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MEMORANDUM FOR DISTRIBUTION C
MAJCOMs/FOAs/DRUs

SUBJECT: Air Force Policy Memorandum *to Total Force Integration*

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COMPLIANCE WITH THIS PUBLICATION IS MANDATORY.

By order of the Secretary of the Air Force, this Air Force Policy Memorandum is the first instance of a to-be published Air Force publication that implements the Air Force Force's Total Force Integration (TFI).

The attached Air Force TFI Policy Memorandum is approved for dissemination. The Policy Memorandum is an overview of the Air Force TFI policy and will be codified in Air Force Policy Directive (AFPD) 90-10.

The Deputy Chief of Staff for Strategic Plans and Requirements (AF/A5/8) leads TFI planning on behalf of the Secretary of the Air Force. Any questions concerning the planning of Air Force TFI initiatives should be addressed to AF/A8XF at (703) 697-0360 or DSN 227-3060.

There are no releasability restrictions on this publication. It applies to Regular Air Force, Air Force Reserve, and Air National Guard. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

This Air Force Policy Memorandum expires one-year after the effective date, or upon publication of AFPD 90-10, whichever is earlier.

Deborah Lee James
Secretary of the Air Force

Attachments:

1. Air Force TFI Policy Memorandum
2. Glossary of References and Supporting Information

Attachment 1

AIR FORCE TFI POLICY MEMORANDUM

1.1. Purpose. This Policy Memorandum disseminates information for planning Air Force TFI initiatives across all components of the Air Force, including organizational roles and responsibilities. The information contained in this memorandum will be codified in a revised Air Force Policy Directive.

1.2. Background. The United States Air Force's Total Force (TF) includes the Regular Air Force (RegAF), Air Reserve Components (ARC) comprised of the Air Force Reserve (AFR) and Air National Guard (ANG), civilian workforce, and Civil Air Patrol (CAP) when conducting missions for the Air Force as the official Air Force auxiliary. Each component of the TF offers unique capabilities and strengths; to maximize the utility of the TF, the Service must find creative ways to utilize and optimize the force structure to meet mission demands. TFI, therefore, is an operational imperative to efficiently and effectively meet evolving national security requirements. Leaders at all levels must find ways to leverage the TF by continually seeking new ways to constructively integrate Air Force operations across the TF, as well as refine and augment existing measures.

2. Roles and Responsibilities.

2.1. Chief of Staff of the Air Force (CSAF). The CSAF, or designated representative, provides oversight for TFI planning and is the approval authority for all TFI initiatives.

2.2. The General Counsel for the Department of the Air Force (SAF/GC). SAF/GC will provide legal guidance, advice, and direction on TFI initiatives regarding significant policy, legislative, Department of Defense (DoD), interagency, Foreign Military Sales (FMS), fiscal law, ethics, and Base Realignment and Closure (BRAC) implications.

2.3. Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR). SAF/MR is responsible for providing TFI guidance, oversight, and direction of manpower, military and civilian personnel, ARC components, and readiness support for the Department of the Air Force. SAF/MR will review personnel legislation and policies necessary for TFI.

2.4. Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM). SAF/FM will provide TFI guidance, oversight, and direction on all matters pertaining to funding issues associated with TFI proposals.

2.5. Chief, Information Dominance and Chief Information Officer (SAF/CIO A6). SAF/CIO A6 will provide TFI guidance, oversight, and direction on all matters pertaining to Air Force Air, Space, and Cyberspace Information and Systems.

2.6. Assistant Secretary of the Air Force for Installations, Environment, and Energy (SAF/IE). SAF/IE will provide TFI policy guidance, oversight, and direction on all matters pertaining to installations, environment, and energy. SAF/IE will be the Headquarters Air Force (HAF) lead agent for all basing processes and related real property actions, oversight of National Environmental Policy Act (NEPA), and the Environmental Impact Analysis Process (EIAP). The SAF/IE Strategic Basing Office (SAF/IEIB) is the HAF lead agent for strategic basing actions in accordance with AFI 10-503, *Strategic Basing*.

2.7. The Director of Legislative Liaison (SAF/LL). SAF/LL is responsible for the overall supervision of all matters pertaining to Air Force TFI legislative affairs and congressional relations, and for advising the Secretary and all principal civilian and military officials of the Department of the Air Force thereon.

2.8. The Director of Public Affairs (SAF/PA). SAF/PA will provide TFI guidance, oversight, and direction on all matters pertaining to public affairs, and is responsible for advising the Secretary and all principal civilian and military officials of the Department of the Air Force on communication strategies.

2.9. Deputy Chief of Staff, Manpower, Personnel, and Services (AF/A1). AF/A1, as the focal point for Air Force human capital management policy development, is responsible for developing, coordinating, and executing manpower and personnel legislation and policies necessary for TFI.

2.10. Deputy Chief of Staff, Intelligence, Surveillance, and Reconnaissance (AF/A2). AF/A2 will provide TFI guidance, oversight, and direction on all matters pertaining to intelligence, surveillance, and reconnaissance. AF/A2 will ensure compliance with AFI 14-104, *Oversight of Intelligence Activities*, and other intelligence-related OSD and Joint directives.

2.11. Deputy Chief of Staff, Operations (AF/A3). AF/A3 will provide TFI guidance, oversight, and direction on policy supporting domains of air, space, cyber, irregular warfare, counter-proliferation, homeland security, and weather operations.

2.12. Deputy Chief of Staff, Logistics, Engineering, and Force Protection (AF/A4). AF/A4 will provide TFI guidance, oversight, and direction on installation planning and support, logistics, and force protection.

2.13. Deputy Chief of Staff for Strategic Plans and Requirements (AF/A5/8). AF/A5/8 leads TFI planning on behalf of the SECAF. AF/A5/8 will provide TFI policy guidance, oversight, and direction to include facilitating coordination among the MAJCOMs and other HAF entities. AF/A5/8 will ensure all TFI initiatives comply with DoD and Air Force policy. When

appropriate, AF/A5/8 will present TFI resource and policy matters to the Air Force Corporate Structure (AFCS).

2.14. Director, Studies, Analyses, and Assessments (AF/A9). AF/A9 will provide analytical insights in reviewing TFI initiatives under consideration.

2.15. Deputy Chief of Staff, Strategic Deterrence and Nuclear Integration (AF/A10). AF/A10 will provide TFI guidance, oversight, and direction on all matters pertaining to organization, training, and equipping of AF nuclear forces and the Personnel Reliability Program (PRP) as it relates to the use of AFRC and ANG personnel in associations with RegAF forces supporting nuclear missions.

2.16. The Judge Advocate General (AF/JA). AF/JA will provide guidance, direction, and oversight on legal matters affecting TFI. AF/JA will coordinate its legal opinions with SAF/GC when applicable.

2.17. Surgeon General (AF/SG). AF/SG will provide TFI guidance, oversight, and direction on policy of medical services regarding medical qualification of AFRC and ANG personnel supporting operations with RegAF forces.

2.18. Chief, Air Force Reserve (AF/RE). AF/RE will provide TFI guidance, oversight, and direction for AFRC. AF/RE will coordinate with the appropriate HAF offices and MAJCOM(s) on TFI initiatives and policy reviews.

2.19. Director, Air National Guard (NGB/CF). NGB/CF will provide guidance, oversight, and direction for the ANG. NGB/CF will coordinate with the appropriate HAF offices and MAJCOM(s) on TFI initiatives and policy reviews. NGB/CF will also ensure proper coordination with The Adjutants General (TAGs).

2.20. Major Command (MAJCOM) (or equivalent). MAJCOM (or equivalent) act as the TFI clearinghouse for all units under their command. MAJCOMs collaborate with HAF, Core Function Leads (CFLs), and each other, as appropriate, to foster new TFI initiatives. MAJCOMs will provide TFI guidance to their subordinate organizations; for operational-level agreements, MAJCOMs may delegate signatory authority, as appropriate. MAJCOMs will coordinate all integration efforts with the Air Expeditionary Force (AEF) center to ensure the units' status is correctly portrayed in readiness reporting. AFD 10-9, *Lead Operating Command Weapons System Management*, identifies lead MAJCOM responsibilities for Mission Design Series (MDS) Weapon Systems, both aircraft and non-aircraft entities. The NGB is considered a MAJCOM for the purposes of this policy memorandum.

2.21. Core Function Leads (CFLs). CFLs categorize current assigned Service Core Function (SCF) manpower by component and then plan and document personnel costing strategies and Force Mix Options (FMOs) while capturing TFI issues and initiatives that impact the SCF, to include ARC utilization.

2.22. Commanders/Directors. All AF units will execute the responsibilities levied upon them by their MAJCOMs and implement TFI activities at the operational level.

2.23. Air Force Personnel. TFI initiatives may come from all levels of the Air Force. Commanders and their subordinates:

2.23.1. Continually seek new ways to constructively integrate Air Force operations, as well as refine and augment existing measures.

2.23.2. Cooperate with others to explore new opportunities to further the goals of TFI and refine details of TFI implementation.

3. Frameworks for Integration. Where it makes sense to do so, the Air Force must increase opportunities for component integration through enhanced cooperation in planning and programming, greater TF presence on staffs, Total Force Associations (TFAs), and organizationally interchangeable positions to be filled by Airmen of any component.

3.1. TFI efforts are guided by the following foundational principles; however, these principles are not intended to impede innovation and experimentation in how the Air Force organizes, trains and equips.

3.1.1. Each component must maintain administrative control (ADCON) of its forces to ensure compliance with key statutory obligations that guarantee readiness accountability and effective force management.

3.1.2. Organizational structures must guarantee compliance with Title 31 United States Code Section 1301 (a) (10 USC § 1301(a)), *The Purpose Statute*, such that each component can effectively execute congressional appropriations.

3.1.3. Component command and leadership opportunities must be sufficiently available to ensure force development and leadership growth across the TF.

3.1.4. Integration initiatives must strengthen Air Force organizational structures by leveraging and protecting the unique strengths of each component, including but not limited to accessibility, ties to state and local stakeholders, and the inherent value of ARC part-time and full-time balance to produce operational and strategic depth in capabilities.

3.2. TFI efforts should incorporate to the maximum extent possible the principles of concurrent fielding and retirement of equipment and technology among components.

3.3. Through the Strategy, Planning, and Programming Process (SP3) process, Force Mix Options (FMOs) developed during the High Velocity Analysis (HVA) provide guidance to the MAJCOMs. The selected RegAF and ARC vector derived from the analysis provides a

CSAF-approved vision to meet the Air Force Strategy. Likewise, MAJCOMs and CFLs are encouraged to develop consensus force mix strategies to be considered by the AFCS.

3.4. Total Force Integration Proposals (TFIPs). TFIPs may be initiated by specific Congressional language in the National Defense Authorization Act (NDAA), the President's Budget, MAJCOMs, or HAF entities. TFIPs may vary in scope and complexity but should be analyzed for TF efficiencies and effectiveness; analysis of alternatives should be included with a recommended solution to meeting a specific mission requirement. TFIPs may be submitted to the HAF through AF/A5/8 or respective functional counterparts. The AFCS and HAF-level committees provide TFIP oversight where applicable.

Attachment 2

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 14-104, *Oversight of Intelligence Activities*, 5 November 2014
AFI 33-360, *Publications and Forms Management*, 1 December 2015
AFI 10-503, *Strategic Basing*, 27 September 2010
AFMAN 33-363, *Management of Records*, 1 March 2008
AFPD 10-9, *Lead Command Designation and Responsibilities for Weapon Systems*, 8 March 2007
Title 31 USC §1301

Abbreviations and Acronyms

AEF - Air Expeditionary Force
AFCS - Air Force Corporate Structure
AFR - Air Force Reserve
ANG - Air National Guard
ARC - Air Reserve Component
BRAC - Base Realignment and Closure
CAP - Civil Air Patrol
CFL - Core Function Lead
CSAF - Chief of Staff of the Air Force
DoD - Department of Defense
EIAP - Environmental Impact Analysis Process
FMO - Force Mix Option
FMS - Foreign Military Sales
HAF - Headquarters Air Force
HVA - High Velocity Analysis
MDS - Mission Design Series
NEPA - National Environmental Policy Act
NGB - National Guard Bureau
OSD - Office of the Secretary of Defense
PRP - Personnel Reliability Program
RegAF - Regular Air Force
SCF - Service Core Function
SP3 - Strategy, Planning, and Programming Process
TF - Total Force
TAG - The Adjutants General
TFA - Total Force Association
TFI - Total Force Integration
TFIP - Total Force Integration Proposal
USC - United States Code