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AIR MOBILITY COMMAND**

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Operations Support

**AMC FUEL EFFICIENCY GOVERNANCE
PROCESS**



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This instruction establishes the policies, procedures, roles and responsibilities for implementing and executing the Air Mobility Command (AMC) Fuel Efficiency Governance Process (FEGP). The FEGP implements, for aviation fuel efficiency (FE) initiatives, a planning and investment control process linking capabilities and requirements definition, initiative development and assessment, acquisition processes, fielding, tracking and measuring systems, reinvestments and incentive processes, and feedback mechanisms for the Mobility Air Forces (MAF) Community of Interest (COI). This instruction implements policy guidance in Public Law 109-058, *Energy Policy Act of 2005*; Public Law 110-140, *Energy Independence and Security Act of 2007*; Executive Order 13423, *Strengthening Federal Environmental, Energy, and Transportation Management*; AFPM 10-1, *Air Force Energy Policy Memorandum (SAF Memorandum – Executive Order 13423)*; DODI 4170.10, *Energy Management Policy*; DODI 4170.11, *Installation Energy Management*; DODI 5126.47, *Department of Defense Energy Policy Council*; AFPD 10-9, *Lead Command Designation and Responsibilities For Weapon Systems*; AFPD 10-21, *Air Mobility Lead Command Roles and Responsibilities*; AFI 10-604, *Capabilities-Based Planning*; AFI 16-501, *Control and Documentation of Air Force Programs*; AFMAN 65-510, *Business Case Analysis Procedures*; AMCI 16-101, *AMC Corporate Structure Process*; AMCI 90-101, *Air Mobility Command Capabilities-Based Planning (CBP)*; AMCI 99-101, *Test and Evaluation Policy and Procedures*; AMC Energy Management Steering Group Charter; AMC Aviation Fuel Efficiency Strategic Plan; AMC Fuel Efficiency Office Charter; AMC Information Technology (IT) Requirements Charter and HQ AMC/A5Q R&PC Charter; Air Force (AF) Operations for the 21st Century Playbook. It applies to individuals at all levels to include the Air Force Reserve Command (AFRC) and Air National Guard (ANG) units, except

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Chapter 1

GOVERNANCE PROCESS PURPOSE

1.1. Governance Process Purpose. The purpose of the FEGP is to ensure the most relevant and highest priority fuel efficiency initiatives are implemented, commensurate with war fighting mission effectiveness needs and in concert with US Government, Department of Defense (DoD), and United States Air Force (USAF) FE policies, standards, instructions, and charters (Attachment 1, Glossary of References).

1.1.1. Capability Development. The FEGP provides decision-making transparency for material and non-material solution development and ensures coordinated proposals are acted upon by appropriate officials (Attachment 2, AMC Governance Structure). Command FE development efforts will utilize a Capabilities-Based Planning (CBP) approach in accordance with the Defense Acquisition System. Fuel efficiency efforts will use the Joint Capabilities Integration and Development System (JCIDS) along with the Planning Programming Budget and Execution (PPBE) process as needed. Fuel efficiency capability needs that cannot be realized with AMC-controlled resources are addressed as capability needs through this FEGP by linking to established references outlined in Attachment 1, Glossary of References. The scope of this FEGP applies to the full spectrum of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy (DOTMLPF-P) capability efforts to ensure coherent, integrated solutions. Analysis and revision of processes will be considered before making investments in materiel/non-materiel solutions.

1.2. Applicability. This instruction directs all AMC Directorates and informs all other COI members/stakeholders.

1.2.1. All AMC aviation FE enterprise-level materiel/non-materiel capability development and process improvement efforts must comply with this FEGP. The FEGP provides a structured means to pursue fuel efficient, capability based solutions, but does not supplant the authority or responsibility of AMC directors to adhere to statutory or assigned responsibilities.

1.2.2. The FEGP enables FE portfolio management, and other program management functions, by providing structured review, analysis, and decision making processes. The development of materiel/non-materiel and service acquisition strategies by the Service Acquisition Executive organizations is a critical component of the FEGP and is incorporated in the FEGP procedures. Specific FEGP procedures, roles, and responsibilities are in paragraphs 2, 3, and 4.

1.3. Terms. Acronyms used in this FEGP are in Attachment 1, Glossary of References and Supporting Information.

1.4. Policy. Command policy is:

1.4.1. Consistent with the AMC Energy Management Steering Group on Energy/Fuel Use, AMC promotes (1) energy as a resource consideration in AF decision making, (2) a culture where Airmen naturally conserve energy, (3) alternative energy sources consistent with life cycle costs/benefits and (4) utilization of technology to offset energy consumption.

1.4.2. To develop aviation fuel efficiencies by investing in the MAF enterprise, including six focus areas (policy, planning, execution, maintenance, science and technology (ST), and fuel efficient aircraft systems).

Chapter 2

AUTHORITATIVE SOURCES FOR FEGP

2.1. Authoritative Sources for FEGP. Specific authoritative sources providing the basis for HQ AMC to execute FEGP are identified in Attachment 1, Glossary of References. Governance will be implemented through the AMC Energy Management Steering Group, the AMC Fuel Efficiency Governance Board Charter, the Fuel Efficiency Requirements and Planning Council, the Fuel Efficiency Initiative/Program Management Review process, and the AMC Governance Structure (Attachment 2, AMC Governance Structure).

2.2. Related Governance Processes. The Command, using authorities listed in the references, pursues FE initiatives with external organizations and bodies. The primary role of the FEGP within these external processes is to ensure AMC-led initiatives are coherent and represent a coordinated approach for pursuing fuel efficiencies addressed through the respective processes. Relevant external organizations are listed in Table 3.1.

Chapter 3

CAPABILITY AND INITIATIVE DEVELOPMENT

3.1. Capability and Initiative Development. Fuel Efficiency capabilities and initiatives are analyzed in conjunction with the FE COI/Stakeholders in Table 3.1. Fuel Efficiency capability and initiatives are developed according to the procedures in this enclosure using structures and processes to assess, prioritize, develop, fund, field, measure and track results, and provide feedback.

Table 3.1. Community of Interest/Stakeholders

Internal		External		
A1	618 AOC	USAFE	HAF	FFRDCs
A3	ST	PACAF	USTRANSCOM	AFSPACE
A4	FM	AFRC	AFGSC	DLA
A5/8	SE	ANG	Industry	AFSOUTH
A6	TE	AFMC	Academia	AFCENT
A7	JA	AETC	FAA	
A9	CVO	AFRL	AFSOC	
18AF		SAF	ACC	

3.1.1. **Associations.** The FEGP establishes linkage to applicable internal and external corporate processes to enable transparency and efficiency in all stages of FE initiative staffing. (All internal players link to their external counterparts).

3.1.1.1. The COI/Stakeholders identify FE capability needs and potential FE initiatives which are assessed and implemented through the FEGP and other applicable existing corporate processes.

3.1.2. The COI/Stakeholders are kept informed on FE initiatives progress by the FEGP semi-annually.

3.1.3. Internal. The FEGP links to the CBP and AMC Corporate Structure through the Program Objective Memorandum (POM) process (AMC Group, Board, Council, and Configuration Review Board (CRB)) by A4, A5/8, A6, and FM participation in the FE Requirements and Planning Council (R&PC). The FEGB-approved initiatives which require funding are submitted to the relevant functional Mission Design Series (MDS) R&PCs, or the AMC IT Requirements Process. All initiatives requiring funding then go to the applicable Program Element Monitor (PEM) and finally to the AMC Corporate Structure for funding prioritization via the annual POM process.

3.1.4. External. At a minimum, the FEGP links to:

3.1.4.1. United States Transportation Command (USTRANSCOM) through AMC representation to the USTRANSCOM Corporate Governance Process (CGP). (Fuel Efficiency Office (FEO), FM, A3, A5/8, A6).

3.1.4.2. Air Force Material Command (AFMC) through System Program Office (SPO) representation on the FE R&PC and by AFMC Advisor status on the AMC FEGB.

3.1.4.3. Mobility Air Force organizations, as members of the COI and through the FEGB and FE R&PC.

3.1.4.4. Headquarters Air Force A1, A3/5, A4/7, A6, A8 and SAF/AQ, IE, FM, through membership on the AF Energy Working Groups and through formal coordination on initiatives requiring investment or with policy implications.

3.1.4.5. Industry, through FEO and ST outreach to relevant companies at the leading edge of FE efforts.

3.1.4.6. Fuel Efficiency Office and ST outreach to institutions and laboratories involved in FE research.

3.2. Command Corporate Resource Process. This FEGP changes established budgeting and approval processes, only as specified.

3.2.1. Prioritized and FEGB-approved initiatives which do not require investment may be implemented In Accordance With (IAW) normal and existing AMC procedures.

3.2.2. Prioritized initiatives which require investment are submitted by the FE R&PC to the applicable functional, Configuration Review Board (CRB), IT Requirements Process and MDS R&PCs for integration into their overall priority lists. AMC FEO will submit these initiatives as a prioritized list of FE initiatives to the AMC Corporate Structure separate from a PEM prioritization list. The PEMs will provide advocacy for individual fuel efficiency initiatives to the AMC Group, Board, and Council. Fuel efficiency initiatives will also be submitted to the respective SPO or Centralized Asset Management (CAM) office for staffing.

3.2.2.1. In order to meet the USAF programming requirements laid out in Air Force Instruction (AFI) 16-501, the AMC corporate structure produces the AMC POM input. The AMC Corporate Structure process is defined in Air Mobility Command Instruction (AMCI) 16-101 and is summarized here. The PEM assigned to each program element presents specific initiatives, disconnects, and offsets for consideration to the AMC Group each fall. The PEM is the entry point for all FE initiatives to compete for funding, and fuel efficiency initiatives should be briefed as part of a PEM's presentation to the AMC Group with the assistance of the FEO as necessary. However, the AMC FEO will submit a prioritized list of all energy efficiencies competing for funding in the POM to AMC A8PP for FEO's brief to the AMC Group. The AMC Group, chaired by AMC/A8P, reviews all POM issues and directorate priorities and produces an integrated funding strategy for AMC board review/approval. The AMC board, chaired by AMC/A5/8, reviews the group's work, refines it, and sends it to the AMC Council for approval. The AMC Council, chaired by AMC/CV, reviews the draft POM input and recommends approval to the AMC/CC. The brief to the AMC Board, Council, and CC will include a scorecard slide listing the prioritized energy efficiencies and whether or not each efficiency was funded as part of the balanced AMC submission. After the AMC/CC approves the AMC POM input, it is submitted to AF/A8P to be combined with other Major Command (MAJCOM) and agency inputs to form the USAF POM.

3.2.2.2. Fuel Efficiency initiatives approved by the FEGB may also be submitted to linked external processes to compete for funding. The FEGB decides this funding strategy for each initiative during its reviews. For example, initiatives requiring investment which could result in savings for the Transportation Working Capital Fund

(TWCF) are submitted to the USTRANSCOM CGP (Enterprise Requirements Review Council (ERRC) and Resource and Acquisition Strategy Board (RASB)).

3.3. Incentives/Awards. The FEGP will implement an incentive/awards plan in accordance with Service and Department governance procedures to encourage and reward organization and wing levels which create and/or successfully implement fuel efficiency initiatives.

3.3.1. Incentives provided to organizations should be used to fund mission needs and enhancements, rather than non-mission related purposes.

3.4. FEGP Procedures. The FEGP owner is the AMC/FEO, as delegated by the AMC/CC. The FEGP consists of the structure illustrated in Attachment 2, AMC Governance Structure. The AMC FEGB is responsible to the AMC Energy Management Steering Group. The FEGB meets as needed, but not less than semi-annually, to oversee the FEGP and to function as the decision-making body for the FE R&PC prioritization process and initiative funding strategies. The AMC FEO administers the AMC FEGP. Topical High Performance Teams (HPTs) are formed as needed to address issues related to FE topics and initiatives. The FE R&PC is the process and structure which establishes primary linkages to internal and external organizations as initiatives are developed. The Initiative/Program Management Review (I/PMR) process instills rigor and fidelity to both the initiative development and program oversight actions of the staff.

3.4.1. The FEGB is chartered and chaired by the AMC/CV.

3.4.1.1. The FEGB is tasked to:

3.4.1.1.1. Establish rigorous project management and oversight structure and processes for the FEGP,

3.4.1.1.2. Establish linkages to all relevant stakeholders,

3.4.1.1.3. Create and coordinate funding for an incentive program to encourage and reward fuel efficiency,

3.4.1.1.4. Act as the approving body for FE R&PC Requirements Working Group (RWG) and Executive Session meetings.

3.4.2. Fuel Efficiency Governance Board membership is:

3.4.2.1. Air Mobility Command/A1, A3, A4, A5/8, A6, A7, A9, FM, 18AF/CV, 618/CV, ST, TE, MA to AMC/CC, ANG Assistant to AMC/CC, AFRC Reserve advisor to AMC/CC, and ANG Advisor to AMC/CC.

3.4.2.2. Advisors: SAF/AQX, AQQ, FMC, IEE; HAF/A5R, DA4; AFMC System Program Managers (SPMs), AFRL, DAU, Legacy Fleet Study, Fleet Viability Board, and others as required.

3.4.3. Topical HPTs. The FEGB charters HPTs as needed to deal with FE topics and issues. AMC/FEO leads Topical HPTs.

3.4.4. Fuel Efficiency R&PC. The FE R&PC conforms, with minor modifications, to the HQ AMC/A5Q R&PC Charter (1 Jul 09).

3.4.5. The FE R&PC provides a common, MAF forum to plan and baseline activities, validate, prioritize, review, and approve initiatives and new requirements. This process prioritizes requirements, resources, and schedules within a total force context. It consolidates

HQ AMC's Total Force/MAF near-term and long-term FE requirements and plans and supports the SPMs' program execution responsibilities. It bridges AMC's requirements definition process and the SPO requirement implementation process. The FE R&PC's consolidated decisions are intended to foster unity of direction among all members of the COI. The FE R&PC does not circumvent existing AF acquisition processes (AF Form 1067, JCIDS, Capabilities Development Document, etc.), but works synergistically with these processes. The FE R&PC cycle occurs annually to support the POM process, but is also used to evaluate and advocate initiatives outside the POM submittal, when timing and opportunity allows (Attachment 3, AMC FE R&PC Flow).

3.4.5.1. The FE R&PC process (Attachment 4, FE Initiative Path) is a 10 Step path that begins with a call for topics. The FE R&PC process has embedded within its' 10 steps the AMC FM Business Case Analysis (BCA) process responsible for developing comprehensive BCAs for material solutions in accordance with AFI 65-509 *Business Case Analysis* and AFMAN 65-510 *Business Case Analysis Procedures*. The AMC FM BCA process is also utilized to accomplish Policy Evaluations for non-material solutions.

3.4.5.1.1. Step 1 Idea Jar. New topics should be submitted electronically to the AMC FEO using the initiative submission format (Attachment 5, Fuel Efficiency Idea Submission). New topics should be emailed to: amc.a3e.fueloffice@scott.af.mil (AMC/Fuel Efficiency Office on the Global). The FEO will collect all new topics submitted and assign the topic to one of the FEO portfolios. The FEO portfolio monitor, in concert with the weapon system Integrated Product Team (IPT) leads and other subject matter experts, will capture the basic idea information to include description, impact, potential cost and savings, magnitude of effort (labor and schedule). The portfolio monitor and supporting subject matter experts will also cross reference the topic with past/current FEO efforts to prevent duplication of effort. The portfolio monitors will present their findings to the Initiative Review Team (IRT) as identified in Step 2 for evaluation and determination of proceeding with a preliminary analysis of the topic.

3.4.5.1.2. Step 2 Initiative Review Team (IRT). The FEO chairs an IRT with Division Chief representation and AMC subject matter experts to evaluate new topics against a filtration matrix (Attachment 6, FEO Standardized Idea Filter Template). Appropriate Weapon Systems and other IPTs are invited to participate in this filtering process. A subjective (high, med, low) score will be applied to 9 identified areas in the filter matrix to determine the value of proceeding with a preliminary analysis of the idea. Additional columns contained within the matrix support the subjective scoring with preliminary objective information. After completing the filter matrix, the IRT determines which topics should or should not proceed forward. The IRT then assigns an Office of Primary Responsibility (OPR) for each idea. For topics not pursued, the OPR will document rationale, file and retain all relevant information for future reference. For ideas to be further evaluated, the IRT and OPR will assign a champion (see Step 3).

3.4.5.1.2.1. The following Divisions are considered voting board members: A1M, A3D, A3O, A3R, A3S, A3T, A3V, A4M, A4T, A5Q, A6C, A6I, A7K, A8P, A9A, FMP, FMA, TEA, TACC/XOC, TACC/XOG, TACC/XON, TACC/XOO, and TACC/XOP. After completion of the IRT, the FEO will

compile the minutes and disseminate them out to the Board for review and approval. The Board members will acknowledge receipt of the minutes and confirm that they are in concurrence with the minutes. If a Board member dissents and does not agree with the approval of the ideas/initiatives then adjudication will be accomplished at the RWG (Requirements Working Group, 2-digit level).

3.4.5.1.2.2. The IRT will conduct a periodic review of all active analyses to facilitate coordination. The IRT will prioritize all preliminary analysis using the idea filter matrix.

3.4.5.1.2.3. The IRT will complete the BCA and PE tasking matrix (Attachment 7, FEO Standardized BCA Tasking Template; Attachment 8, FEO Standardized PE Tasking Template) as prescribed in Step 5 using the information provided by the preliminary analysis. The IRT will make a recommendation to the Requirements Working Group (RWG) to identify an idea as an initiative and accomplish a comprehensive BCA or policy evaluation. The tasking matrix will support the recommended prioritization for staff effort of comprehensive BCAs and policy evaluations to be accomplished.

3.4.5.1.3. Step 3 Champion Identification. The IRT Chair and Division Chiefs should select from and in coordination with, the functional area most impacted by the initiative implementation. The roles and responsibilities of the initiative champion are in section 4.14. Internal and external stakeholders shall also be identified to support the champion as he/she develops a preliminary analysis with the assistance of the FM cost analyst. The champion leads the staff effort to carry the idea/initiative forward from the IRT through termination. A champion's role varies as an idea/initiative progresses, ranging from the driving force to a monitor. During all phases of an idea/initiative, the champion is the single primary point of reference for AMC, responsible for program information updates to the FEO and the AMC leadership.

3.4.5.1.4. Step 4 Preliminary Analysis. The initiative champion requests a preliminary analysis in writing from AMC/FM, who delegates the request to the cost branch (AMC/FMPC). Preliminary analyses are internal planning tools for making a recommendation to the decision makers without going through the effort of a comprehensive BCA. It is a first effort at the elements of economic analysis, including: statement of the problem or objective, assumptions, alternatives, determination of feasible or infeasible alternatives, an estimation of the benefits and costs of each feasible alternative, and consideration of the risk of the recommendation relative to key variables. The goal is to facilitate a good management decision among possible alternatives. During this phase, the initiative champion should be inserted into any relevant IPTs (if available). Membership into appropriate IPTs ensures that updated information is transferred among key stakeholders. The initiative champion socializes the initiative with the appropriate implementing offices. The initiative champion may be required to initiate a Form 1067, or other JCIDS requirements documents, to gather pertinent information and prepare for formal requirement generation. The preliminary analysis will identify the idea as either a material or non-material solution for entry onto the appropriate tasking matrix.

3.4.5.1.5. Step 5 Initiative Tasking. After the preliminary analysis, the A3 chairs a Requirements Working Group (RWG) with AMC Directorate representation. The Initiative Champion along with subject matter experts will attend to support discussion on scoring and proceeding forward with an idea as an initiative. Based upon the information provided from the preliminary analysis, the idea will be entered onto either the BCA tasking matrix or the PE tasking matrix. The BCA tasking matrix will evaluate all ideas and initiatives that require a material solution. The Policy Evaluation tasking matrix will be utilized to prioritize ideas and initiatives that require a non-material solution regardless of funds required. The RWG will evaluate the IRT recommendation and prioritization using the appropriate BCA or PE tasking matrix. A subjective score (high, high/med, med, med/low, low) will be applied against 9 areas to determine the value of applying manpower and funds to accomplish a comprehensive BCA or Policy Evaluation in consideration of the value added by implementing the initiative. Additional columns are provided within the matrix to support the subjective scoring with the best available objective information. Preliminary source data previously identified in the IRT (3.4.5.1.2) must be validated before going further. After completing the tasking matrix, the RWG approves which initiatives should proceed forward with a comprehensive BCA or policy evaluation. The RWG documents the reasons when initiatives are not selected for further analysis, and the OPR retains that information for future reference. The RWG will determine the prioritization of effort by the AMC staff in support of accomplishing the comprehensive BCAs and policy evaluations. As identified in 3.4.5.1.2.2., the IRT will periodically review the prioritization and make recommendations for RWG consideration.

3.4.5.1.5.1. The following Directorates are considered voting board members: A1, A3, A4, A5/8, A6, A7, A9, FM, ST, TE, 18AF/CV, 618/CV, MA to AMC/CC, ANG Assistant to AMC/CC, AFRC Reserve advisor to AMC/CC, and ANG advisor to AMC/CC. After completion of the RWG, the FEO will compile the minutes and disseminate them out to the Board for review and approval. The Board members will acknowledge receipt of the minutes and confirm that they are in concurrence with the minutes. If a Board member dissents and does not concur with the RWG minutes their concerns will be documented. The RWG initiative prioritization with all non-concurring comments will be submitted to the AMC/CV for adjudication and approval.

3.4.5.1.5.2. Initiative Champions then submit the approved selected initiatives to the appropriate MDS R&PC Crew Operations Review Team (CORT) and Support Operations Review Team (SORT).

3.4.5.1.6. Step 6 BCA/Policy Evaluation. Initiative Champions serve as OPR for the development of BCAs/PEs initiated at MAJCOM level involving their functional area. The steps for a policy evaluation are consistent with those for a comprehensive BCA. AMC/FMPC acts as Office of Coordinating Responsibility (OCR) for preparation of BCAs initiated at the MAJCOM level. The initiative Champion together with the FMPC cost analyst initiates a “kickoff meeting” with a team of OCRs necessary to define the objective and scope of the proposed initiative, formulate alternatives, make assumptions, and provide or gather operational,

technical and cost data necessary for reviewers to replicate the analysis. The initiative champion and the cost analyst will oversee the team that is conducting and writing the sections of the comprehensive BCA. The comprehensive BCA supports an implementation and prioritization decision. During BCA development, the initiative champion should become familiar with potential implementation strategies and the requirements documents that may be required (SRD, CDD/Capabilities Production Document (CPD), 1067, etc.). For initiatives that are policy changes a Policy Evaluation similar in format to a comprehensive BCA will be conducted following the same procedures as a comprehensive BCA.

3.4.5.1.6.1. Stakeholder Meeting. A stakeholders' meeting validates and approves the comprehensive BCA problem statement, background, alternatives, and desired end state criteria that resulted from the kickoff meeting.

3.4.5.1.6.2. Analysis. During the analysis phase, the BCA documents the authoritative data sources, performs a cost-benefit analysis, conducts a risk/sensitivity analysis, identifies funding requirements and drafts mission/business impacts.

3.4.5.1.6.3. First Draft. The first draft of the BCA is submitted for AMC four-letter review. AMC four-letter review coordinates on the draft comparative analysis, draft recommendation, draft change management plan, and draft executive summary.

3.4.5.1.6.4. Second Draft. The second draft of the BCA is submitted for AMC three-letter review. AMC three-letter review will coordinate on the completed cost-benefit analysis, finished risk/sensitivity analysis and completed recommendation/change management plan/executive summary.

3.4.5.1.6.5. Final Draft. The final draft is submitted for AMC two-letter coordination. The final draft incorporates all adjudicated AMC four-letter and three-letter comments. Upon completed coordination, an executive level summary out brief of the BCA will be prepared and briefed to the FM and initiative Champion's two-letter functional for approval to proceed with the final draft and for AMC two-letter coordination. For initiatives requiring TWCF, some BCAs may require a certified analysis, in this situation, follow the guidance for certification as found in section 1.4 of AFI 65-501, Economic Analysis.

3.4.5.1.6.6. Publish BCA. After the adjudication of AMC two-letter comments, the BCA is approved and published. The published BCA is provided to the Initiative Champion for use in Step 7, Initiative Prioritization.

3.4.5.1.7. Step 7 Initiative Prioritization. The FEO chairs the FE R&PC with AMC Directorate representation. The initiative champions along with subject matter experts should attend to support initiative discussion. Using the results from the BCAs and PEs, the R&PC evaluates all mature initiatives against a prioritization matrix (Attachment 9, FEO Standardized Initiative Prioritization Template) consisting of 8 scored areas. Each area is given an analytical score (both objective and subjective) to prioritize initiatives for presentation to AMC/CV. The list of projects is presented as a single, integrated, prioritized list of initiatives.

3.4.5.1.7.1. The following Directorates are considered voting board members: A1, A3, A4, A5/8, A6, A7, A9, FM, ST, TE, 18AF/CV, 618/CV, MA to AMC/CC, ANG Assistant to AMC/CC, AFRC Reserve advisor to AMC/CC, and ANG advisor to AMC/CC. After completion of the R&PC, the FEO will compile the minutes and disseminate them out to the Board for review and approval. The Board members will acknowledge receipt of the minutes and confirm that they are in concurrence with the minutes. If a Board member dissents and does not concur with the R&PC recommendation their concerns will be documented. The R&PC prioritized list of initiatives for implementation along with all non-concurring comments will be submitted to the AMC/CV for adjudication and approval (see Step 8).

3.4.5.1.8. Step 8 AMC/CV Approval. The R&PC approved FE Initiative Matrix, along with proposed funding strategies and project plans, is presented to the FEGB (AMC/CV) for approval.

3.4.5.1.9. Step 9 Acquisition Process. Approved initiatives are submitted to the applicable Configuration Review Boards (CRB), MDS R&PCs, IT Requirements Process and to the applicable AMC PEMs for advocacy in the AMC Corporate Structure. All applicable requirement documents (1067s, Configuration Control Document (CCD), CPD, etc.) are finalized and funding obtained for implementation.

3.4.5.1.10. Step 10 Execution. The initiative is executed and fuel efficiencies tracked. Execution may require development, production, and/or publication. The initiative champion will monitor and track initiative execution and performance. The execution step is a continuous feedback process. Periodic review will be scheduled to evaluate the performance of an executed initiative. The feedback will generate one of three outcomes; 1) New idea may be generated based upon initiative feedback, 2) Initiative may proceed as normal or with minor modification (not sufficient to warrant a new idea), or 3) Initiative may be terminated.

3.4.6. I/PMR Process. The FE Initiative Champions provide periodic project and program reviews to the FEO and other key stakeholders using a standardized template provided by AMC FEO. The schedule for program reviews will be based upon the current status/phase of the initiative. The I/PMR process instills rigorous ongoing management oversight of all initiatives being analyzed, as well as previously approved initiatives. The I/PMR process will be utilized throughout the entire life cycle of an idea/initiative. The I/PMR process will continue and be repeated in step 10 of the initiative process until termination of the initiative.

3.4.6.1. Track, Measure, and Validate Results. The AMC/FEO, in accordance with roles and responsibilities detailed in section 4, supervises efforts to track, measure, and validate results.

3.4.6.1.1. Confirm baseline, determine additional required metrics, and establish tracking mechanisms,

3.4.6.1.2. Ensure collection and organization of data,

3.4.6.1.3. Compare metrics against planned outcomes,

3.4.6.1.4. Feedback and Adjustment. The FEO provides feedback to the FEGB at least annually on the status of each initiative with regard to outcomes and recommendations.

Chapter 4

ROLES AND RESPONSIBILITIES

4.1. Roles and Responsibilities. Roles and responsibilities for organizations within the AMC FEGP are listed in this chapter. These are specific functions associated with FEGP and may not be identified within other directives or instructions.

4.1.1. AMC/CC shall:

- 4.1.1.1. Delegate authority as needed to accomplish FE goals.
- 4.1.1.2. Provide overall vision and direction for all FE projects and programs.
- 4.1.1.3. Coordinate and interact with other organizations as needed.

4.2. AMC/CV shall:

- 4.2.1. Charter and chair the FEGB.
- 4.2.2. Conduct reviews of the AMC FE program.
- 4.2.3. Recommends to AMC/CC approval of FE initiatives for development and funding.

4.3. All Appropriate AMC Directorates shall:

- 4.3.1. Assign a single, directorate support OPR (also known as Champions) and OCR for each IRT endorsed FE initiative to work directorate unique aspects of FE initiatives from preliminary analysis through initiative implementation.

4.4. AMC/A1 shall:

- 4.4.1. Participate in the FE governance process as a member of the FE IRT, RWG, and R&PC.
- 4.4.2. Assist the FEGB with any issues concerning manpower and personnel as needed.
- 4.4.3. Validate manpower requirement impacts as a result of FE projects, initiatives, or programs. Assist Initiative Champions with manpower and personnel identification/issues as related to fuel efficiency initiatives.
- 4.4.4. Capture relevant new entries/fresh ideas from legacy AF systems (i.e., AF Innovative Development through Employee Awareness (IDEA) Program, AF Productivity Enhancing Capitol Investment (PECI) Program, and AF Best Practices) and assist FEGB in process improvement facilitation.
- 4.4.5. Assist the FEGB with developing nomination packages for AF awards and recognition programs (i.e., Chief of Staff Team Excellence Award (CSTEA), AF Exceptional Innovator Award (AFEIA), AF Productivity Excellence Award (AFPEA), etc.).
- 4.4.6. Identify an organizational contact for Initiative Champions to initiate contact for inclusion of AMC/A1 personnel onto an initiative team to provide inputs concerning manpower issues and best practices for the inclusion of incentives with an initiative.

4.5. AMC/A3 shall:

- 4.5.1. Participate in the FE governance process as a member of the FE IRT, RWG, and R&PC.
- 4.5.2. Provide administrative support for the AMC FEO.
- 4.5.3. Provide required resources including the identification of an Initiative Champion to develop FE initiatives within, or primarily affecting A3.
- 4.5.4. Assist Initiative Champions with operational impacts/issues as related to the implementation of a fuel efficiency initiative.
- 4.5.5. Identify an organizational contact for Initiative Champions to initiate contact for inclusion of AMC/A3 personnel onto an initiative team to support and provide operational impacts/issues as related to an initiative.

4.6. AMC/A4 shall:

- 4.6.1. Participate in the FE governance process as a member of the FE IRT, RWG, and R&PC.
- 4.6.2. Participate as a member of the FEGB.
- 4.6.3. Provide required resources including the identification of an Initiative Champion to develop FE initiatives within or primarily affecting aircraft maintenance/logistics-related.
- 4.6.4. Assist Initiative Champions with maintenance/sustainment/logistical impacts/issues as related to the implementation of a fuel efficiency initiative.
- 4.6.5. Identify an organizational contact for Initiative Champions to initiate contact for inclusion of AMC/A4 personnel onto an initiative team to support and provide maintenance/sustainment/logistical impacts/issues as related to an initiative.

4.7. AMC/A5/8 shall:

- 4.7.1. Participate in the FE governance process as a member of the FE IRT, RWG, and R&PC.
- 4.7.2. Provide expertise on planning, programming, and requirements for FE initiatives.
- 4.7.3. Provide required resources to include an Initiative Champion (as determined at the IRT) to develop FE initiatives affecting a modification to a MDS.
- 4.7.4. Assist Initiative Champions with requirements generation and POM submission as related to the implementation of a fuel efficiency initiative.
- 4.7.5. Identify an organizational contact for Initiative Champions to initiate contact for inclusion of AMC/A5/8 personnel onto an initiative team to support and provide information concerning POM submission and requirement generation as related to an initiative.

4.8. AMC/A6 shall:

- 4.8.1. Participate in the FE governance process as a member of the FE IRT, RWG, and R&PC.

4.8.2. Provide required resources including the identification of the Initiative Champion to develop FE initiatives whose contents are primarily information technology, and approved by the AMC Corporate IT Requirements Process.

4.8.3. Assist Initiative Champions with Automated Information System (AIS)/Software impacts/issues as related to the implementation of a fuel efficiency initiative.

4.8.4. Identify an organizational contact for Initiative Champions to initiate contact for inclusion of AMC/A6 personnel onto an initiative team to support and provide information concerning the use of automated information systems in support of or as an initiative.

4.9. AMC/A7 shall:

4.9.1. Participate in the FE governance process as a member of the FE IRT, RWG, and R&PC.

4.9.2. Provide contracting officer support for FE initiatives as needed.

4.9.3. Assist Initiative Champions with acquisition and contracting impacts/issues as related to the implementation of a fuel efficiency initiative.

4.9.4. Identify an organizational contact for Initiative Champions to initiate contact for inclusion of AMC/A7 personnel onto an initiative team to support and provide contractual and acquisition information as related to an initiative.

4.10. AMC/A9 shall:

4.10.1. Participate in the FE governance process as a member of the FE IRT, RWG, and R&PC.

4.10.2. Provide analysis/assessment support for FE initiative development.

4.10.3. Assist Initiative Champions with lessons learned and analytical/statistical support as related to the implementation of a fuel efficiency initiative.

4.10.4. Identify an organizational contact for Initiative Champions to initiate contact for inclusion of AMC/A9 personnel onto an initiative team and provide lessons learned and analytical/statistical support.

4.11. AMC/FM shall:

4.11.1. Participate in the FE governance process as a member of the FE IRT, RWG, and R&PC.

4.11.2. Provide cost analysis support for FE initiative development.

4.11.3. Supervise the BCA and Economic Analysis efforts for FE initiatives.

4.11.4. Provide budget information for FE initiative development and implementation.

4.11.5. Train FE Initiative Champions with A8P to prepare for PPBE inputs.

4.11.6. Track and report on initiative progress in meeting savings target, in coordination with FEO.

4.11.7. Assist Initiative Champions with funding issues as related to the evaluation and implementation of a fuel efficiency initiative.

4.11.8. Identify an organizational point of contact for Initiative Champions to initiate contact for inclusion of AMC/FM personnel onto an initiative team and address funding concerns and support.

4.12. AMC/ST shall:

4.12.1. Participate as a member of the FE R&PC.

4.12.2. Act as liaison for the FEGB to DoD and external entities such as laboratories, scientific and academic communities.

4.12.3. Advise the FEGB on technology relevant to FE.

4.13. AMC/TE shall:

4.13.1. Participate in the FE governance process as a member of the FE IRT, RWG, and R&PC.

4.13.2. Provide subject matter expertise as required for test and evaluation matters.

4.13.3. Assist Initiative Champions in identifying critical operational issues in relation to the evaluation of fuel efficiency projects.

4.13.4. Conduct operational testing of fuel efficiency initiatives when requested/validated by HQ AMC senior decision-makers IAW AMCI 99-101, Test and Evaluation Policy and Procedures.

4.13.5. Coordinate test resources for developmental testing to support fuel efficiency initiatives IAW AMCI 99-101.

4.14. 18 AF shall:

4.14.1. Participate in the FE governance process as a member of the FE IRT, RWG, and R&PC.

4.14.2. Provide subject matter expertise for planning, scheduling, and tracking aircraft performing airlift, aerial refueling, and aeromedical evacuation operations.

4.14.3. Provide required resources including the identification of an Initiative Champion to develop FE initiatives within the realm of Air and Space operations as it pertains to FE initiatives.

4.15. AFRC shall:

4.15.1. Participate as a member of the FE R&PC.

4.15.2. Provide subject matter expertise concerning issues pertaining to the impacts and/or support that can be provided by the Air Force Reserve Component in relationship to a fuel efficiency initiative.

4.16. ANG shall:

4.16.1. Participate as a member of the FE R&PC.

4.16.2. Provide subject matter expertise concerning issues pertaining to the impacts and/or support that can be provided by the Air National Guard in relationship to a fuel efficiency initiative.

4.17. AMC/A3/ FEO shall:

- 4.17.1. Manage the FEGP.
- 4.17.2. Chair the FEGB, when delegated by the AMC/CV.
- 4.17.3. Chair the FE R&PC.
- 4.17.4. Assign appropriate AMC staff divisions for FE initiatives OPRs/Champions.
- 4.17.5. Supervise preparation of FE initiatives.
- 4.17.6. Chair IRT and coordinate with Division Chiefs on the assignment of FE Initiative Champions and directorate Point of Contacts (POCs)/OCRs.
- 4.17.7. Chair RWG.
- 4.17.8. Hold I/PMRs for FE initiatives as required.
- 4.17.9. Provide update briefings to AMC/A3, AMC/CV, and AMC/CC as required.
- 4.17.10. Ensure FE Initiative Champions have the necessary training to accomplish their program objectives.
- 4.17.11. Assign an FEO Portfolio Monitor to all topics submitted to the FEO as a potential FE initiative.
 - 4.17.11.1. To prepare new topics for filtering at the IRT, Portfolio Monitors will work with industry, weapon system IPTs and other subject matter experts to gather initial information for topics submitted to the FEO.
 - 4.17.11.2. Portfolio Monitors will present new topics to the IRT for identification and determination of new initiative and entry into the Fuel Efficiency Initiative Path.
 - 4.17.11.3. Portfolio Monitors will be the primary POC between the FEO and Initiative Champions.
 - 4.17.11.4. Portfolio Monitors will support the Initiative Champions of all initiatives within his/her assigned portfolio.
 - 4.17.11.5. Portfolio Monitors will be responsible for administrative duties such as ensuring the initiative champion is populating SharePoint with up to date data to include I/PMR slides, Bullet Background Papers, and other important documents as deemed necessary.
 - 4.17.11.6. Portfolio Monitors will ensure all required documentation is completed accurately and on a timely basis.
 - 4.17.11.7. Portfolio Monitors will interface with FEO Program Management on matters pertaining to initiative management.
 - 4.17.11.8. Portfolio Monitors will support Enterprise level review of initiative scopes and schedules.
 - 4.17.11.9. Assist AMC/FM in tracking and reporting on initiative progress and meeting savings target.

4.18. Initiative Champion shall:

- 4.18.1. Lead the AMC Staff efforts regarding all aspects of his/her assigned initiative.
- 4.18.2. Provide periodic project and program reviews to the FEO and other key stakeholders using a standardized template provided by AMC FEO.
- 4.18.3. Accomplish a preliminary analysis with support from AMC/FM.
- 4.18.4. Develop and maintain initiative schedule and work breakdown structure.
- 4.18.5. Serve as OPR supporting AMC/FM in preparing the comprehensive BCA.
- 4.18.6. As required, enter the initiative into the appropriate AMC requirements process.
- 4.18.7. When approved, support the implementation of the initiative.
- 4.18.8. Identify, define, and initiate sourcing of resource requirements through appropriate PEM and Directorate required to develop and implement FE initiatives.
- 4.18.9. Work the initiative through the PEM during the AMC corporate process as outlined in paragraph 3.2.2.1.
- 4.18.10. Become a participating member of appropriate IPTs.
- 4.18.11. Form an initiative team from directorate supporting cast.
- 4.18.12. Manage/monitor initiative through all phases of an initiatives life. Typical phases and responsibilities may include:
 - 4.18.12.1. Initial Evaluation Phase: Gather preliminary information to support decision to proceed with a comprehensive BCA.
 - 4.18.12.2. Evaluation Phase: Obtain required documentation and analysis supporting implementation decision. Initiate requirements documentation.
 - 4.18.12.3. Requirements Phase: Finalize requirements documentation and obtain program funding.
 - 4.18.12.4. Implementation Phase: Monitor progress of initiative implementation from development to fielding.
 - 4.18.12.5. Execution Phase: Track initiative performance after initiative fielding.
 - 4.18.12.6. Termination Phase: Document rationale for termination.

BOBBY G. FOWLER, Col, USAF
Chief, Fuel Efficiency Office

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

- Public Law 109-058, *Energy Policy Act of 2005*, 8 August 2005
- Public Law 110-140, *Energy Independence and Security Act of 2007*, 8 August 2005
- Executive Order 13423, *Strengthening Federal Environmental, Energy, and Transportation Management*, 24 January 2007
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- AFI 16-501, *Control and Documentation of Air Force Programs*, 15 August 2006
- AFMAN 33-363, *Management of Records*, 1 March 2008
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- AFPD 10-21, *Air Mobility Lead Command Roles and Responsibilities*, 1 May 1998
- AMCI 16-101, *AMC Corporate Structure Process*, 9 February 2005
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- AMC Fuel Efficiency Office Charter*, 22 September 2010
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- Air Force Smart Operations for the 21ST Century Playbook, Version 2.3, October 2009

Prescribed Forms

None

Adopted Forms

AF 847, *Recommendation for Change of Publication*, 22 September 2009

Abbreviations and Acronyms

AF—Air Force

AFI—Air Force Instruction

AFMAN—Air Force Manual
AFMC—Air Force Materiel Command
AFPD—Air Force Policy Directive
AFRC—Air Force Reserve Command
AFRIMS—Air Force Records Information Management System
AMC—Air Mobility Command
AMCI—Air Mobility Command Instruction
ANG—Air National Guard
BCA—Business Case Analysis
CAM—Centralized Asset Management
CBP—Capabilities-Based Planning
CCD—Configuration Control Document
CGP—Corporate Governance Process
COI—Community of Interest
CORT—Crew Operations Review Team
CPD—Capabilities Production Document
CRB—Configuration Review Board
CSTEA—Chief of Staff Team Excellence Award
DoD—Department of Defense
DOTMLPF—P – Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy
EA—Economic Analysis
EoA—Evaluation of Alternatives
ERRC—Enterprise Requirements Review Council
FE—Fuel Efficiency
FEGB—Fuel Efficiency Governance Board
FEGP—Fuel Efficiency Governance Process
FEO—Fuel Efficiency Office
FFRDC—Federally Funded Research and Development Center
FYDP—Future Years Defense Plan
HPT—High Performance Team
IAW—In Accordance With
IDEA—Innovative Development through Employee Awareness

I/PMR—Initiative/Program Management Review
IPT—Integrated Process Team
IRT—Initiatives Review Team
IT—Information Technology
JCIDS—Joint Capabilities Integration and Development System
MAF—Mobility Air Forces
MAJCOM—Major Command
MDS—Mission Design Series
MX—Maintenance
OCR—Office of Coordinating Responsibility
OPR—Office of Primary Responsibility
OSD—Office Secretary of Defense
PECI—Productivity Enhancement Capital Program
PEM—Program Element Monitor
POC—Point of Contact
POM—Program Objective Memorandum
PPBE—Planning Programming Budgeting Execution
RASB—Resource and Acquisition Strategy Board
RDS—Records Disposition Schedule
RWG—Requirements Working Group
R&PC—Requirements and Planning Council
SAF—Secretary of the Air Force
SORT—Support Operations Review Team
SPM—Systems Program Manager
SPO—System Program Office
SRD—Software Requirements Document
ST—Science and Technology
TWCF—Transportation Working Capital Fund
USAF—United States Air Force
USTRANSCOM—United States Transportation Command

Terms

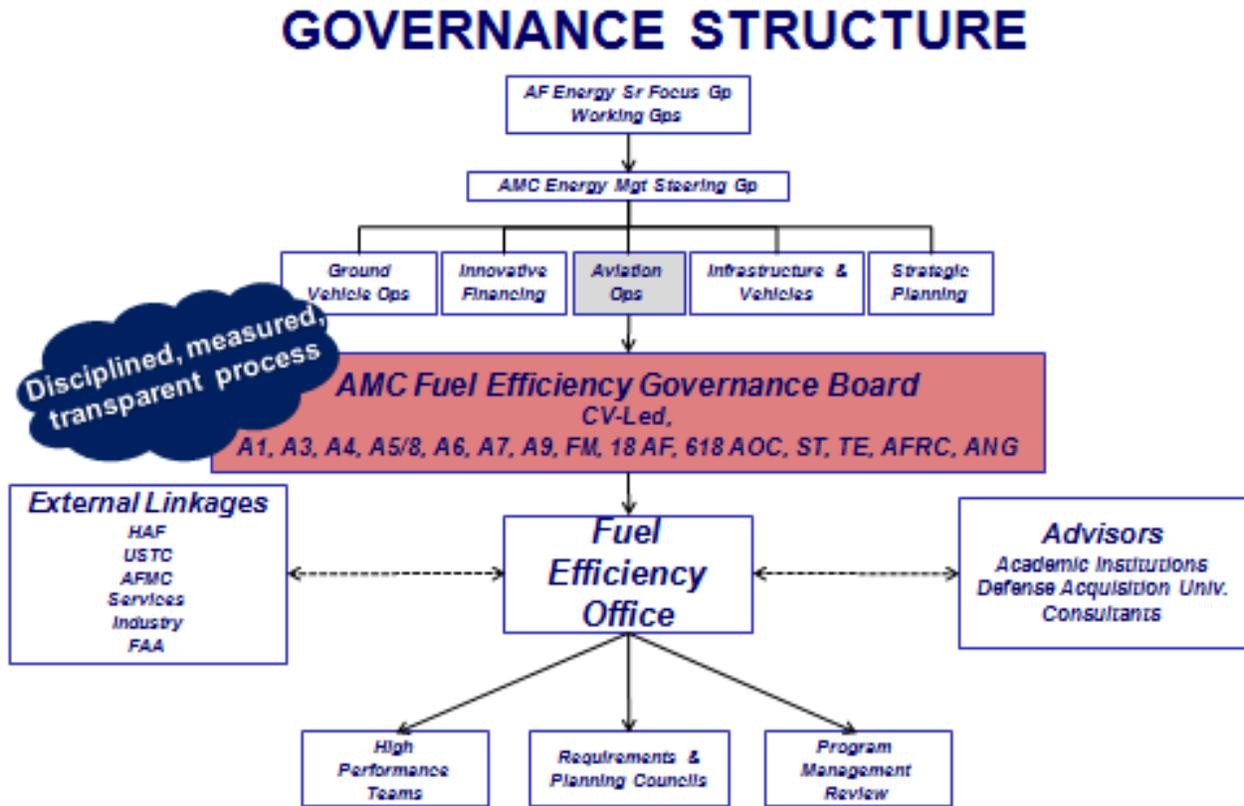
Champion— Champions guide FEO initiatives through the AMCI defined FE initiative governance process. They possess critical understanding of how the initiative fits into the AF energy efficiency objectives.

Stakeholder— Person internal or external to an organization who has a stake in the outcomes of a process.

Attachment 2

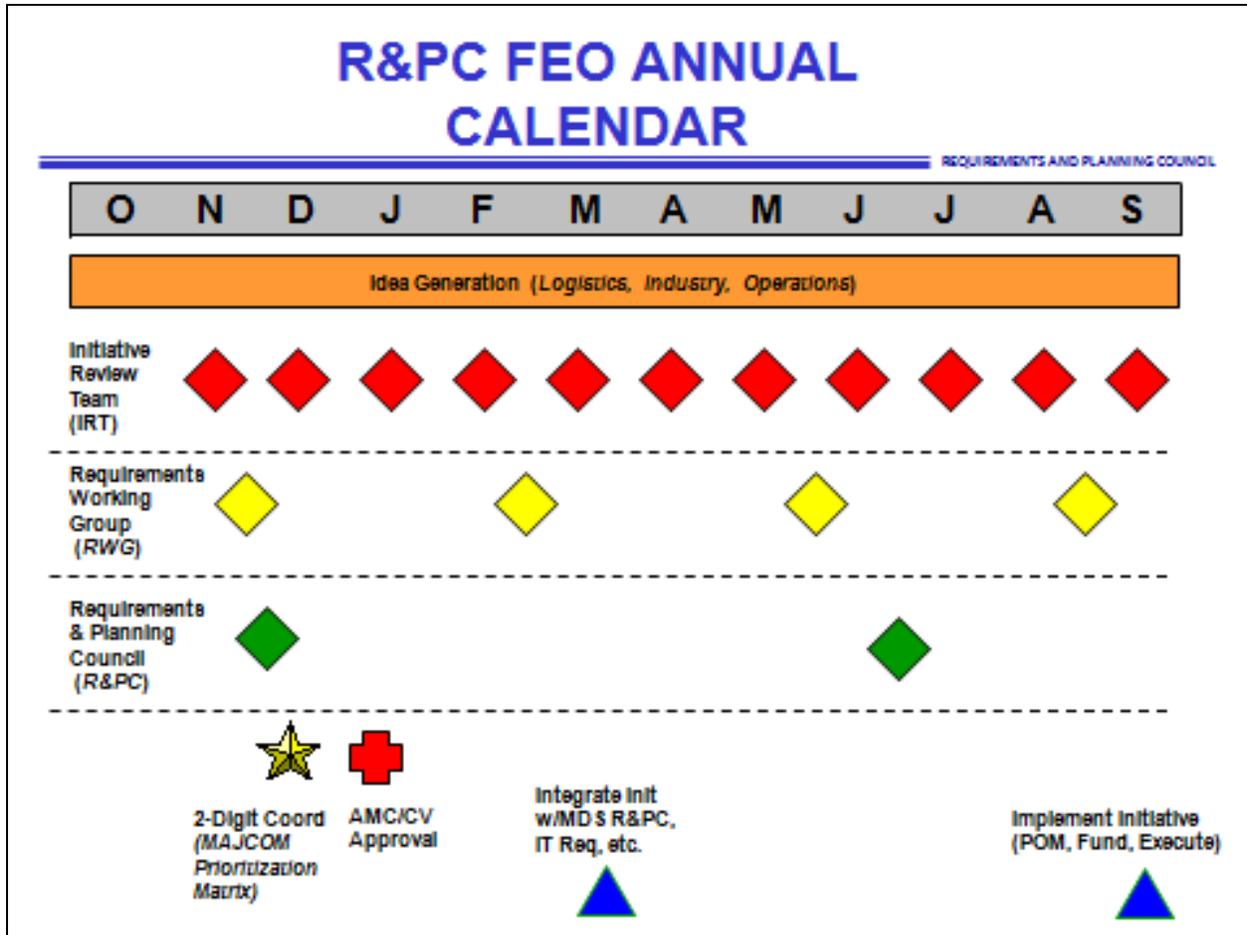
AMC GOVERNANCE STRUCTURE

Figure A2.1. AMC Governance Structure



Attachment 3
 AMC FE R&PC FLOW

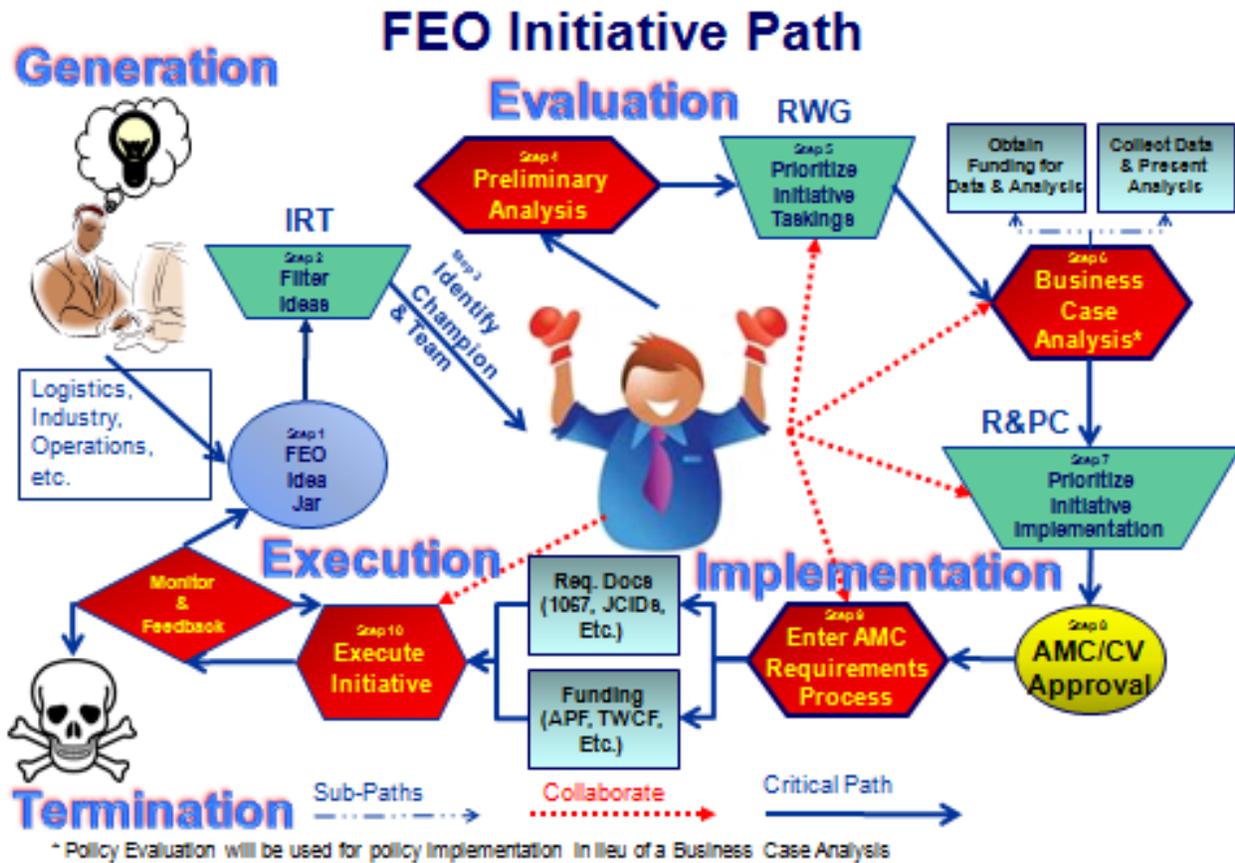
Figure A3.1. AMC FE R&PC Flow



Attachment 4

AMC FUEL EFFICIENCY INITIATIVE PATH

Figure A4.1. AMC Fuel Efficiency Initiative Path



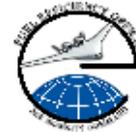
Attachment 5

FUEL EFFICIENCY IDEA SUBMISSION

Figure A5.1. Fuel Efficiency Idea Submission

Fuel Efficiency Idea Submission

Date:	
Last Name:	
First Name:	
Rank/Title:	
E-Mail:	
Comm Phone:	
DSN Phone:	
Organization:	
Base/Location:	



AMC Fuel Efficiency Office
402 Scott Dr, Unit 3A1
Scott AFB, IL 62225
Comm: 618-229-1339
DSN: 779-1339
E-Mail: amc.a3e.fueloffice@scott.af.mil
(AMC/Fuel Efficiency Office on the Global)

IMPORTANT: Please PRINT and/or SAVE a copy for your records before Submitting

IDEA Information:

Idea Title:

Idea Description:

What is the *Impact* if the Idea is implemented?:

What is the *Projected Cost* of the Idea (if known)?:

What are the *Projected Savings* of the Idea (if known)?:

Provide any *References or Sources of Information* related to the Idea:

Attachment 6

FEO STANDARDIZED IDEA FILTER TEMPLATE

Table A6.1. FEO Standardized Idea Filter Template

Idea Title	OPR	Fleet Size	Utilization Rate	Fuel Consumption Savings per Aircraft	Fuel Consumption Savings (B*C*D) (10)	Mx & Support Savings per Aircraft	Mx & Support Savings (B*C*F) (-5 to 5)	Low Cost Expectation (5)	Operational Impact (-5 to 5)	Life Remaining (5)	Speed to Implement (5)	Ease to Implement (5)	Software Simplicity (5)	Misc. (5)	Total (50)	Continue w/ Preliminary Analysis (Y/N)
Increases Fuel Savings Idea	AXX				High	0	High	High	High	High	High	High	High	5	50	Y
Worst Fuel Savings Idea	AXX				Low	0	-High	Low	-High	Low	Low	Low	Low	0	-3	N
															#N/A	

Table A6.2. Filter Template Key

Matrix Key	
Column	Explanation
Idea Title	The title of the idea
OPR	Office designated as the office of primary responsibility for the evaluation and management of the initiative prior to acquisition
Fleet Size	The size of the fleet that will be impacted (This value is not used directly in the evaluation but captured through the fuel savings and Mx & Support column)
Utilization Rate	The utilization rate of the fleet that is impacted (This value is not used directly in the evaluation but captured through the fuel savings and Mx & Support column)
Fuel Consumption Savings Per Aircraft	The expected savings of fuel per aircraft for this initiative (This value is not used directly in the evaluation but captured through the fuel savings column)
Fuel Consumption Savings	This is a composite score of the fleet size, the utilization rate, and the savings per aircraft (This score is weighted times two and used in the evaluation)
	give a value of high for greater savings
Mx & Support Savings Per Aircraft	The amount of savings expected per aircraft with respect to the Mx and Support (all areas other than fuel) (This value is not used directly in the evaluation but captured in the Mx & Support column)
Mx & Support Savings	This is a composite score of the fleet size, the utilization rate, and the Mx & Support savings per aircraft (This score is used in the evaluation)
	give a value of high for greater savings, give a negative value to those with an increased Mx & Support cost
Low Cost Expectation	This is the expectation of the cost to implement the idea
	give a value of high to lower cost ideas
Operational Impact	This is the expected impact to operations either positive or negative
	give a value of high to any positive impact to operations

Life Remaining	This is the life remaining of the fleet either directly or through extension by implementation of the initiative
	give a value of high to longer life remaining
Speed to Implement	This is a value of how fast an initiative can be implemented, takes into account; development, testing, modification and training
	give a value of high for faster/quicker implementation
Ease to Implement	This is a value of how difficult it is to implement the initiative, takes into account; level of technical difficulty and the associated acquisition process (funding and contracting)
	give a value of high to more simple initiatives to implement
Software Simplicity	This is a rough order magnitude of the difficulty of any software coding the initiative will require to include the estimated amount of coding
	give a value of high to less coding difficulty with simple development
Misc.	This is a subjective input to account for any impact/factor that cannot fit into the established criteria
	give a whole number value ranging from 0 to 5
Total	This is a total of the weighted point scale
High	Will score value as 5
Med	Will score value as 3
Low	Will score value as 1
N/A	Will score value as High so as to not adversely impact initiative score
Continue w/ Preliminary Analysis	Recommendation to continue with a preliminary analysis or reject idea moving forward as an initiative

Attachment 7

FEO STANDARDIZED BCA TASKING TEMPLATE

Table A7.1. FEO Standardized BCA Tasking Template

Priority	Project #	Initiative Title	OPR	POC	Fuel Consumption Savings (25)	Mx & Support Savings (-10 to 10)	Low Cost Expectation (10)	Operational Impact (-10 to 10)	Rate of Return (10)	Ease to Implement (10)	Software Simplicity (10)	Minimal Est. Cost & Manpower for BCA (10)	Misc. (5)	Total (100)	BCA Status
1	A3EXAMP	Increases Fuel Savings Initiative	AXX	Sgt Great Idea	High	High	High	High	High	High	N/A	High	5	100	Complete
2	A3FUELF	Worst Fuel Savings Initiative	AXX	Major No Go	Low	-High	Low	-High	Low	Low	Low	Low	0	-12.5	Not Started
3														#N/A	

Table A7.2. BCA Tasking Template Key

BCA Tasking Matrix Key	
Column	Explanation
Priority	Priority established from previous IRT
Project #	FEO assigned project tracking number
Initiative Title	The title of the initiative
OPR	Office designated as the office of primary responsibility for the evaluation and management of the initiative prior to acquisition
POC	OPR's identified Point of Contact for this initiative (column may be hidden) normally referred to as the Initiative Champion
Fuel Consumption Savings	This is a value of how much fuel savings is achieved by this initiative (This score is weighted 1.5x the other criteria) (15 pts. Max)
	give a value of high for greater savings
Mx & Support Savings	This is a value of additional savings based upon other benefits such as the Mx & Support savings. This value may be assigned a negative input to account for adverse impacts to maintenance and manpower support (-10 to 10 pts. max)
	give a value of high for greater savings or -high for greatest negative impact
Low Cost Expectation	This is the rough order magnitude of how much it will cost to implement; manpower, procurement, training and any software costs procurement (Software development will be captured in a separate column)
	give a value of high to lower cost
Operational Impact	This is a value of how any positive or negative impact can affect operations. Impacts to maintenance and manpower should be included under Mx & Support savings.
	give a value of high for greater positive impacts or -high for greatest negative impacts

Rate of Return	This is a value of how fast an initiative can be expected to return a savings after initiation based upon speed to execute and amount of investment required
	give a value of high for faster/quicker return rates (1yr, within FYDP, outside FYDP, etc.)
Ease to Implement	This is a value of how difficult to implement the initiative takes into account; level of technical difficulty and the associated acquisition process (funding and contracting)
	give a value of high for more simple initiatives to implement
Software Simplicity	This is a rough order magnitude of the difficulty of any software coding the initiative will require to include the estimated amount of coding
	give a value of high for less coding requirement and simple development
Minimal Estimated Cost & Manpower for BCA	This is a value associated for the cost and manpower necessary to complete the comprehensive BCA to support the initiative decision process (takes into account any funds necessary to obtain cost data from any source)
	give a value of high for low cost and low manpower required
Misc.	This is a subjective input to account for any impact/factor that cannot fit into the established criteria
	give a whole number value ranging from 0 to 5
Total	This is a total of the weighted point scale
High	Will score value as 10
Med/High	Will score value as 7.5
Med	Will score value as 5
Med/Low	Will score value as 2.5
Low	Will score value as 1
N/A	Will score value as High so as to not adversely impact initiative score except for Mx & Support Savings and Operational Impact where a N/A will score as 0
BCA Status	This column identifies the status of the Comprehensive BCA
Not Started	BCA has not been started
Draft	The BCA is in draft form
4-Digit	The BCA is in or completed 4-digit coordination
3-Digit	The BCA is in or completed 3-digit coordination
2-Digit	The BCA is in or completed 2-digit coordination
Complete	The BCA has been completed, approved and published

Attachment 8

FEO STANDARDIZED PE TASKING TEMPLATE

Table A8.1. FEO Standardized PE Tasking Template

Priority	Project #	Initiative Title	OPR	POC	Fuel Consumption Savings (25)	Mx & Support Savings (-10 to 10)	Low Cost Expectation (10)	Operational Impact (-10 to 10)	Rate of Return (10)	Ease to Implement (10)	Software Simplicity (10)	Minimal Est. Cost & Manpower for PE (10)	Misc. (5)	Total (100)	PE Status
1	A3EXAMP	Increases Fuel Savings Initiative	AXX	Sgt Great Idea	High	High	High	High	High	High	N/A	High	5	100	Complete
2	A3FUELF	Worst Fuel Savings Initiative	AXX	Major No Go	Low	-High	Low	-High	Low	Low	Low	Low	0	-12.5	Not Started
3														#N/A	

Table A8.2. PE Tasking Template Key

PE Tasking Matrix Key	
Column	Explanation
Priority	Priority established from previous IRT
Project #	FEO assigned project tracking number
Initiative Title	The title of the initiative
OPR	Office designated as the office of primary responsibility for the evaluation and management of the initiative prior to acquisition
POC	OPR's identified Point of Contact for this initiative (column may be hidden) normally referred to as the Initiative Champion
Fuel Consumption Savings	This is a value of how much fuel savings is achieved by this initiative (This score is weighted 1.5x the other criteria) (15 pts. Max)
	give a value of high for greater savings
Mx & Support Savings	This is a value of additional savings based upon other benefits such as the Mx & Support savings. This value may be assigned a negative input to account for adverse impacts to maintenance and manpower support (-10 to 10 pts. max)
	give a value of high for greater savings or -high for greatest negative impact
Low Cost Expectation	This is the rough order magnitude of how much it will cost to implement; manpower, procurement, training and any software costs procurement (Software development will be captured in a separate column)
	give a value of high for lower cost
Operational Impact	This is a value of how any positive or negative impact can affect operations. Impacts to maintenance and manpower should be included under Mx & Support savings
	give a value of high for greater positive impacts or -high for greatest negative impacts

Rate of Return	This is a value of how fast an initiative can be expected to return a savings after initiation based upon speed to execute and amount of investment required.
	give a value of high for faster/quicker return rates. (1yr, within FYDP, outside FYDP, etc.)
Ease to Implement	This is a value of how difficult to implement the initiative takes into account; level of technical difficulty and the associated acquisition process (funding and contracting)
	give a value of high for more simple initiatives to implement
Software Simplicity	This is a rough order magnitude of the difficulty of any software coding the initiative will require to include the estimated amount of coding
	give a value of high for less coding requirement and simple development
Minimal Estimated Cost & Manpower for PE	This is a value associated for the cost and manpower necessary to complete the Policy Evaluation to support the initiative decision process (takes into account any funds necessary to obtain cost data from any source)
	give a value of high for low cost and low manpower required.
Misc.	This is a subjective input to account for any impact/factor that cannot fit into the established criteria
	give a whole number value ranging from 0 to 5
Total	This is a total of the weighted point scale
High	Will score value as 10
Med/High	Will score value as 7.5
Med	Will score value as 5
Med/Low	Will score value as 2.5
Low	Will score value as 1
N/A	Will score value as High so as to not adversely impact initiative score except for Mx & Support Savings and Operational Impact where a N/A will score as 0
PE Status	This column identifies the status of the Comprehensive BCA
Not Started	PE has not been started
Draft	The PE is in draft form
4-Digit	The PE is in or completed 4-digit coordination
3-Digit	The PE is in or completed 3-digit coordination
2-Digit	The PE is in or completed 2-digit coordination
Complete	The Policy Evaluation has been completed, approved and published

Attachment 9

FEO STANDARDIZED INITIATIVE PRIORITIZATION TEMPLATE

Table A9.1. FEO Standardized Initiative Prioritization Template

Initiative Title	Enabler (Y/N)	OPR	Mission Need, Mission Essential, Mission Critical	Life Cycle Cost Savings* (30)	Return on Investment (20)	Other Benefits (10)	Ease of Funding (10)	Ease of Implementation (15)	C Risk (5)	S Risk (5)	P Risk (5)	Initiative Total Score (100)
Initiative ready for implementation		AXX	ME	25	20	10	10	8	3	4	4	84
Enabler initiative	Y	AXX	ME	15	10	10	10	15	5	5	5	75
Upcoming Initiative		AXX	ME	20	15	10	10	10	2	2	2	71
												0

Table A9.2. Prioritization Template Key

Matrix Key	
Column	Explanation
Initiative Title	The title of the initiative
Enabler	Identifies whether initiative is an enabler to another initiative or for savings tracking purposes
OPR	Office designated as the office of primary responsibility for the evaluation and management of the initiative prior to acquisition
Mission Need (MN), Mission Essential (ME), Mission Critical (MC)	MC-Capabilities that will prevent or reduce the risk of loss of life or prevent grounding a MDS; ME-Capabilities that are required for successful mission completion; MN-Capabilities that will enhance or significantly contribute to mission success
Life Cycle Cost Savings	Score on a max value of 30 pertaining to the life cycle cost savings to include Fuel, Mx, and Support. Indefinite savings outside of the life cycle associated with an MDS will be scored on the savings within the FYDP
Return on Investment	Score on a max value of 20 on the expected Return on Investment. Cost / Savings
Other Benefits	Score on a max value of 10 for the other benefits as a result of 2nd and 3rd order events that are obtained from implementing the initiative
Ease of Funding	Score on a max value of 10 for the difficulty to fund initiative. May be a result of the amount of funding required, the desired source of funding, funds already available/POMed, ties to other programs
Ease of Implementation	Score on a max value of 15 on the difficulty to implement the initiative. Total length of time, difficulty of contract actions, manpower requirements to implement, etc.
Cost Risk	Score on a max value of 5 for the risk associated with the expected cost to implement and the confidence in the return on investment

Schedule Risk	Score on a max value of 5 for the risk associated with the planned schedule for implementation
Performance Risk	Score on a max value of 5 for the risk associated with the confidence on the intended performance of the initiative as provided by the initiative analysis
Total	This is a total of the weighted point scale