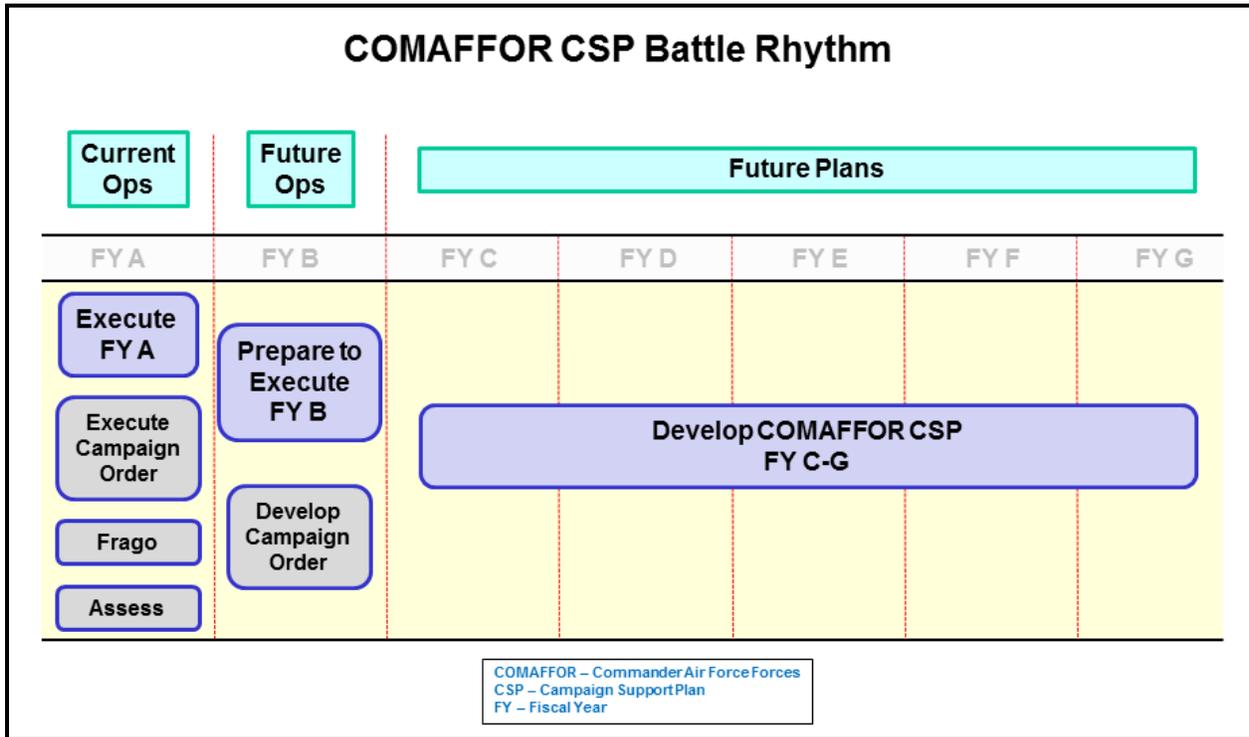
**5.3.11. Planning Methodology and Formats.** See USAF operational- and tactical-level doctrine related to the COMAFFOR CSP.

#### **5.4. Execution and Operation Assessment.**

##### **5.4.1. Execution.**

5.4.1.1. The COMAFFOR CSP normally transitions into execution annually to align with the CCMD's campaign execution timelines and orders. As the COMAFFOR CSP moves into execution, lead responsibility within the staff normally transitions from the AFFOR/A5 to the AFFOR/A3 (Operations Directorate), with continued support from the entire staff and AOC. The transition from A5 to A3 may occur as early as one year prior to execution as shown in the notional COMAFFOR CSP battle rhythm in **Figure 5.1**. Operation orders (OPORD) or theater campaign orders (TCO) may be used to manage execution of the plan. Fragmentary orders may be used to task execution and implement changes to the OPORD/TCO.

Figure 5.1. COMAFFOR CSP Battle Rhythm (Notional)



5.4.1.2. Unless performed by the AOC, the AFFOR/A3 normally:

5.4.1.2.1. Oversees the tasking and execution of the COMAFFOR CSP, COMAFFOR country plans, and event plan activities and operations for which adequate resources are available or have been previously acquired.

5.4.1.2.2. Provides command and control of assigned and attached Air Force forces conducting steady-state operations.

5.4.1.2.3. Works with the entire AFFOR staff to develop execution tasks, communicate commander's intent, assess progress of operations in execution, and conduct planning during execution when necessary.

5.4.1.2.4. Communicates the status of steady-state operations to external organizations such as the CCMD and HAF.

5.4.1.2.5. Maintains situational awareness of non-assigned and non-attached USAF forces conducting steady-state activities in the AOR.

**5.4.2. Operation Assessment.** The primary purpose of COMAFFOR CSP operation assessment is to inform the COMAFFOR on progress toward closing the gap between COMAFFOR objectives and their associated baselines. The assessment serves two secondary purposes. First, it informs the CCMD's assessment of IMO, campaign objectives, and operating environment. Second, it informs the USAF CSP assessment through the identification of shortfalls in resources and capabilities necessary to execute the COMAFFOR CSP, thereby informing a USAF-level dialogue about resources in support of the steady-state. The assessment influences COMAFFOR decision making with respect to resource allocation, prioritization, future planning guidance, future strategy revisions,

interaction with partner nations, risk management, force protection, and other potential issues involving the commander and senior leadership.

5.4.2.1. The COMAFFOR is encouraged to share his/her CSP operation assessment with CSAF, applicable MAJCOM commanders, and applicable component commanders.

5.4.2.2. CSP assessment processes in support of the COMAFFOR are both recurring and periodic.

5.4.2.2.1. **Recurring Assessment.** The AFFOR/A3 (and AOC when applicable) normally provides the COMAFFOR recurring current operations updates with broader implications for CSP execution. These updates may occur as frequently as daily. Although not a complete or comprehensive assessment of plan execution and the achievement of steady-state objectives, these updates provide the COMAFFOR important insights into the successes, failures, challenges, and issues associated with CSP execution. Acknowledging these recurring updates support the COMAFFOR's personal and continuous assessment of CSP execution, the AFFOR staff should anticipate CSP-related guidance at all times.

5.4.2.2.2. **Periodic Assessment.** The AFFOR/A5 normally provides the COMAFFOR a comprehensive CSP assessment on a periodic basis. As the lead developer of the CSP, the AFFOR/A5 is best qualified to summarize progress toward the achievement of COMAFFOR objectives, effects, and tasks associated with the CSP. The entire AFFOR staff, and especially the AFFOR/A9 (Studies, Analyses, Assessments, and Lessons Learned Directorate), should support the A5 in this effort. The COMAFFOR ultimately decides the frequency of the CSP assessment; however, a periodic review is recommended.

5.4.2.3. Effects describe the conditions necessary to achieve COMAFFOR objectives. Tasks describe friendly actions to create effects.

5.4.2.3.1. Measures of effectiveness (MOE) are used to assess end states (if used), effects, and objectives.

5.4.2.3.2. Measures of performance (MOP) are used to assess tasks.

5.4.2.4. The periodic assessment of the COMAFFOR CSP is supported by several key assessment processes:

5.4.2.4.1. Assessment of COMAFFOR country plans.

5.4.2.4.2. Risk, readiness, and posture assessments.

5.4.2.4.3. Assessment of the operating environment.

5.4.2.4.4. Assessment of the CCDR's strategy and campaign plan.

5.4.2.4.5. Personal observations and insights from the commander and senior leaders.

5.4.2.4.6. Development of an assessment annex to the COMAFFOR CSP.

## Chapter 6

### COMAFFOR COUNTRY PLAN

**6.1. Overview.** The COMAFFOR country plan is a theater security cooperation plan at the operational level that aligns with the CCDR's country plan and nests under the COMAFFOR CSP. Although country plans are primarily associated with geographic COMAFFORs, functional COMAFFORs may also develop country plans if desired. However, USAF functional engagements with partner nations must be coordinated with the applicable geographic AFFOR staff. The purpose of the COMAFFOR country plan is to advance DOS, CCMD, and USAF interests and objectives with regards to an individual partner nation. Country plans focus on achieving country-level objectives related to partner relationships, partner capacities and capabilities, access, and interoperability.

6.1.1. **Relationships.** Build and sustain defense relationships that promote specific US security interests.

6.1.2. **Partner Capacity and Capability.** Develop allied and friendly military capabilities and capacities for self-defense and multinational operations.

6.1.3. **Access.** Provide US forces with peacetime and contingency access to a partner nation.

6.1.4. **Interoperability.** Promote interoperability in operations, command and control, equipment, doctrine, tactics, techniques, and procedures.

**6.2. Scope.** The COMAFFOR country plan:

6.2.1. Is entirely focused on achieving campaign objectives and supporting US interests. Security cooperation activities and relationships are not ends or objectives unto themselves. Ideally, the country plan aligns with the intersection of US and partner objectives.

6.2.2. Is informed by COMAFFOR strategy.

6.2.3. Supports the COMAFFOR CSP, CCDR country plan, and DOS ICS.

6.2.4. Identifies desired security roles the USAF would like the partner to play.

6.2.5. Sequences activities, operations, events, and investments in time and space to achieve desired effects. The most common security cooperation operations include military-to-military engagement, training, equipping, and exercises.

6.2.6. Is informed by the availability of resources.

6.2.7. Articulates resource requirements, including a demand signal for security cooperation programs and organizations.

6.2.8. Provides justification for security cooperation funding, regardless of source (Title 10, Title 22, etc.).

6.2.9. Provides justification to request forces through the GFM system.

6.2.10. Transitions from a plan into execution on a periodic basis.

6.2.11. Should include phase 0 shaping actions associated with COMAFFOR-developed air operations plans.

6.2.12. Must comply with public laws and authorities that govern interactions with international partners. This is especially relevant to building the capacity and capability of partner nations and security assistance operations and activities.

### 6.3. Planning Guidance.

6.3.1. **Development Timeline.** The COMAFFOR country plan should be reviewed and updated periodically because of the rapidly changing nature of partner relationships. Frequent informal revisions may be necessary.

6.3.2. **Planning Horizon.** The planning horizon of the COMAFFOR country plan is generally longer than the CSP, acknowledging that meaningful results may not be achievable inside of five years. Instead, the planning horizon of this plan should be 5-20 years, with measurable results expected over the long-term.

6.3.3. **Lead Responsibility.** Development of the COMAFFOR country plan is normally an AFFOR/A5 responsibility; however, the entire AFFOR staff should be involved in development, as well as execution and assessment. The country desk officer in A5 performs a critical role in country plan development, execution, and assessment.

6.3.4. **Classification.** The COMAFFOR country plan is classified at the discretion of the COMAFFOR. When the plan is classified, COMAFFORs are encouraged to make all or portions of the plan releasable to key partners. In many cases, especially when the USAF desires to build the capacity and capability of partner nations, it will be necessary to share the country plan, or key elements, with the partner nation.

6.3.5. **Effects-Based Approach.** The COMAFFOR country plan will be developed using an effects-based approach, ensuring planned security cooperation events support COMAFFOR-established strategy, country objectives, effects, and tasks. Country-level objectives are the centerpiece of the COMAFFOR country plan, enabling all subordinate planning and assessment.

6.3.5.1. Country objectives will be SMART.

6.3.5.2. Country objectives will be baselined prior to the development of an operational approach.

6.3.5.3. COMAFFOR country plans link upward to the COMAFFOR CSP. Normally, country-level objectives support tasks in the COMAFFOR CSP.

6.3.5.4. COMAFFOR country plans may include a summary of desired security cooperation events in order to illustrate how country-level tasks are to be achieved. Detailed planning down to the tactical (event) level also facilitates the entry of security cooperation events in G-TSCMIS and follow-on event-level planning as discussed in [Chapter 7](#). If desired, the COMAFFOR country plan may include a summary of planned and projected events from G-TSCMIS.

6.3.5.5. The ability to assess during plan execution will be incorporated into the plan at initial creation.

### 6.3.6. Resourcing the Country Plan.

6.3.6.1. Execution of the COMAFFOR country plan is dependent on the availability of resources; therefore, country plans must articulate the requirement for resources.

Country planning under normal conditions should be resource-informed, meaning that available resources are considered in planning but do not completely constrain the COMAFFOR from outlining a plan of action to achieve desired objectives. Resource-informed planning falls between resource-unconstrained (no limits on resources) and resource-constrained (limited to projected resources) planning. See [Paragraph 5.3.6](#) for potential resources available to the COMAFFOR.

6.3.6.2. Title 22 funds (e.g., foreign military financing, international military education and training) are part of the DOS foreign operations budget and as such are not entirely governed by DOD priorities. DOD components, however, should work with each other, DOS, and other agencies to develop comprehensive, requirements-driven strategies, in accordance with Presidential Policy Directive-23 (PPD-23), *Security Sector Assistance*, that can then be resourced by the full complement of legally applicable US government activities and programs, including those funded by Title 10.

6.3.6.3. USAF programs engaged in security sector assistance activities will set aside adequate program funds to conduct assessment, monitoring, and evaluation efforts consistent with PPD-23 requirements.

#### 6.3.7. **Prioritization.**

6.3.7.1. GEF-defined campaign objectives are prioritized in order to establish an integrated set of global priorities to guide overall resource expenditure. CCDRs and COMAFFORs use this prioritization to guide the order in which they use limited resources, and will accept risk on lower-priority objectives before accepting risk on higher-priority objectives.

6.3.7.2. The COMAFFOR country plan should reflect CCDR and COMAFFOR priorities, acknowledging there will never be enough resources to accomplish all desired operations in the preferred timeframe. The COMAFFOR can express priorities in a number of ways, including the prioritization of country-level objectives, effects, tasks, and tactical-level events. The COMAFFOR may also choose to identify a main effort.

6.3.8. **Coordinating and Disseminating the Country Plan.** Coordinating and disseminating the COMAFFOR country plan improves transparency, synchronization, and unity of effort. COMAFFOR country plans may be coordinated as part of the COMAFFOR CSP or separately.

6.3.8.1. At a minimum, the COMAFFOR country plan should be coordinated at the O-6 level (general officer if non-concur) with the following organizations.

6.3.8.1.1. SCO or senior defense official (SDO).

6.3.8.1.2. CCMD, Service components to the CCMD, and the TSOC.

6.3.8.1.3. SAF/IA.

6.3.8.1.4. Geographic AFFOR staff (for functional COMAFFOR country plans).

6.3.8.2. Disseminate the COMAFFOR country plan upon completion.

6.3.9. **Conflicting Guidance.** If HAF and CCMD guidance conflicts concerning operations planning for the steady-state, AFFOR staffs should normally follow CCMD guidance for operational matters and HAF guidance for organize, train, equip, and sustain matters.

6.3.10. **Planning Methodology and Formats.** See USAF operational- and tactical-doctrine related to the COMAFFOR country plan.

#### **6.4. Execution and Operation Assessment.**

6.4.1. **Execution.** The COMAFFOR country plan normally transitions into execution annually to align with the new fiscal year and COMAFFOR CSP execution timelines. See [Paragraph 5.4.1](#) for further discussion of plan execution within the AFFOR staff.

6.4.2. **Operation Assessment.** The primary purpose of country plan operation assessment is to inform the AFFOR staff on progress toward closing the gap between country objectives and their associated baselines. The operation assessment of COMAFFOR country plans does not normally include the direct involvement of the COMAFFOR; however, country plan assessments are still important because they inform CSP assessment and COMAFFOR decision making.

6.4.2.1. The AFFOR/A5 normally takes the lead on assessing country plans, supported by the entire AFFOR staff and subordinate/supporting organizations. The AFFOR/A5 ultimately decides the frequency of country plans assessment; however, a periodic review is recommended.

6.4.2.2. Effects describe the conditions necessary to achieve country objectives. Tasks describe friendly actions to create country effects.

6.4.2.2.1. MOEs are used to assess country end states (if used), country objectives, and country effects.

6.4.2.2.2. MOPs are used to assess country tasks.

6.4.2.3. The assessment of COMAFFOR country plans is supported by several key processes:

6.4.2.3.1. Assessment of event plans.

6.4.2.3.2. Assessment of the CDR country plan.

6.4.2.3.3. Assessment of the DOS ICS along with feedback from the SCOs.

6.4.2.3.4. Assessment of the operating environment.

6.4.2.3.5. Personal observations and insights from the AFFOR staff directors and senior leaders.

6.4.2.3.6. Development of an assessment annex to the COMAFFOR country plan.

## Chapter 7

### EVENT PLAN

**7.1. Overview.** The event plan is a steady-state plan at the tactical level, outlining objectives, a concept of operations, and a concept of support for an individual steady-state action or engagement. This internal USAF plan focuses on how USAF personnel prepare, deploy, employ, redeploy, and assess the steady-state event. Event plans support either the COMAFFOR CSP or COMAFFOR country plan, depending on the type of event.

**7.2. Scope.** The event plan:

7.2.1. Is a detailed operations plan for a specific or discrete steady-state engagement.

7.2.2. Is an internal USAF plan focused on how USAF personnel prepare, deploy, employ, redeploy, and assess a steady-state event. For security cooperation events, the event plan is not shared with the partner nation.

7.2.3. Builds the linkage between the tactical action (event) and the COMAFFOR's operational-level plan (country plan) or the COMAFFOR's theater-strategic-level plan (CSP). This vertical linkage is vital because it provides top-down purpose to the event and enables bottom-up operation assessment of the steady-state campaign.

7.2.4. May be supplemented with a subordinate or related plan that focuses entirely on a partner nation (e.g., training plan, building capacity/capability plan, etc.). See **Paragraph 7.4.**

7.2.5. Articulates preparation, training, rehearsal, funding, equipment, force protection, logistics, command relationships, and other requirements necessary for event execution and assessment.

7.2.6. Is developed by any organization or individual formally tasked for the execution and assessment of a steady-state event.

7.2.7. Supports a variety of different steady-state operations, with security cooperation and exercises being the most common. Security cooperation event plans normally support COMAFFOR country plans while exercise events plans normally support the COMAFFOR CSP.

7.2.8. May not be required for all steady-state events due to the event's importance, significance, scope, cost, etc.

7.2.9. Must comply with public laws and authorities that govern interactions with international partners (**T-0**). This is especially relevant to building the capacity and capability of partner nations and security assistance events.

7.2.10. May be executed and funded using a variety of authorities and programs, including Title 10, Title 22, and others.

**7.3. Planning Guidance.**

7.3.1. **Development Timeline.** Event plans are often developed at the request or tasking by the AFFOR staff. The plan normally applies to a single steady-state event or a series of related events.

7.3.2. **Planning Horizon.** The planning horizon of the event plan is the expected duration of event planning, preparation, execution, assessment, and after action reporting.

7.3.3. **Lead Responsibility.** For security cooperation events, the AFFOR/A5 is normally responsible for identifying the executing organization, tasking the event plan, obtaining required resources, and providing COMAFFOR planning, execution, and assessment policy, guidance and commander's intent. For exercises, the AFFOR/A3 is normally responsible for these actions. The executing organization, which may be allocated via the GFM process, is ultimately responsible to the AFFOR/A5 or A3 for the development of the event plan. The organization responsible for planning may also lead event execution and assessment. Air advisors are uniquely qualified to develop event plans for security cooperation events.

7.3.4. **Classification.** The event plan is normally unclassified.

7.3.5. **Effects-Based Approach.** The event plan will be developed using an effects-based approach, ensuring events support COMAFFOR-established strategy, objectives, effects, and tasks (**T-3**). Event-level objectives are the centerpiece of the event plan, enabling all subordinate planning and assessment.

7.3.5.1. Event-level objectives will be SMART and developed in collaboration with the AFFOR staff.

7.3.5.2. Event objectives will be baselined prior to the development of an operational approach.

7.3.5.3. Event tasks will be used to support event objectives. **Note:** End states and effects are not normally used in tactical-level planning.

7.3.5.4. Normally, event-level objectives support tasks in the COMAFFOR country plan (security cooperation) or the COMAFFOR CSP (exercises), and are developed by the planning organization in coordination with the AFFOR staff.

7.3.5.5. Event plans may be organized by phases. For illustration, a single event plan may include phases for planning, preparation, site survey, baseline assessment, deployment, employment, redeployment, assessment, and after action reporting.

7.3.5.6. The ability to assess during plan execution will be incorporated into the plan at initial creation.

7.3.6. **Resourcing the Event Plan.** Normally, event-level resources are acquired and provided by the AFFOR staff as part of the effort to resource the COMAFFOR CSP and/or country plan. **Paragraph 5.3.6** discusses AFFOR staff options for acquiring the resources to support steady-state events.

7.3.7. **Coordinating and Disseminating the Event Plan.** When the AFFOR staff tasks development of an event plan, they may state their expectations for coordination of the event plan (or subordinate plans as described in **Paragraph 7.2.4**) prior to execution.

7.3.7.1. It is recommended the event plan be coordinated with the SCO or SDO.

7.3.7.2. Event plans can be entered in G-TSCMIS to provide visibility for the entire security cooperation community.

7.3.8. **G-TSCMIS.** The organization responsible for security cooperation event planning, execution, and assessment will work with the AFFOR staff to ensure event details are entered into G-TSCMIS (**T-3**).

7.3.9. **Foreign Disclosure and Technology Transfer.** For security cooperation events, planners must comply with public laws, policy, and guidance related to foreign disclosure and technology transfer (**T-0**).

7.3.10. **Theater, Country, and Special Area Clearance.** For security cooperation events, planners must obtain theater, country, and special area clearance IAW the DOD Foreign Clearance Guide (**T-0**). The Aircraft Personnel and Automated Clearance System will normally be used to obtain these clearances (**T-0**).

7.3.11. **Planning Methodology and Formats.** See USAF tactical-level doctrine related to the event plan (Air Force Tactics, Techniques, and Procedures [AFTTP] 3-4.5, *Air Advising*).

#### 7.4. Training/Capacity Plan.

7.4.1. **Overview.** A training/capacity plan is a security cooperation plan at the tactical level, outlining objectives, a concept of operations, and a concept of support for building partner capacity or capability. In contrast to the event plan that focuses on the specifics of how Airmen execute and assess an individual engagement event, the training/capacity plan is entirely focused on the partner nation. It can be viewed as a very comprehensive and highly detailed project management plan for building a partner's capacity or capability. A detailed training/capacity plan implements, from a building partner capacity/capability perspective, the applicable portions of the COMAFFOR country plan.

7.4.2. **Scope.** The training/capacity plan:

7.4.2.1. Will be developed, executed, and assessed in collaboration with the partner nation (**T-3**). Partner nation buy-in and acceptance of the plan are essential. As a result, this plan may be unclassified.

7.4.2.2. Is developed for the sole purpose of building a specific capacity or capability within a partner nation. Multiple training/capacity plans may be necessary for a partner nation. A single training/capacity plan may support multiple events.

7.4.2.3. May be used to build a partner's capacity or capability at the tactical-, operational-, or strategic-level of war.

7.4.2.4. Is normally developed by the organization or individual formally tasked with the responsibility to build partner capacity or capability. Air advisors are uniquely qualified to develop, execute, and assess training/capacity plans.

7.4.2.5. May require the integration of doctrine, organization, training, materiel, leader development and education, personnel, facilities, and policy in order to build a capacity or capability.

7.4.2.6. Will be developed using an effects-based approach (**T-3**). Objectives are the centerpiece of the training/capacity plan. See **Paragraph 7.3.5**.

7.4.2.7. Although it may be subordinate to an event plan, the training/capacity plan primarily supports COMAFFOR country plan objectives, effects, and tasks.

## 7.5. Execution and Operation Assessment.

7.5.1. **Execution.** Event and training/capacity plans normally transition into execution at the direction of the AFFOR/A3. See [Paragraph 5.4.1](#) for further discussion of plan execution within the AFFOR staff.

7.5.2. **Operation Assessment.** The primary purpose of event and training/capacity plan operation assessment is to inform the AFFOR staff on progress toward closing the gap between objectives and their associated baselines. If objectives were achieved, the AFFOR staff must make a judgment if the originating task(s) in the higher plan (country plan or CSP) have been achieved. If objectives were not achieved or only partially achieved, the AFFOR staff must make a judgment on how best to proceed, including the possibility of repeating an event, restructuring a future event(s), updating the country plan or CSP, or pursuing other options.

7.5.2.1. Event-level (tactical) plans do not normally require the planning and assessment rigor of operational-level and theater-strategic-level plans. The complexity of building partner capacity and capability necessitates a comprehensive, detailed training/capacity plan.

7.5.2.1.1. MOEs are used to assess objectives and effects (if used).

7.5.2.1.2. MOPs are used to assess tasks.

7.5.2.2. The results of event and training/capacity operation assessment are normally documented as part of an after action report.

7.5.2.3. For security cooperation events, the results of event-level operation assessment should be entered in G-TSCMIS.

7.5.2.4. The assessment of the event and training/capacity plans is supported by several key processes:

7.5.2.4.1. Data collection during event execution.

7.5.2.4.2. Analysis of the data collected during event execution.

7.5.2.4.3. Personal observations and insights by the individual(s) responsible for event planning and execution.

7.5.2.4.4. Development of an assessment annex to the event plan.

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DCS, Strategic Plans & Requirements

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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**AFI 33-360**, *Publications and Forms Management*, 25 September 2013

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**CJCSI 3110.01H**, *2010 Joint Strategic Capabilities Plan*, 10 June 2011

**DODD 5132.03**, *DOD Policy and Responsibilities Relating to Security Cooperation*, 24 October 2008

**Presidential Policy Directive 23/PPD-23**, *Security Sector Assistance*, 5 April 2013

**AFTTP 3-4.5**, *Air Advising*, 20 July 2012

***Adopted Forms***

**AF Form 847**, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**ACC**—Air Combat Command

**AETC**—Air Education and Training Command

**AFFOR**—Air Force forces (staff)

**AFGSC**—Air Force Global Strike Command

**AFI**—Air Force instruction

**AFMAN**—Air Force manual

**AFMC**—Air Force Materiel Command

**AFPD**—Air Force policy directive

**AFSOC**—Air Force Special Operations Command

**AFSPC**—Air Force Space Command

**AFTTP**—Air Force tactics, techniques, and procedures

**AMC**—Air Mobility Command

**AOC**—air operations center

**AOR**—area of responsibility

**AU**—Air University

**CCDR**—combatant commander  
**CCMD**—combatant command  
**CJCSI**—Chairman of the Joint Chiefs of Staff instruction  
**COMAFFOR**—commander, Air Force forces  
**CONPLAN**—concept plan  
**CSAF**—Chief of Staff of the Air Force  
**CSP**—campaign support plan  
**DCS**—deputy chief of staff  
**DOD**—Department of Defense  
**DODD**—Department of Defense directive  
**DOS**—Department of State  
**DRRS**—Defense Readiness Reporting System  
**ERIMP**—en route infrastructure master plan  
**FCP**—functional campaign plan  
**FM**—financial management  
**GCC**—geographic combatant commander  
**GCP**—global campaign plan  
**GEF**—Guidance for Employment of the Force  
**GFM**—global force management  
**G-TSCMIS**—Global-Theater Security Cooperation Management Information System  
**HAF**—headquarters Air Force  
**HQ**—headquarters  
**IA**—international affairs  
**IAW**—in accordance with  
**ICS**—integrated country strategy  
**IMO**—intermediate military objective  
**ISR**—intelligence, surveillance, and reconnaissance  
**JP**—joint publication  
**JS**—Joint Staff  
**JSCP**—Joint Strategic Capabilities Plan  
**MAJCOM**—major command  
**MOE**—measure of effectiveness

**MOP**—measure of performance  
**OPLAN**—operation plan  
**OPORD**—operation order  
**OPR**—office of primary responsibility  
**OSD**—Office of the Secretary of Defense  
**PLANORD**—planning order  
**POM**—program objective memorandum  
**PPD**—presidential policy directive  
**ROMO**—range of military operations  
**SAF**—Secretary of the Air Force (staff)  
**SCO**—security cooperation organization  
**SCP**—subordinate campaign plan  
**SDO**—senior defense official  
**SIMP**—strategic infrastructure master plan  
**SMART**—specific, measurable, achievable, relevant and results-oriented, and time-bound  
**SOF**—special operations forces  
**TCO**—theater campaign order  
**TCP**—theater campaign plan  
**TPP**—theater posture plan  
**TSOC**—theater special operations command  
**US**—United States  
**USAF**—United States Air Force  
**USSOCOM**—US Special Operations Command  
**USSTRATCOM**—US Strategic Command  
**USTRANSCOM**—US Transportation Command

### *Terms*

**Air Operations Plan**—1) A COMAFFOR-developed deliberate plan in support of a CCDR OPLAN/CONPLAN; 2) A COMAFFOR-developed crisis action plan.

**Assessment**—1) A continuous process that measures the overall effectiveness of employing joint force capabilities during military operations; 2) Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective (JP 3-0).

**Campaign**—A series of related major operations aimed at achieving strategic and operational objectives within a given time and space (JP 5-0).

**COMAFFOR Campaign Support Plan**—An operations plan at the theater-strategic level, summarizing steady-state, component-specific operations in support of CCDR campaign plans. The COMAFFOR CSP may include activities related to the component responsibility to organize, train, equip, and sustain Air Force forces. The COMAFFOR CSP operationalizes the COMAFFOR strategy.

**COMAFFOR Country Plan**—A theater security cooperation plan at the operational level that aligns with the CCDR's country plan and nests under the COMAFFOR CSP. Country plans focus on achieving country-level objectives related to partner relationships, partner capacities and capabilities, access, and interoperability.

**COMAFFOR Strategy**—COMAFFOR strategy outlines the commander's long-term vision for the USAF component to the CCMD and provides an Airmen's perspective on the CCDR strategy.

**Contingency Plan**—A plan for major contingencies that can reasonably be anticipated in the principal geographic subareas of the command (JP 5-0).

**Deterrence**—The prevention of action by the existence of a credible threat of unacceptable counteraction and/or belief that the cost of action outweighs the perceived benefits (JP 3-0).

**Event Plan**—A steady-state plan at the tactical level, outlining objectives, a concept of operations, and a concept of support for an individual steady-state action or engagement. This internal USAF plan focuses on how USAF personnel prepare, deploy, employ, redeploy, and assess the steady-state event. Event plans support either the COMAFFOR CSP or COMAFFOR country plan, depending on the type of event.

**Functional Campaign Plan**—A functional CCDR's plan to accomplish strategic or operational objectives within a functional responsibility. The FCP operationalizes the CCDR's functional strategy and translates strategic concepts into unified actions.

**Global Campaign Plan**—A GCP is developed when the scope of contemplated military operations exceeds the authority or capabilities of a single CCDR to plan and execute. GCPs establish the strategic and operational framework within which SCPs are developed.

**Integrated Country Strategy**—A core organizing document for all US government foreign assistance to a country, including development assistance and security sector assistance. Its purpose is to promote unity of effort and more proactive, strategic, and efficient interagency planning to achieve US national security objectives.

**Military Engagement and Security Cooperation**—Shaping actions that strengthen relationships with international and domestic partners, secure access for peacetime and contingency operations, build the capacity and capability of partner nations, and promote interoperability.

**Ongoing Operations**—Steady-state military operations conducted in support of CCDR objectives, but not specifically linked to an OPLAN or CONPLAN.

**Phase 0**—Shaping actions specifically linked to a contingency plan, either an OPLAN or CONPLAN.

**Posture**—The US forces and capabilities forward stationed and rotationally deployed for defense activities in foreign countries and US territories overseas, as well as the network of

bases, infrastructure, and international agreements and arrangements that underwrite and support the stationing, deployment, and employment of these forces.

**Security Cooperation**—The means by which DOD encourages and enables countries and organizations to work with the US to achieve strategic objectives. Security cooperation encompasses all DOD interactions with foreign defense establishments to build defense relationships that promote specific US security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide US forces with peacetime and contingency access to a host nation (DODD 5132.03).

**Shape**—Steady-state actions focused on influencing the environment in order to prevent and deter future conflict, mitigate operational risks, and strengthen US and partner capabilities to respond to major operations, campaigns, crisis response, and limited contingencies.

**Steady-State**—A stable condition involving continuous and recurring operations and activities with simultaneous absence of major military, crisis response, and contingency operations. The steady-state is characterized by shaping operations and activities at a relatively low level of intensity, urgency, and commitment of military forces.

**Strategy**—A prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives (JP 3-0).

**Subordinate Campaign Plan**—A CCMD prepared plan that satisfies the requirements under a DOD GCP, which, depending upon the circumstances, transitions to a supported or supporting plan in execution.

**Theater Campaign Plan**—A GCC's plan to accomplish strategic or operational objectives within a geographic AOR. The TCP operationalizes the CCDR's theater strategy and translates strategic concepts into unified actions.

**Theater Posture Plan**—Describes the forces, footprint, and agreements present in a theater, and it proposes a set of posture initiatives and other posture changes, along with corresponding cost data, necessary to support DOD activities as detailed in each TCP, including the GCC's contingency, operations, and supporting plans.

**Training/Capacity Plan**—A theater security cooperation plan at the tactical level, outlining objectives, a concept of operations, and a concept of support for building partner capacity or capability. This plan can be viewed as a comprehensive and highly detailed project management plan for building a partner's capacity or capability. Although training/capacity plans may be subordinate to the event plan, this plan normally supports objectives, effects, and tasks in the COMAFFOR country plan.

**USAF Campaign Support Plan**—A biennial plan at the national-strategic level, summarizing USAF steady-state operations in support of CCDR campaign plans. The USAF CSP assessment informs USAF force planning, capabilities development, and resource allocation.