

**BY ORDER OF THE SECRETARY  
OF THE AIR FORCE**

**HEADQUARTERS AIR FORCE  
MISSION DIRECTIVE 1-57**



**17 AUGUST 2023**

**DEPUTY CHIEF OF  
STAFF, AIR FORCE FUTURES**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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**1. Mission:** The Deputy Chief of Staff for Air Force Futures (AF/A5/7) pursuant to Title 10 United States Code (USC) §§ 9031-9040, and as documented by **paragraph 4.3** of the Air Force Mission Directive-1, *Headquarters Air Force (HAF)*, and this HAFMD, assists the Secretary of the Air Force (SecAF), other Secretariat offices, and the Chief of Staff of the Air Force (CSAF) in carrying out the formulation and execution of Air Forces Strategy; to include strategic (net) assessments and comparative analysis; Air Force implementation guidance for the National Defense Strategy (and all future Department of Defense (DoD) strategic guidance documents); shape DoD planning guidance and review theater plans; operational concept development; wargaming; strategic international engagement and partnering; global posture; future force design; capability development guidance, capability development plans, and capability development strategies; and operational capability requirements. The SecAF retains ultimate responsibility for all policies related to the Department of the Air Force (DAF). Within his/her areas of responsibility, the AF/A5/7 prepares policies for approval and issues official guidance/procedures via official Department of the Air Force Publications and relevant guidebooks to ensure implementation of those policies. The AF/A5/7 assists with the CSAF's role as a member of the Joint Chiefs of Staff pursuant to 10 USC §151.

**2. Organizational Relationships.** The SecAF is responsible for, and has all legal authority necessary to conduct, the affairs of the DAF. The Secretariat, the CSAF, the Chief of Space Operations (CSO), the Air Staff, and Office of the CSO perform their DAF functions subject to the authority, direction, and control of the SecAF.

2.1. The AF/A5/7 reports directly to the CSAF, but provides support to the SecAF, the Under Secretary of the Air Force (USecAF), and other Secretariat offices, and Air Staff offices. The SecAF may re-delegate authority/assignment of responsibilities to the AF/A5/7, but the SecAF, through the CSAF and, as appropriate, Assistant Secretaries of the Air Force, retain ultimate responsibility for all matters listed in **Attachment 1** of this publication.

2.2. The AF/A5/7 is part of the Air Staff and, as such, works in cooperation with other HAF officials and their respective offices, which are responsible, pursuant to Chapters **903** and **905** of Title 10 (10 USC §§ 9011-9024 and §§ 9031-9040) for assisting the SecAF, and the CSAF in carrying out their responsibilities.

### **3. Responsibilities.**

3.1. The AF/A5/7 serves the Air Force by being the voice of tomorrow's Airmen. The AF/A5/7 leads HAF efforts in the development and integration of Air Force strategy, key operational capability requirements, and future force design.

3.2. To identify and address challenges anticipated to face tomorrow's Airmen, the AF/A5/7:

3.2.1. Implements strategies, develops threat-informed warfighting concepts, conducts strategic (net) assessments and comparative analysis, identifies, and prioritizes concept required capabilities, assesses capability gaps, builds, and executes portfolio-focused capability development plans, reviews commercial ecosystems for potential solutions, crafts and validates operational capability requirements, and identifies and champions technologies and opportunities that address those capability needs.

3.2.2. Defines the required capabilities & develops requirements documents necessary for tomorrow's Airman to enter tomorrow's fight with the advantage.

3.2.3. Develop concepts to provide tomorrow's Airmen with the battlespace advantage to defend the United States in their time.

3.2.4. Identify the organizations, training, and equipment tomorrow's Airmen will need.

3.2.5. Integrates our efforts into a coherent force design fitting into the broader Joint Force construct.

3.2.6. Promotes interdependencies with allies and partners to pursue mutual security interests.

3.2.7. Leverages the whole of the U. S. Air Force's intellectual capital to help senior leaders make informed decisions.

3.2.8. Ensures the integrated strategy, concepts, force design, operational capability requirements, and capability development are represented in the Air Force Corporate Process to drive and prioritize strategic decisions.

3.2.9. Exercises close coordination and responsibilities with senior leadership and planning staffs across the DoD, Joint Staff, Allies, and partners, and within the Air Force, including HAF, Major Commands (MAJCOMs), Field Operating Agencies, National Guard Bureau (NGB), and Air Force Reserve (AFR), ensuring their input is considered in the strategy, warfighting concepts, future force design, capability development, and requirements processes.

**4. Delegations of Authority/Assignment of Responsibility.** Attachment 1 lists the authorities delegated/responsibilities assigned to the AF/A5/7. The authorities delegated/responsibilities assigned to the AF/A5/7 by this HAFMD may generally be re-delegated to other DAF officials unless re-delegation is expressly prohibited by the attached delegation or superseding law, regulation, or DoD issuance. While the authorities are delegated/responsibilities assigned to AF/A5/7, the exercise of the authorities/responsibilities remain subject to the oversight and control of the Secretary of the Air Force, any Assistant Secretary of the Air Force having oversight, and the Chief of Staff of the Air Force. Any re-delegation of authority/assignment of responsibility made shall not be effective unless it is in writing. Any person re-delegating authorities in accordance with this HAFMD may further restrict or condition the authority being re-delegated.

**5. Continuation of Prior Re-Delegations of Authority/Assignments of Responsibility.** Re-delegations of authorities and responsibilities made prior to the date of issuance of this HAFMD remain effective insofar as such re-delegations are consistent with the terms of this HAFMD, unless superseded by new issuances.

FRANK KENDALL  
Secretary of the Air Force

## Attachment 1

### **DELEGATION OF THE SECRETARY, DEPARTMENT OF THE AIR FORCE AUTHORITY/ASSIGNMENT OF RESPONSIBILITIES TO AF/A5/7**

**A1.1. Responsibility relating to representation.** As required, for the North Atlantic Treaty Organization (NATO) and other international forums affecting interoperability and standardization, and Military Department coordination as delegated to the SecAF, pursuant to DoDI 2010.06, *Material Interoperability and Standardization with Allies and Coalition Partners*.

**A1.2. Responsibility relating to the Munitions Requirements Process.** As delegated to the SecAF, pursuant to DoDI 3000.04, *DoD Munitions Requirements Process (MRP)*.

**A1.3. Responsibility to establish worldwide air munitions allocations.** Positioning objectives, and distribution to Combatant Commands, by analyzing munitions positioning, test, training, and Combatant Commander requirements against available inventories pursuant to DoDI 3000.04, *DoD Munitions Requirements Process (MRP)*.

**A1.4. Responsibilities pursuant to DoDD 3000.07, Irregular Warfare, and DoDD 3000.05, Stabilization.** As described in DoDD 3000.07\_Air Force Policy Directive 10-42, Irregular Warfare. As part of this role, AF/A5/7 represents the United States Air Force (USAF) at the Irregular Warfare and Security Forces Assistance Executive Steering Committee and Working Group co-chaired by the Joint Chiefs of Staff Directorate, Joint Force Development (JS/J7) and the Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict (ASD(SO/LIC)), which manages DoD implementation of DoDD 3000.07.

**A1.5. Responsibility overseeing posture processes and managing Global Defense Posture alignment efforts for.** The Secretary of Defense and Deputy Secretary of Defense pursuant to DoDI 3000.12, *Management of U.S. Global Defense Posture (GDP)*.

**A1.6. Responsibility relating to compliance with Defense Standardization Program procedures.** As delegated to the SecAF, pursuant to DoDI 4120.24, *Defense Standardization Program (DSP)*.

**A1.7. Responsibility relating to performing duties as a Combatant Command Support Agent (CCSA).** For DoD identified commands and related activities, as delegated to the SecAF pursuant to DoDD 5100.03, *Support of the Headquarters of Combatant and Subordinate Unified Commands*.

**A1.8. Responsibility relating to defense representation for the U.S. Mission to NATO and Europe.** As delegated to the SecAF, pursuant to DoDD 5105.20, *Defense Representation, United States Mission to the North Atlantic Treaty Organization (USNATO) and Europe*.

**A1.9. Responsibility relating to coordinating with the ASD(SO/LIC).** As delegated to the SecAF pursuant to DoDD 5111.10, *Assistant Secretary of Defense for Special Operations and Low—Intensity Conflict (ASD(SO/LIC))*.

**A1.10. Responsibility relating to coordinating with the Assistant Secretary of Defense for Homeland Defense and Hemispheric Affairs (ASD(HD&HA)) and related activities.** As delegated to the SecAF pursuant to DoDD 5111.13, *Assistant Secretary of Defense for Homeland Defense and Global Security Affairs (ASD(HD&GS))*.

**A1.11. Responsibility relating to coordinating with components within the Office of the Under Secretary of Defense for Policy.** As delegated to the SecAF pursuant to DoDD 5111.01, *Under Secretary of Defense for Policy (USD(P))*.

**A1.12. Responsibility relating to the implementation of the CJCS Instruction 3110.01K-1, (U) Joint Strategic Campaign Plan (JSCP).**

**A1.13. Responsibility relating to implementation of DoDI 4650.06 (U) Positioning, Navigation, and Timing Management (PNT).** Represents the Air Force on the PNT Executive Management Board and various working groups.

**A1.14. Responsibility relating to identifying and advocating for PNT and Navigation Warfare (NAVWAR) requirements.** Through CDRUSSPACECOM to the Joint Staff pursuant to DoDI 4650.08, *Positioning, Navigation, and Timing (PNT) and Navigation Warfare (NAVWAR)*.

**A1.15. Responsibility for supporting the VCSAF's duties as a Voting Member of the Joint Requirements Oversight Council (JROC).** The staffing and validation processes relating to the implementation of the Joint Capabilities Integration and Development System (JCIDS) pursuant to CJCSI 5123.01I, *Charter of the Joint Requirements Oversight Council*, and the implementation of the JCIDS, and the staffing and validation of corresponding Air Force operational requirements outside of the JCIDS process.

**A1.16. Authority relating to the CSAF's responsibility for.** All performance requirements for the Air Force pursuant to Title 10 U.S. Code Section 181, *Joint Requirements Oversight Council*, and the CSAF's Requirements Decision Authority (RDA) responsibilities relating to the development of requirements for equipping the service pursuant to 10 U.S. Code Section 3104, *Acquisition—Related Functions of the Chiefs of the Armed Forces*.

**A1.17. Responsibility relating to coordinating with JS/J5 on Service requirements pursuant to CJCSI 2300.02K.** *Coordination of Overseas Force Structure Changes and Host Nation Notifications*.

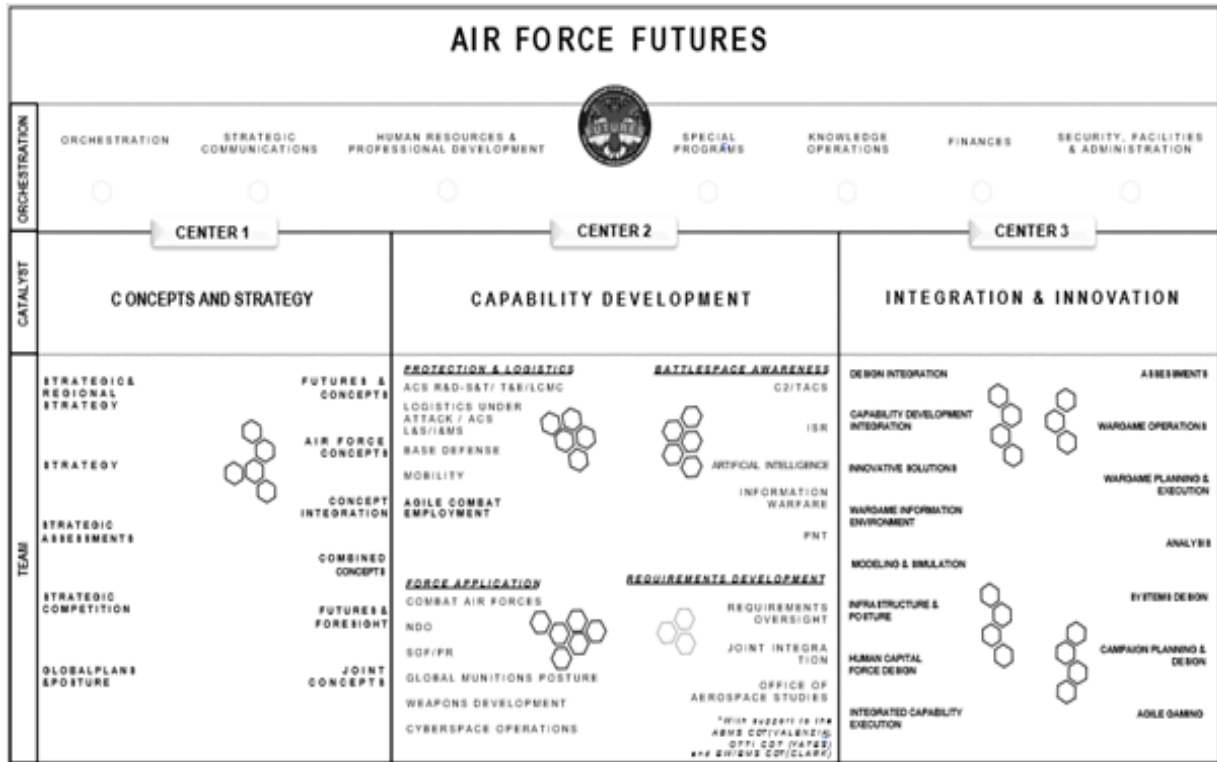
**A1.18. Responsibility relating to coordinating on the development of DoD policy within.** The ASD (GSA) AOR on collateral or related functions of the ASD (GSA) pursuant to DoDD 5111.18, *Assistant Secretary of Defense for Global Strategic Affairs (ASD(GSA))*

Attachment 2

ORGANIZATIONAL CHART/THREE-LETTER RESPONSIBILITIES

**A2.1. AF/A5/7 Air Force Futures.** Serves the Air Force by being the voice of tomorrow’s Airmen. AF/A5/7 leads HAF efforts in the development and integration of Air Force strategy, threat informed warfighting concepts, operational capability requirements, and future force design.

Figure A2.1. AF/A5/7 Organizational Structure.



**A2.2. AF/A5/7’s organization structure is adaptive.** Flat, transparent and consist of three leadership layers, all designed to support the work of the small teams. Note: The organizational structure depicted in Figure A2.1 is a representative example of AF/A5/7 and does not necessarily reflect how AF/A5/7 adapts as it solves challenges. AF/A5/7 iteratively adapts to posture itself to deliver the result the SecAF desires and Tomorrow’s Airmen depend upon. The three leadership layers of Air Force Futures are as follows:

A2.2.1. Orchestration Layer (DCS, AF/A5/7, ADSC, AF/A5/7, Front Office, Communications, Orchestration, Support and Onboarding Teams). This layer creates the environment for AF/A5/7 teams to be successful. It explains the “why,” interfaces with senior leaders, looks ahead, provides priority for tasks, encourages networking across teams and others on the staff, and supports the teams with resources and administrative assistance.

A2.2.2. Catalyzing Layer (Directors, Deputy Directors, their personal staffs, and a few select leaders). This layer performs the critical translation function that takes tasks that are sometimes ill-defined and refines them into things the teams can accomplish. These leaders establish priorities for time, remove barriers, and make connections. They offer team leader-coaches immediate help when their teams run into stumbling blocks.

A2.2.3. Team Layer (leader-coaches and their teams). This is the Air Force Futures action layer. Each team pursues a clear value proposition, organizes a cross-functional community of practice around this value proposition, and leads change through credibility.

### Attachment 3

## STANDARD OPERATING PROCEDURES FOR THE DEPUTY CHIEF OF STAFF, LOGISTICS, ENGINEERING AND FORCE PROTECTION AND THE DEPUTY CHIEF OF STAFF, AIR FORCE FUTURES

**A3.1. Purpose/Scope.** These Standard Operating Procedures (SOP) establish relationships, governance, and other principles agreed to by the Deputy Chief of Staff, Logistics, Engineering and Force Protection (AF/A4) and the Deputy Chief of Staff, Air Force Futures (AF/A5/7) concerning common, complementary, or otherwise related roles and responsibilities outlined in HAFMD 1-38, *Deputy Chief of Staff, Logistics, Engineering, and Force Protection*, and HAFMD 1-57, *Deputy Chief of Staff, Air Force Futures*. These procedures intend to provide the AF/A4 and AF/A5/7 with a high-level oversight of their respective functional areas, confirm governance structures and mutually established principles, facilitate decision-making actions, and reduce duplication of effort while increasing effectiveness and efficiency.

**A3.2. Authorities and Delegations.** This SOP does not enact or change two-letter delegations of authority or organizational relationships as reflected in HAFMD 1-38 and HAFMD 1-57.

### A3.3. Goals and Objectives.

A3.3.1. Ensure a single “Department of the Air Force” voice approach to all matters related to logistics, engineering, and force protection, and that AF/A4 and AF/A5/7 develop and convey consistent messaging on matters of interdependent responsibilities or interests.

A3.3.2. Ensure the effectiveness, optimization, and efficiency of logistics, engineering, and force protection portfolios, capabilities, and efforts.

A3.3.3. Ensure mechanisms support communications and information flow to provide AF/A4 sufficient awareness and influence on strategy, concept, and capability development activities conducted by AF/A5/7 that involve (or will affect) logistics, engineering, or force protection matters directed by HAFMD 1-38 or other Air Force, Space Force, or Joint guidance.

A3.3.4. Ensure AF/A4 and AF/A5/7 are fully synchronized and engaged in the Air Force Corporate Process for matters within AF/A4 areas of responsibility.

### A3.4. Framework Principles.

A3.4.1. Situational Context: AF/A4 and AF/A5/7 understand that personnel, financial, and time limitations may drive resourcing trade-offs and are committed to a balanced approach to oversight, management, and execution. AF/A4 and AF/A5/7 will mutually agree on trade-off decisions on matters of interdependent responsibilities or interests.

A3.4.2. Overarching Concepts: Policy, Oversight, and Management.

A3.4.2.1. Establishing and Issuing Policy. Policy is a statement of important, high-level direction that guides decisions and actions throughout the Air and Space Forces. Policy translates ideas, goals, or principles into actionable directives. AF/A4 is responsible for developing all Air Force and Space Forces policies for functional responsibilities assigned in HAFMD 1-38 and will advise AF/A5/7 of the development of new policies or updates to existing policies. AF/A4 is the Air and Space Forces lead for all matters pertaining to garrison logistics, engineering, and force protection support.



A3.4.2.2. Program Oversight. Program oversight involves ensuring high-level decision-making, programming, resource allocation, and program execution are consistent with Department of the Air Force policy, strategic direction, guidance, and legal requirements. While AF/A4 and AF/A5/7 retain program oversight responsibilities and authorities as assigned by HAFMD 1-38 and HAFMD 1-57 respectively, AF/A5/7's unique responsibilities to set Air Force strategy, develop Air Force concepts and act as the Secretariat for the Executive Leadership Team (ELT) require AF/A4 and AF/A5/7 to collaborate closely through formalized governance structures. This coordination should ensure strategy and designs for future force requirements are feasible when considering necessary basing, force protection, logistics, and mission support. While additional governance structures may be developed, at a minimum, AF/A4 and AF/A5/7 will cooperate through the A4 Enterprise Council (EC), the Capability Development Working Group (CDWG) and ELT, and Cross- Functional Teams (CFTs).

A3.4.2.3. Management. For programs and activities in which AF/A4 and AF/A5/7 hold shared responsibilities or interests, at a minimum, the formalized governance structures mentioned in [paragraph A3.4.2.2](#) of this attachment will be the primary mechanisms for coordinated management of such shared programs and activities. Descriptions of the governance structures may be found in their respective charters.

### **A3.5. Integrated Governance Structure and Capability Development Process.**

A3.5.1. CDWG. AF/A5/7 is responsible for creating the AF strategy, concepts, and design that implements national and service strategic guidance, and for advancing that design through capability development (CD) guidance integrated with the Air and Space approach to planning and programming processes. The CD process is a collaborative and inclusive effort designed to build the future force, discover viable CD pathways, and execute corresponding CD strategies. The objective of the CD process is to calibrate the Air and Space Forces' future challenges, force redesign, and development activities. AF/A4 will, to the extent practical, coordinate its CD efforts with AF/A5/7 and align them with AF strategy, concepts, and design decisions.

A3.5.1.1. AF/A5/7 acts as the Secretariat for the ELT and as tri-Chair of the CDWG alongside SAF/AQ and SAF/SQ. AF/A4 is a member of both bodies.

A3.5.1.2. The Air and Space Forces CD process drives focused investigation into critical uncertainties and the hypotheses associated with the four design attributes of the Air and Space Forces Operating Concept: (1) Dominate Space, (2) Connect the Joint Force, (3) Generate Combat Power, and (4) Sustain Logistics Under Attack.

A3.5.1.3. CFTs inform the CDWG and ELT by providing strategic oversight and coordination across the force to develop a range of capability development options and execute those that align with the concept of operations and design. AF/A5/7 will utilize CFTs to advance capabilities that enable Air Force strategy and shape the future force. CFTs will consist of a wide representation of stakeholders from across the Air Force. Each CFT develops its own charter to guide its conduct. The ELT approves CFT charters. For information regarding the AF/A4 and AF/A5/7 involvement in the CDWG and ELT and relationship in capability development see Section A3.9.4.

A3.5.1.3.1. AF/A4 will support these CFTs at various levels ranging from providing subject matter expertise to providing co-chairs for select CFTs. The level of involvement AF/A4 provides will be determined on a case-by-case basis for each CFT. However, due to the imperative of sustainment, protection, and movement/maneuver support for any Air or Space Force operation, AF/A5/7 will invite AF/A4 to participate in every CFT.

A3.5.1.3.2. While AF/A4 will coordinate efforts with CFTs as appropriate, there may be instances where it is necessary for AF/A4 to pursue capability development outside of the CFTs. In those instances, capability development will reside within functional governance structures subordinate to the A4 Enterprise Council (A4EC).

#### A3.5.2. A4 Enterprise Council (A4EC).

A3.5.2.1. The A4 Enterprise governance is a three-tiered structure consisting of the Council; the three functional boards (Civil Engineer, Logistics, and Security Forces); the Logistics, Engineering, and Force Protection Information Technology (IT) Portfolio Board; and various functional working groups. The Integration Leadership Team (ILT) consists of the Chairs of the three functional boards, as well as the A4P Director and A4 Director of Staff. The ILT coordinates across the governance structure to ensure guidance, decisions, and initiatives from the Council are executed and information flows to and from each level. AF/A4 acts as the Chair of the A4EC. AF/A5/7 Directorates are invited as key stakeholders to provide expertise on topics such as strategy, wargames, force design, etc.

A3.5.2.2. Based on the Enterprise Council outcomes, the Council Chair and Members advocate for resources, policy, or other requirements to support Logistics, Civil Engineer, and Force Protection priorities in the AF Corporate Structure and other forums.

A3.5.3. Agility Conference. In 2019, Deputy Commanders of various MAJCOMs, AF/A5/7 and select other representatives initiated a governance structure initially known as the Agility Conference. The Agility Conference supports the Air Force's Adaptive Operations in Contested Environments concept. Adaptive Operations is an enterprise-level approach to force employment and force development that ensures Air Force capability to project power into and operate from bases in contested and highly contested basing environments from today through 2040. The Agility Conference seeks to advance short-term action items that will enhance the Air Force's ability to conduct Adaptive Operations. The AF/A4 and AF/A5/7 will use this venue to collaborate on the key focus areas of the conference, namely training, resources, and strategic communications. AF/A5/7 is responsible for ensuring the Agility Conference is hosted in compliance with the AF Supplement to the DoD Conference Guidance 4.0.

A3.5.3.1. The Agility Conference governance oversees the development, planning, funding, and synchronization of efforts across all MAJCOMs in support of Agile Combat Employment.

A3.5.3.2. The Agility Conference recognizes the AF/A5/7 as a member of the governing body and the AF/A4 and other HAF entities as Key Advisors whose expertise aligns with the enduring business of the Conference's governance and whose presence will be required on an as-needed basis.

### **A3.6. Organizational Roles and Responsibilities.**

A3.6.1. AF/A4 Functions. HAFMD 1-38 outlines all AF/A4 functions, roles and responsibilities to include:

A3.6.1.1. Organizing, training, and equipping personnel for all facets of Logistics, Engineering and Force Protection.

A3.6.1.2. Ensuring Combat Support (CS), sustainment, and readiness through planning, programming, budgeting, and development of policy and guidance.

A3.6.1.3. Establishing policy implementation guidance for logistics, engineering, force protection, and logistics related CS activities.

A3.6.1.4. Directing world-wide management of logistics, engineering, force protection, and CS.

A3.6.1.5. Determining logistics, engineering, and force protection requirements. This responsibility infers the need to develop CS strategy supportive of AF and DoD strategy, to develop functional concepts, and to develop and advance functional capabilities. To the greatest extent feasible, these activities will be coordinated with AF/A5/7.

A3.6.1.6. Providing CS guidance to war planning, programming, budgeting, and analysis. This responsibility infers the need for involvement in wargaming and other operational analysis. AF/A4 will work with AF/A5/7 and other HAF offices to develop essential elements of analysis and other inputs for war-games, and to incorporate CS related outcomes of war-games into strategy, concepts and capability development.

A3.6.1.7. Providing product support planning and execution across the lifecycle of weapon systems.

A3.6.1.8. Providing oversight of logistics reporting systems, data collection, performance measures, and metrics.

A3.6.1.9. Developing and managing all aspects of physical security.

A3.6.1.10. Acting as the focal point for the integration of AF force protection programs and efforts.

A3.6.1.11. Employing resources in foreign disaster relief operations.

A3.6.1.12. Managing non-medical chemical, biological, radiological, and nuclear defense and consequence management programs.

A3.6.1.13. Providing senior AF representation within the AF and joint corporate processes related to all matters and governing bodies concerned with CS.

A3.6.1.14. Acting as senior AF representative in CS matters with partners and allies.

A3.6.1.15. Exercising all delegated authorities outlined in Attachment 1 of HAFMD 1-38.

A3.6.2. AF/A5/7 Functions. HAFMD 1-57 outlines all AF/A5/7 functions, roles, and responsibilities to include:

A3.6.2.1. Developing and managing processes for strategy development, concept development, wargaming, future force development, capability development, and operational capability requirements.

A3.6.2.2. Generating and articulating a coherent strategy and integrated future force design for the Air Force.

A3.6.2.3. Ensuring representation of integrated strategy, concepts, force design, operational capability requirements, and capability development in the Air Force Corporate Process.

A3.6.2.4. Exercising close coordination with senior leadership and planning staffs across the DoD and AF, including HAF, MAJCOMs, FOAs, and the reserve components and ensuring their inputs are considered in strategy, future force design, capability development, and the requirements process.

A3.6.2.5. Serving as the Air Force lead for OSD/Policy's and JS/J5's Global Posture Executive Council and Global Posture Integration Team. Shall liaison with AF/A4 offices on status of Air Force funded MILCON projects, as applicable.

A3.6.2.6. Serving as the United States National Representative to the Five Eyes (FVEY) Air Force Interoperability Council (AFIC). FVEY AFIC Management Committee and their working groups shall liaison with AF/A4 offices, as applicable. AF/A4 will forward to AF/A5/7, as appropriate, priorities relating to basing and logistics for standardization, information sharing and capability development with FVEY partners, to inform Senior Level Engagement and development of US National Director priorities for AFIC.

A3.6.2.7. Serving as the United States National Representative to the NATO Military Committee Air Standardization Board (MCASB) and manages United States participation in the MCASB working groups as the Lead Agent. Coordinates U.S. response to MCASB standardization agreements (STANAG) and AF response for STANAGs where the other services are the Lead Agent. Shall liaison with AF/A4 offices, as applicable.

A3.6.2.8. Creating the design that implements national and service strategic guidance and implementing that design through the Capability Development Guidance (CDG) and with Air Force planning and programming processes.

A3.6.2.9. Exploring innovative solutions to future strategic challenges. Developing a family of concepts that implements applicable innovative solutions and describes how the Air Force will fight in the future and integrate those ideas into the AF design and CDG.

A3.6.2.10. Exercising all delegated authorities outlined in **Attachment 1** of HAFMD 1-57.

### **A3.7. Special Organizational Roles and Relationships.**

A3.7.1. AF/A4 is the lead AF office for coordination with Chairman of the Joint Chiefs of Staff J4 and J36, Combatant Command J4 and J36 organizations, the Defense Logistics Agency, sister service and allied/partner nation logistics, engineering, force protection and combat support offices and agencies, and other interdepartmental/interagency partners concerning all issues related to logistics, engineering, force protection, CS, and disaster response.

A3.7.2. AF/A4 maintains or will-develop SOPs with other HAF and MAJCOM organizations with CS responsibilities (e.g., SAF/AQD), as needed.

A3.7.3. AF/A4 responsibilities related to acquisitions, life-cycle sustainment, RDT&E, category management, and supply chains require a unique relationship with Air Force Material Command (AFMC) and its various centers and laboratories such as Air Force Civil Engineering Center (AFCEC) and Air Force Security Force Center (AFSFC). AF/A4 routinely works with AFMC/A4 on a variety of issues and, through them, with other AFMC Directorates and subordinate organizations.

### **A3.8. Communication.**

A3.8.1. Early and informal discussion and communication is strongly encouraged within and across the AF/A4 and AF/A5/7 staffs as needed to efficiently and effectively carry out programs and work toward the force required to address the threats outlined in the NDS.

A3.8.1.1. Staff members involved in meetings at any level are expected to inform their respective chain of supervision of issues of concern, decisions, agreements, or other outcomes of a meeting.

A3.8.1.2. Current opportunities for coordination beyond daily staff interaction include, but are not limited to, AF/A4 participation on the ELT/CDWG, AF/A5/7 Directorate involvement in AF/A4 EC's where there is AF/A5/7 equity, and calendar permitting, a monthly AF/A4 and AF/A5/7 AO synchronization meeting organized by A4P.

A3.8.2. AF/A4 is responsible for providing program oversight for all functional areas within HAFMD 1-38. In some instances, relative to HAFMD 1-38, AF/A4 may provide day-to-day direction for critical issues. For example, AF/A4 will have a lead role in the adoption or articulation of any logistics-related policy position to OSD, other military departments, federal agencies, federal or state elected representatives, or other organizations outside the Air Force, that establishes or significantly changes an Air Force policy, or changes or erodes an established policy or position of the Air Force, Administration position, or Congressional position.

A3.8.3. AF/A4 and AF/A5/7 will communicate prior to implementing any policies, plans, programs, or activities for areas outlined in this SOP that may cause a significant resource impact upon execution or implementation.

### **A3.9. Key Touchpoints.**

A3.9.1. Concept Development. AF/A5/7 is charged to provide guidance for concept development and to initiate and maintain an Air Force Family of Concepts that will drive future force design. Concept development may be governed under a CFT or another governance mechanism endorsed by AF/A5/7.

A3.9.1.1. To ensure feasibility of sustainment, protection, and movement/maneuver concepts, AF/A4 will provide subject matter expertise at the appropriate echelon in each individual concept's development.

A3.9.1.2. AF/A4 may develop additional functional concepts in coordination with AF/A5/7, as necessary.

A3.9.2. Strategy. The AF/A5/7 is responsible for developing and maintaining an Air Force strategy aligned with national strategy, whereas the AF/A4 is responsible for providing CS strategy and guidance aligned with Air Force and national strategy, informed by Joint doctrine, and with emphasis on sustainment, protection, and movement/maneuver functions. Additionally, AF/A4 is responsible for operationalizing CS strategy through the A4EC, ELT/CDWG, and Installation Support and Logistics Panels.

A3.9.3. Wargames. The AF/A5/7 will use wargaming, experimentation, and exercises to inform future force makeup and subsequent design iterations. The AF/A4 will provide functional insights and appropriate subject matter expertise to ensure the AF/A5/7 analysis framework considers sustainment, protection, and movement/maneuver equities.

A3.9.3.1. AF/A5/7 will retain responsibility to execute the Global Engagement series wargames on behalf of the CSAF and will provide initial and continued collaboration and coordination with AF/A4 to ensure wargame and Essential Elements of Analysis properly consider and realistically portray Logistics, Engineering and Force Protection concerns, capabilities and constraints. AF/A4 will support AF/A5/7 with functional subject-matter experts to participate in wargame development, planning and execution. Both the AF/A4 and AF/A5/7 will leverage war game results to ensure that the Air Force and Space Force are properly postured for the future fight.

A3.9.3.2. The AF/A4 will collaborate, coordinate, and provide subject matter expertise with AF/A5/7 on the development of exercise objectives and analysis of their results.

A3.9.3.3. Both the AF/A4 and AF/A5/7 will work together to develop and assess concept-based hypotheses to identify and recommend the best value-added solutions for changes in doctrine, organization, training, materiel, leadership and education, personnel, and facilities and policy required to achieve significant advances in future joint operational capabilities.

A3.9.4. Capability Development. AF/A5/7 will collaborate with AF/A4 to identify and evaluate capability gaps; determine, prioritize, and direct further capability development activities to mitigate capability gaps; and develop requirements consistent with the AF design.

A3.9.4.1. AF/A5/7 will provide guidance to AF/A4 concerning applicable Capability Development status updates and future steps. The AF/A5/7, in collaboration with the AF/A4, will prioritize, integrate, and assess CD activities across DOTMLPF-P to mitigate capability gaps and capitalize on emerging opportunities to support and resource the future force design through the annual capability development guidance (CDG), approved by SecAF and CSAF, and recommendations to the capability development community.

A3.9.4.2. The AF/A4 will provide recommended CD priorities from a CS perspective. AF/A4 retains the right to develop functional concepts and to develop/advance functional capabilities. To the greatest extent feasible, these activities will be coordinated with AF/A5/7 and applicable CFTs.

A3.9.5. Joint Requirements Generation: The AF/A5/7 is the Air Force lead for the Joint Requirements Oversight Council (JROC) and recognizes AF/A4 has significant equities in the Protection and Logistics Functional Capabilities Boards (FCBs). AF/A5/7 will source subject matter expertise from AF/A4 to support FCBs and other JROC activities when CS equities are concerned. This will facilitate a more focused Air Force narrative on CS requirements and a

consistent Air Force voice to the joint community on CS matters. When requested and appropriate, the AF/A4 will provide support for JROC bodies identified in Chairman of the Joint Chiefs of Staff Instruction 5123.01I, *Charter of the Joint Requirements Oversight Council (JROC) and the Implementation for the Joint Capabilities Integration and Development System*.

A3.9.6. Planning and programming. AF/A5/7 will inform AF/A8 planning, programming, and budgeting through design development. AF/A4 will advocate for a design that is in line with the CS needs.

**A3.10. Terms of the Agreement.** This agreement may be reviewed and revised as deemed necessary by the Secretary of the Air Force. It is effective 14 Jun 2021 and may only be terminated or amended upon agreement by both AF/A4 and AF/A5/7.

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