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SECRETARY OF THE AIR FORCE**

AIR FORCE INSTRUCTION

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Special Management

TOTAL FORCE ASSOCIATIONS (TFAS)



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This instruction implements Air Force Policy Directive (AFPD) 90-10, *Total Force Integration*, for planning Total Force Associations (TFAs) and the development of Total Force Association Proposals (TFAPs). This instruction applies to military and civilian members of the Regular Air Force (RegAF), Air Force Reserve (AFR), and the Air National Guard (ANG). While recognizing the Civil Air Patrol (CAP) as part of the Total Force when conducting missions for the Air Force as the official Air Force Auxiliary (AFAUX), options for involving the CAP in associations are not included in this instruction. For the purpose of this instruction, the Office of the Director, Air National Guard functions as both a Headquarters Air Force (HAF) 2-letter and a Major Command (MAJCOM) equivalent. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*. Route AF Forms 847 from the field through the appropriate functional change of command. This publication may be supplemented at any level, but all supplements must be routed to the OPR of this publication for coordination prior to certification and approval. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See Air Force Instruction (AFI) 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor’s commander for non-tiered compliance items. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air

Force Records Disposition Schedule located in the Air Force Records Information Management System.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include guidance to MAJCOMs and HAF organizations in how to establish and/or disassociate TFAs and a change of OPR for facilitating Total Force engagement and coordination among the MAJCOMs, the Air Reserve Components (ARC), and HAF entities. As well, this instruction provides safeguards to ensure that TFAs comply with the “Purpose Statute” (see Terms in [Attachment 1](#)) as related to duty limitations on ARC personnel serving in a Full Time Support (FTS) capacity. This instruction also eliminates the Total Force Evaluation Board, streamlines the approval process for new associations, and continues the requirement to convert undocumented associations, legacy associations, and Integration Plans (I-Plans) to Association Plans (A-Plans). Finally, this document designates Headquarters Air Force Directorate of Total Force Integration (HAF/DSI) as the facilitator for reporting on and archiving all TFA plans.

Chapter 1

OVERVIEW

1.1. **Background.** The United States Air Force's (USAF) Total Force (TF) includes the RegAF, ANG, AFR, civilian workforce, and the CAP when conducting missions for the Air Force as the official AFAUX. Each contributing component of the TF offers unique capabilities and strengths, and the Air Force leverages their varied capacities to meet the nation's National Military Objectives. TFAs, also known as "associations", are one way the Air Force leverages the Total Force to meet these objectives efficiently and effectively.

1.2. **Associations.** A TFA occurs when two or more differing Air Force component organizations agree to share resources to perform a common mission. Association Plans (A-Plans) formally codify these agreements. Associations consist of a sponsor organization whose primary responsibility is for the mission and at least one associate organization that shares the mission. While these organizations remain separate and maintain their individual unit identity, they may form a shared team identity to enhance mission effectiveness. The Air Force establishes TFAs when it is effective and efficient to do so. Every TFA requires the support of a sponsor MAJCOM and associate MAJCOM documented in a HAF-approved A-Plan.

1.2.1. **Association Types.** The two primary association types, classic associations (CAs) and active associations (AAs), are further defined in [Attachment 1](#). They employ either an "Additive" or an "Embedded" manpower construct as directed in the TFAs Decision Support Document (DSD). An additive construct includes increased manpower above the normal unit type code (UTC) level with the intent of increasing unit surge capacity or capability as strategic depth. An embedded construct combines component (RegAF and ARC) manpower to equal the customary UTC and delivers manpower savings to the Service at the cost of reduced steady-state unit capacity. The association of a sponsor and associate organization not falling within the definitions of Classic or Active is categorized as "other" (e.g., an association between two Air Reserve Component organizations). All associations will functionally integrate work-centers and train, task, and employ these work-centers in a unified manner.

1.2.2. **Association Command Relationships.** Sponsor and associate organizations retain Administrative Control (ADCON), or in the case of the Air National Guard, Administrative Authority, of their own forces. Operational Direction (OPDIR) ensures unity of effort between associated units. MAJCOMs are responsible for the outline of OPDIR for their subordinate associations. A-Plans must clearly delineate the actual linkages of the association. Therefore, both ADCON and OPDIR linkages are identified within the organizational structure down to the lowest level of the associated units so all organizations understand the lines of authority. A-Plan organizational charts depict the operational mission partnership.

1.3. **Scope.** To maximize readiness of the force, increase lethality, and cost-effectively modernize, the Air Force must continue to find innovative solutions. TFAs are one way to optimize the existing force structure. TFAs, when deliberately planned and executed, enable USAF component organizations to share resources to perform a common mission. When proven to be in the best interest of the Air Force, TFAs are encouraged at any organizational level where there is a demonstrated increase in effectiveness, efficiency, capacity, or capability to the Total Force.

1.4. **Objective.** The objective of this instruction is to outline TFA roles and responsibilities among stakeholders, describe the planning and approval process for A-Plans, and outline the monitoring and review requirements of associations.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. **HAF Responsibilities:** The Headquarters Air Force, to include the Secretariat (SAF) and Air Staffs, are responsible for those duties enumerated in **Chapter 3** related to collaborating and coordinating on the establishment of TFAPs. The HAF and SAF coordination process will ensure the accuracy, completeness, legal sufficiency, and alignment of TFAPs with Air Force strategy. Further guidance for organizations involved in the coordination and approval of TFAs and that build upon the directives implemented in AFPD 90-10 are identified below:

2.1.1. Chief of Staff of the Air Force (CSAF). The CSAF provides ultimate oversight for Total Force Integration (TFI) for the Air Force. The CSAF grants approval authority to establish TFAs. The CSAF has delegated approval authority to the Vice Chief of Staff of the Air Force.

2.1.2. Vice Chief of Staff of the Air Force (VCSAF). The VCSAF is the approval authority to establish TFAs, as delegated by the CSAF.

2.1.3. Headquarters Air Force Director of Staff (HAF/DS). The Director of Staff is responsible for integrating and synchronizing policies, plans, positions, procedures, and cross-functional issues for HAF. The Director of Staff ensures establishment of governance mechanisms that provide enhanced integration and resolution of issues pertaining to TFA approval.

2.1.4. Headquarters Air Force, Directorate of Total Force Integration (HAF/DSI).

2.1.4.1. HAF/DSI is responsible for initiating Total Force policy refinement efforts, facilitating TFA establishment and disassociation processes, and providing TF awareness guidance on behalf of the Director of Staff. HAF/DSI facilitates Total Force engagement and coordination among the MAJCOMs and HAF entities. HAF/DSI ensures all TFI initiatives comply with Department of Defense and Air Force policy and align with Air Force Strategy. HAF/DSI is the facilitator for reporting on and archiving all TFAPs, as well as overseeing the inspection of all T-0 requirements via the standard Inspector General process.

2.1.5. Office of the Assistant Secretary of the Air Force, Energy, Installations & Environment (SAF/IE) Strategic Basing Office (SAF/IEIB). SAF/IEIB is the HAF lead agent for strategic basing actions in accordance with AFI 10-503, *Strategic Basing*. SAF/IE will review TFAPs under consideration by MAJCOMs. SAF/IE and the partnering MAJCOMs will coordinate TFAPs with the appropriate Air Force Installation and Mission Support Center (AFIMSC) or ARC to ensure proper support costs align to meet program requirements for TFAs.

2.1.6. SAF/IE Installation Planning Office (SAF/IEIP). SAF/IEIP is the HAF lead agent for planning and policy, with assistance from the Headquarters Air Force's Directorate of Civil Engineers (AF/A4C). SAF/IE provides oversight of Air Force implementation of the National Environmental Protection Act (NEPA) through the Air Force Environmental Impact Analysis Process, codified in Title 32, Code of Federal Regulations, **Part 989**, *Environmental Impact Analysis Process (EIAP)*, current edition. SAF/IEI reviews EIAP actions associated with TFAP planning and decision-making; determines the level of environmental analysis required for especially important, visible, or controversial proposals; and approves selected Environmental Assessments, Findings of No Significant Impact, all Environmental Impact Statements and Records of Decision, whether classified or unclassified. SAF/IEIP is also the HAF lead agent for

Base Realignment and Closure directed TFAs and has implementation oversight responsibility in coordination with SAF/IEIB, HAF/DSI, and the partnering MAJCOMs.

2.1.7. Chief, Air Force Reserve (AF/RE). AF/RE will provide guidance and direction on all TFAPs under consideration when one of the partnering MAJCOMs is Air Force Reserve Command (AFRC). AF/RE will provide oversight of all TFAs when AFRC is the sponsor MAJCOM. Additionally, AF/RE will ensure that planned full-time manpower strength in proposed associations adheres to enterprise-wide Air Force Reserve annual end strength directives.

2.1.8. Director, Air National Guard (NGB/CF). NGB/CF will provide guidance and direction on all TFAPs under consideration when one of the partnering organizations is the ANG. The National Guard Bureau (NGB) holds the MAJCOM role for the ANG. NGB/CF will provide oversight of all TFAs when the NGB is the sponsor MAJCOM. Additionally, NGB/CF will ensure that planned full-time manpower strength in proposed associations adheres to enterprise-wide Air National Guard annual end strength directives.

2.1.9. Office of the Judge Advocate General (AF/JA). AF/JA will educate, train, and advise MAJCOM Offices of the Judge Advocate General (MAJCOM/JAs) on component roles, responsibilities, expectations, and statutory limitations of FTS personnel; advise, engage, and support HAF/DSI on Total Force-related matters; and provide legal sufficiency review of A-Plans prior to final approval.

2.2. MAJCOM Responsibilities:

2.2.1. Every TFA requires the partnership of at least two MAJCOMs: a sponsor MAJCOM and an associate MAJCOM. The sponsor MAJCOM is the parent MAJCOM of the sponsor organization in the TFA. Sponsors have the preponderance of planning and management responsibility, to include coordinating proposed actions with HAF and associating MAJCOMs and Components. MAJCOMs that manage associated units will maintain particular engagement with these units to ensure the Total Force construct is effective, objectively understood, and free from significant concerns.

2.2.2. Sponsor MAJCOMs are responsible for developing and staffing TFA proposals. Sponsor MAJCOMs will coordinate with associate MAJCOMs and the NGB during the development and staffing process. The NGB is responsible for coordinating with The Adjutant General (TAG). Partnering MAJCOMs will coordinate all changes to A-Plans and TFA disassociation actions (see [Paragraph 3.4](#)).

2.2.3. The sponsor MAJCOM is responsible for coordinating funding for new construction and/or renovations required for TFA bed down. They are also responsible for coordinating the operation and sustainment funding of TFA facilities with the installation host. Funding for EIAP shall be accomplished to ensure completion and inform the decision making process prior to any commitment of resources. The sponsor MAJCOM will advocate for funding with AFIMSC or ARC and ensure compliance with EIAP prior to committing resources to a course of action. The sponsor MAJCOM (or Lead Command when in support of a weapon system) in coordination with AFIMSC or ARC, shall program for anticipated out-year EIAP workloads based on input from command proponents in accordance with AFI 10-503. If proponent offices exceed the budget, the proponent must provide the remaining funding. Where an associate organization requires sole use of space that existing facilities cannot provide, they are responsible for

advocating for funding with AFIMSC or ARC for new construction or renovation projects. **Note:** Sole-use space is authorized based on requirements. Sole-use space is dedicated to one component's use (not primary association mission) and managed by agreement between the associated unit and installation host (e.g., ARC-only fitness areas or RegAF-only recreation area).

2.2.4. If a host-base MAJCOM is not the sponsor or associate of an association, they will coordinate on the A-Plan for Base Support considerations and other host-tenant responsibilities with association MAJCOMs.

2.2.5. Furthermore, MAJCOMs will:

2.2.5.1. Review the effectiveness and viability of their associations in accordance with **Chapter 4. (T-1)** Partnering MAJCOMs will issue guidance concerning TFI partner participation in scheduled inspections in accordance with AFI 90-201, *The Air Force Inspection System*.

2.2.5.2. Contribute to individual Airman development by building and deploying TF awareness training products focused on component roles and responsibilities, expectations, and duty status limitations. **(T-1)**

2.2.5.3. Utilize **Attachment 2** to develop Total Force A-Plans and follow the detailed guidance contained therein. **(T-1)**

2.3. **Total Force Association Responsibilities:**

2.3.1. Sponsor and associate units will organize as directed in the A-Plan and accompanying Memoranda of Understanding (MOU)/Memoranda of Agreement (MOA) to achieve the intended mission results as articulated in the DSD. **(T-2)** If A-Plan guidance or resourcing is insufficient, association commanders will notify their respective MAJCOMs of deficiencies and request remedies to address shortfalls. **(T-2)**

2.3.2. Unit Commanders in an association will ensure that their members are educated on cross-component issues, roles and responsibilities, expectations, and Full Time Support Duty Limitations of the Active Guard and Reserve (AGR), Air Reserve Technician (ART), and Dual Status Military Technicians (DSMT). **(T-2)**

2.4. **Full Time Support (FTS) Duty Limitations.** Congress has placed duty limitations on ARC personnel serving in an FTS (AGR or ART/DSMT) capacity. For AGRs, personnel are limited to performing the primary duties of "Organizing, Administering, Recruiting, Instructing, and/or Training" (OARIT) the Reserve Components. **(T-0)** For ARTs and DSMTs, personnel are limited to the primary duties of "Organizing, Administering, Instructing, and Training the Selected Reserve and performing Maintenance and Repair of supplies or equipment issued to the Selected Reserve or armed forces." (OAIT-M) **(T-0)** Failure to comply with these duty limitations risks violating the Purpose Statute. For more information, see AGR, ART, DSMT, FTS, and Purpose Statute references within the **Terms** section.

2.5. **Air Force Installation and Mission Support Center (AFIMSC).** Will assist partnering MAJCOMs and SAF/IE as required to ensure proper support costs align to meet TFA program requirements.

Chapter 3

TFA ESTABLISHMENT

3.1. **TFA Establishment Overview.** This chapter outlines the planning and approval requirements for the establishment of a TFA.

3.2. **TFAP Development.** A TFAP contains two parts: a DSD and a Partnering MAJCOM-approved A-Plan.

3.2.1. **Decision Support Document.** The DSD provides the required justification for establishing an association and supports the development, review, and approval of an A-Plan. DSDs are derived from Total Force analyses methods including, but not limited to a Business Case Analysis (BCA), Force Mix Analysis, or other MAJCOM-designated analysis process.

3.2.2. **DSD Development.** The sponsor MAJCOM will lead DSD development in coordination with the associate MAJCOM(s). The DSD shall result from an analysis process tailored to the size and scope necessary to integrate benefits, cost, and risk into an understandable and defensible recommendation. When writing DSDs, the MAJCOMs should use AFI 65-501, *Economic Analysis*, and Air Force Manual (AFMAN) 65-506, *Economic Analysis*, which provide guidance on mixed funding scenarios for sourcing Operations and Maintenance (O&M) appropriations for ARC personnel activities applicable to associations. MAJCOMs will, at a minimum, address the following factors in the analysis, and present them in the DSD:

3.2.2.1. **Identify objectives, assumptions, and Course(s) of Action (COAs).** At a minimum, the MAJCOM will describe in each COA what form the association will take. One of the COAs must be the current status quo for comparative purposes.

3.2.2.2. **Identify costs associated with each COA, such as manpower, flying hours (initial/instructor qualification and continuation training), formal training, and other O&M costs, EIAP, and other support tail costs.** Within each COA, use manpower tables to depict the number of RegAF officer, enlisted, civilian, and contractor manpower required. Manpower tables will also include ARTs/DSMTs (officer and enlisted), AGR (officer and enlisted), traditional reservists (TRs) (officer and enlisted), drill status guardsmen (DSGs) (officer and enlisted), Title 5 civilians, the totals for each, and proportional percentages of Full-Time Support (FTS) (AGR and/or ART/DSMT status) and part-time manpower provided.

3.2.2.3. **Address the benefits of each COA.** For example: aircraft utilization (UTE) rate, equipment and facility utilization, experience and skill levels, rotational capacity, surge capability, personnel retention, and dwell time capacity.

3.2.2.4. **Address risks for each COA.** For example: funding, manpower, end strength, UTE rate, ability or inability to meet taskings, homeland defense considerations, state missions, training capacity, aircrew and maintenance absorption, and political viability.

3.2.2.5. **Identify a recommended COA.** Provide all relevant qualitative and quantitative reasons supporting the COA selection. Identify the selection factors and relative advantages and disadvantages of each COA, and use them appropriately to define the purpose and need.

3.2.3. **Association Planning.** The sponsor MAJCOM, in coordination with the associate MAJCOM, will develop the A-Plan.

3.2.3.1. The A-Plan outlines the TFAs purpose and background, association details, command relationships, OPDIR, mission readiness, funding responsibilities, operational employment, and transition plan. The partnering MAJCOMs will utilize [Attachment 2](#) to develop the A-Plan.

3.2.3.2. A-Plans serve as strategic-level framing documents that define the general nature and objectives of a given association. Specific details of a transactional nature that detail day-to-day interactions between associating units shall be addressed in separate MOAs and MOUs that are written and approved at the appropriate level in accordance with AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreements Procedures*.

3.2.4. Other Considerations. Air Force components may have unique considerations that require identification and analysis prior to making a recommendation to associate. Early in the planning process, partnering MAJCOMs will consider:

3.2.4.1. Appropriations. All associations must comply with the “Purpose Statute” (See Terms). **(T-0)** Appropriations will only be applied to the objects for which the appropriations were made except as otherwise provided by law. **(T-0)**

3.2.4.2. Strategic Basing. MAJCOMs will comply with the requirements of AFI 10-503; Department of Defense Instruction (DoDI) 1225.08, *Reserve Component (RC) Facilities Programs and Unit Stationing*; 32 CFR Part 989; and when appropriate, DoDI 3200.18, *Management and Operation of the Major Range and Test Facility Base* (MRTFB). **(T-0)** HAF/DSI will inform SAF/IEIB of TFA proposals when a basing location decision for the TFA is necessary.

3.2.4.3. Manpower and Personnel Management. Partnering MAJCOMs will comply with AFI 38-101, *Manpower and Organization*; AFI 36-2110, *Total Force Assignments*; Air National Guard Instruction (ANGI) 36-101, *Air National Guard Active Guard/Reserve (AGR) Program*; and ANGI 36-2001, *Management of Training and Operational Support within the Air National Guard*.

3.3. **TFAP Approval.** TFAP approval is a collaborative process between partnering MAJCOMs and HAF.

3.3.1. HAF Review. The sponsor MAJCOM will submit a draft A-Plan to HAF/DSI. HAF/DSI will coordinate with HAF stakeholders to review the draft and ensure accuracy, completeness, legal sufficiency, and alignment with Air Force strategic and policy objectives. HAF/DSI will compile the HAF review comments and facilitate resolution of issues, prior to sending the comments to the partnering MAJCOMs for their review.

3.3.2. Final MAJCOM Coordination. Partnering MAJCOMs will address HAF review comments as required before finalizing the A-Plan. MAJCOMs will send the complete TFAP (A-plan and DSD) to the sponsor, associate, and host base (if applicable) MAJCOM (and TAG for ANG organizations) for final coordination and revisions. When complete, the sponsor MAJCOM will send the TFAP to HAF/DSI for HAF 2-letter concurrence, consisting of directorate review of the A-Plan and DSD.

3.3.2.1. MAJCOMs will coordinate with their respective legal office throughout the process, from A-Plan development to association execution, to ensure compliance with all legal requirements. Sponsor MAJCOM legal offices will conduct a legal review of the TFAP with

coordination from the associate MAJCOM legal office prior to the sponsor MAJCOM forwarding the package for final HAF approval.

3.3.2.2. MAJCOM legal offices should remain in close coordination with Headquarters, Air Force Operations and International Law Directorate (AF/JAO) throughout the process to expedite the processing of A-Plans and avoid unnecessary delays.

3.3.3. Final Approval. Once HAF 2-letter concurrence is complete, HAF/DSI will send the final TFAP to the sponsor MAJCOM for signature by sponsor, associate, and if applicable, host base MAJCOM Directorate of Plans, Programs and Requirements (A5/8) and respective TAG. The sponsor MAJCOM will then forward the signed TFAP to HAF/DSI for VCSAF final decision.

3.3.4. Disapproved TFAPs. HAF/DSI will notify partnering MAJCOMs if a TFAP is disapproved during the approval process, and work in collaboration with the MAJCOMs to address the issue(s) raised by HAF entities. TFAPs requiring additional HAF adjudication prior to final decision will be presented to a governing body chaired by HAF/DS and include representation by HAF and partnering MAJCOMs to address concerns.

3.3.5. Documentation. Following VCSAF approval of the TFAP, HAF/DSI will send approval documentation to the partnering MAJCOMs. MAJCOMs will use this documentation to complete the necessary steps to establish the association. Actions may include Military Personnel Data System (MilPDS) and Personnel Accountability Symbol (PAS) code updates, programming actions, establishing necessary MOAs/MOUs, and EIAP actions.

3.3.6. An approved TFAP does not guarantee funding for execution; newly approved associations will compete for resourcing at MAJCOM and HAF levels like other programs or initiatives.

3.4. **Disassociation.** Prior to any disassociation action, associated units and partnering MAJCOMs shall review the TFA in accordance with guidance in [Chapter 4](#). Partnering MAJCOMs will send a formal memo recommending disassociation to the VCSAF through HAF/DSI if a review demonstrates the TFA is generating excessive costs, or is no longer sustainable, working, or supporting current requirements (see template, [Attachment 3](#)). HAF/DSI will then staff the disassociation memo for 2-letter concurrence and VCSAF final decision. If the VCSAF approves the request to disassociate, HAF/DSI will inform partnering MAJCOMs. MAJCOMs will notify all interested parties of their plan to disassociate and the timeline for disassociation.

3.4.1. Disputes. If enduring issues in an association cannot be resolved by partnering MAJCOMs, HAF/DSI will mediate the issue and staff a disassociation memo for VCSAF decision.

3.4.2. Programming Actions. MAJCOMs identify and plan for any budgetary or legislative impacts tied to the disassociation. Transfers of aircraft between the ARC and the RegAF must comply with DoDI 1225.06, *Equipping the Reserve Forces*, and AFI 16-402, *Aerospace Vehicle Programming, Assignment, Distribution, Accounting, and Termination*. (T-0)

3.4.3. Facility actions with disassociation. Disassociation will follow DoDI 1225.08.

Chapter 4

TFA MONITORING, REPORTING, AND REVIEWS

4.1. **Monitoring and Review of TFAs.** This chapter outlines and defines MAJCOM responsibilities to monitor and review TFAs.

4.2. **TFA Monitoring.** Partnering MAJCOMs will continuously monitor their associations. **(T-1)** At a minimum, monitoring will include tracking the number and type of associations, Mission Design Series (MDS) of associations, full-time support manning, compliance with OARIT/OAIT-M requirements for ARC FTS personnel (AGR and/or ART/DSMT status), and any special considerations or circumstances for associations (e.g., community basing challenges, TFI awareness gaps, identification of best practices, among others).

4.3. **Annual MAJCOM TFA Report.** Sponsor MAJCOMs will submit a report on the status of their associations to HAF/DSI annually, on the last duty day of October. **(T-1)** The report will include, at a minimum, certification of the number and type of associations, date of previous TFA reviews, A-Plan status, and significant milestones. See [Attachment 4](#) for the MAJCOM TFA Report template.

4.4. **TFA Reviews.** Partnering MAJCOMs will review the effectiveness and viability of their TFAs every 48-60 months. **(T-1)** At minimum, TFA reviews will consist of the following:

4.4.1. **A-Plan Review.** In coordination with associated units, MAJCOMs will review A-Plans to determine if the A-Plan accurately reflects the current mission, work force, and other related factors. The sponsor MAJCOM/JA will perform a review of associations to determine continued legal sufficiency.

4.4.2. **Systems of Measure (SoMs).** During the review, MAJCOMs will examine the MAJCOMs TFAs objective, metrics, and SoMs set forth in their respective A-Plan.

4.4.3. **Results of Reviews.** If discrepancies exist between the function of the association and the existing A-Plan, partnering MAJCOMs will determine if the discrepancies require revision of the A-Plan. Revisions that document a significant change to the original mission, work force, or capabilities of the association will follow the TFA establishment process outlined in [Chapter 3](#). Alternatively, MAJCOMs may review and direct changes to MOUs and MOAs that cause the functioning of the TFA to differ from approved A-Plans.

4.4.4. **Significant Changes.** MAJCOMs will review their associations if they undergo significant changes and place the viability of the TFA at risk. Significant changes may include structural adjustments to the RegAF or ARC command structure, Organization Change Requests and Program Change Requests, relocation, and manning or equipment assignments. MAJCOMs will review their TFAs for significant changes prior to recommending disassociation.

Chapter 5

INTEGRATION PLANS AND LEGACY ASSOCIATIONS

5.1. Integration Plans (I-Plans) and Legacy Associations Overview. This chapter outlines the staffing and approval requirements for I-Plans and legacy associations as defined in [Attachment 1](#).

5.2. I-Plan Conversions. MAJCOMs will convert I-Plans to A-Plans as part of their review process. I-Plans contain the signatures of partnering MAJCOM/A5/8s or other equivalent authority. If unsigned, the corresponding TFA is unapproved and MAJCOMs will follow the TFAP approval process outlined in [Chapter 3](#). When converting I-Plans to A-Plans, MAJCOMs will send the final TFAP, signed by partnering MAJCOM/A5/8s, and the signed, supporting I-Plan to HAF/DSI for filing. I-Plan conversions do not require a DSD and/or coordination with HAF stakeholders unless MAJCOM review determines there are significant changes in the association in line with [Paragraph 4.4.4](#)

5.3. Legacy Associations. As part of the review process, MAJCOMs will send supporting source documentation in conjunction with TFAPs signed by partnering MAJCOM/A5/8s to HAF/DSI for filing. Legacy association source documentation includes records signed by partnering MAJCOM/A5/8s (and TAG for ANG organizations) or an equivalent authority prior to 29 May 2007 to be considered as an approved association. HAF/DSI will acknowledge receipt of A-Plans and source documentation for legacy associations received from MAJCOMs.

5.4. Review and Revision of Legacy Association A-Plans. Upon review of a legacy association, if the original source documentation and A-Plan no longer reflect the current mission, work force, or capabilities of the association, the A-Plan will be revised and approved in accordance with [Chapter 3](#).

TIMOTHY G FAY, Lt Gen, USAF
Director of Staff, HAF

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

AFI 10-503, *Strategic Basing*, 28 July 2017

AFI 14-404, *Intelligence Oversight*, 3 September 2019

AFI 16-402, *Aerospace Vehicle Programming, Assignment, Distribution, Accounting, and Termination*, 27 September 2019

AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreements Procedures*, 18 October 2013

AFI 33-322, *Records Management and Information Governance Program*, 26 March 2020

AFI 33-360, *Publications and Forms Management*, 1 December 2015

AFI 36-2110, *Total Force Assignments*, 5 October 2018

AFI 36-2619, *Active Duty Operational Support (ADOS) – Active Component (AC) Man-Day Program*, 25 November 2019

AFI 38-101, *Manpower and Organization*, 29 August 2019

AFI 65-501, *Economic Analysis*, 29 October 2018

AFI 90-201, *The Air Force Inspection System*, 20 November 2018

AFMAN 36-2136, *Reserve Personnel Participation*, 6 September 2019

AFMAN 65-506, *Economic Analysis*, 6 September 2019

AFMAN 65-605, Volume 1, *Budget Guidance Procedures*, 16 August 2012

AFPD 25-2, *Support Agreements*, 26 September 2019

AFPD 90-10, *Total Force Integration*, 27 September 2019

ANGI 36-101, *Air National Guard Active Guard Reserve (AGR) Program*, 3 June 2010

ANGI 36-2001, *Management of Training and Operational Support within the Air National Guard*, 30 April 2019

DoDI 1225.06, *Equipping the Reserve Forces*, 16 May 2012

DoDI 1225.08, *Reserve Component (RC) Facilities Programs and Unit Stationing*, 10 May 2016

DoDI 3200.18, *Management and Operation of the Major Range and Test Facility Base (MRTFB)*, 1 February 2010

DoDI 4000.19, *Support Agreements*, 25 April 2013

5 USC § 3101, *General Authority to Employ*

10 USC § 10143, *Ready Reserve: Selected Reserve*

10 USC § 10147, *Ready Reserve: Training Requirements*

10 USC § 10216, *Military Technicians (Dual Status)*

10 USC § 12310, *Reserves: for Organizing, Administering, etc., Reserve Components*

31 USC § 1301, *Application*

32 USC § 328, *Active Guard and Reserve Duty: Governor's Authority*

32 USC § 502(f)(2), *Required Drills and Field Exercises*

32 USC § 709, *Technicians: Employment, Use, Status*

32 CFR Part 989, *Environmental Impact Analysis Process*, current edition

42 USC § 4321, *National Environmental Protection Act*

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Prescribed Forms

None

Abbreviations and Acronyms

AA—Active Association

ADCON—Administrative Control

ADOS—Active Duty Operational Support

AFAUX—Air Force Auxiliary

AFI—Air Force Instruction

AFIMSC—Air Force Installation and Mission Support Center

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFR—Air Force Reserve

AFRC—Air Force Reserve Command

AGR—Active Guard and Reserve

ANG—Air National Guard

ANGI—Air National Guard Instruction

A—Plan—Association Plan

ARC—Air Reserve Component

ART—Air Reserve Technician

BCA—Business Case Analysis

BMC—Basic Mission Capable

CA—Classic Association

CAP—Civil Air Patrol

CFR—Code of Federal Regulations
COA—Course(s) of Action
CSAF—Chief of Staff of the Air Force
DoDI—Department of Defense Instruction
DRRS—Defense Readiness Reporting System
DS—Director of Staff
DSD—Decision Support Document
DSG—Drill Status Guardsman
DSMT—Dual Status Military Technician
DSI—Directorate of Total Force Integration
EIAP—Environmental Impact Analysis Process
FOC—Full Operational Capability
FS—Fighter Squadron
FTS—Full-Time Support
HAF—Headquarters Air Force
IOC—Initial Operational Capability
I—Plan—Integration Plan
JA—Judge Advocate
MAJCOM—Major Command
MDS—Mission Design Series
MilPDS—Military Personnel Data System
MOA—Memorandum of Agreement
MOU—Memorandum of Understanding
MPA—Military Personnel Appropriation
MRTFB—Major Range and Test Facility Base
MXG—Maintenance Group
MXS—Maintenance Squadron
NAF—Numbered Air Force
NEPA—National Environmental Protection Act
NGB—National Guard Bureau
O&M—Operations and Maintenance

OAIT-M—Organize, Administer, Instruct, and/or Train the Selected Reserve and performing maintenance and repair of supplies or equipment issued to the Selected Reserve or the armed forces (primary ART/DSMT duties)

OARIT—Organize, Administer, Recruit, Instruct, and/or Train (primary AGR duties)

OG—Operations Group

OPDIR—Operational Direction

OPR—Office of Primary Responsibility

PAS—Personnel Accounting Symbol

RegAF—Regular Air Force

RSD—Regularly Scheduled Drill

RPA—Reserve Personnel Appropriation

SAF—Secretary of the Air Force

SoM—Systems of Measure

TAG—The Adjutant General

TDY—Temporary Duty

TF—Total Force

TFA—Total Force Associations

TFAP—Total Force Association Proposal

TFI—Total Force Integration

TR—Traditional Reservist

USAF—United States Air Force

USC—United States Code

UTA—Unit Training Assembly

UTC—Unit Type Code

UTE—Utilization

VCSAF—Vice Chief of Staff of the Air Force

WG—Wing

Terms

Active Association (AA)—A construct in which an ARC sponsor organization shares a mission with one or more RegAF associate organizations.

Active Guard and Reserve (AGR)—National Guard and Reserve members who are on voluntary active duty providing full-time support to National Guard, Reserve and Active Component organizations for the purpose of organizing, administering, recruiting, instructing, or training the reserve components (duties collectively referred to as “OARIT”).

Administrative Control (ADCON)—The direction or exercise of authority over subordinate or other organizations with respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations.

Air Force Auxiliary (AFAUX)—The Title 10 United States Code status of Civil Air Patrol’s “Volunteer Airmen” while performing Air Force-assigned missions in support of the Air Force or any other federal agency.

Air Reserve Component (ARC)—The Air Reserve Component of the Air Force consists of the Air National Guard and the Air Force Reserve.

Air Reserve Technician (ART)—The Air Force Reserve uses the term ART for their Military Technicians. As federal civilian employees, Air Reserve Technicians (ARTs) ensure stable, continuous management of the part-time Ready Reserve. As a condition of employment, they must be Ready Reservists, training with the units that employ them. They provide management continuity, equipment maintenance, and training support to help keep their units combat ready. ARTs in various career fields also perform the unit's full-time mission (e.g., base support tail functions). ARTs are limited to the primary duties of “organizing, administering, instructing, and training” the Selected Reserve and performing maintenance and repair of supplies or equipment issued to the Selected Reserve or the armed forces (collectively referred to as “OAIT-M.”)

Associate MAJCOM—The associate MAJCOM supports the development of a TFAP to establish a new TFA, or to change an existing one.

Associate Organization—The partner unit of a TFA that shares the primary physical resources assigned to the sponsor organization. The associate organization may provide additional physical resources necessary to support the shared mission. Associate organizations will vary from full or tailored wings to groups, squadrons, and detachments, depending on the scope of the shared mission. The associate organization is subordinate to the associate MAJCOM.

Association Plan (A-Plan)—A document outlining the purpose and objectives of a TFA, to include organizational structure, command relationships, base support, manpower categories and numbers, plans for functional integration, shared resources, and budget requirements. A-Plans identify quantifiable objective-level metrics and SoMs for the TFA.

Business Case Analysis (BCA)—A business decision document that identifies alternatives and presents convincing economic and technical arguments for implementing alternatives to achieve stated organizational objective/imperative(s).

Classic Association (CA)—A construct in which a RegAF sponsor organization shares a mission with one or more ARC associate organizations.

Decision Support Document (DSD)—A document that presents alternatives, costs, benefits, and risks of the proposal. This data supports justification of a TFA in conjunction with an A-Plan.

Drill Status Guardsman (DSG)—Air National Guard members who participate in Regularly Scheduled Drill (RSD), traditionally one weekend per month and a two-week annual training period. Also referred to as a Traditional Guardsman.

Dual Status Military Technician (DSMT)—The National Guard Bureau uses the term Dual Status Military Technician (DSMT). A DSMT is a federal civilian employee, employed under 5 USC § 3101 or 32 USC § 709, required to maintain membership in the Selected Reserve, and assigned to a civilian position as a technician in the organizing, administering, instructing, and training (OAIT) of the National Guard or maintenance and repair of supplies issued to the National Guard or the Armed Forces. Technicians are authorized and accounted for as a separate category of civilian employees.

Environmental Impact Analysis Process (EIAP)—Under the EIAP, all alternatives must be evaluated and considered by the decision maker, prior to making any commitment of resources. The EIAP is implemented in the Air Force by 32 CFR Part 989. The EIAP is compiled with either a Categorical Exclusion, an Environmental Assessment, or an Environmental Impact Statement.

Force Mix Analysis (FMA)—Enterprise-level analysis of a mission area to examine mission feasibility across a range of RegAF/ARC force mix options. The analysis is based upon the associated outputs, costs, benefits and risks.

Full—Time Support (FTS)—ARC personnel serving in full-time support positions that are in AGR, ART, or DSMT status. AFR and ANG personnel placed on Active Guard and Reserve AGR orders under 10 USC § 12310, 32 USC § 328, or 32 USC § 502(f)(2) are limited to OARIT for the reserve components as their primary duty. [Note: These duty limitations only apply to AGRs and do not apply to ARC members serving on active duty or full time national guard duty tours for operational support (e.g. “ADOS” or “MPA” tours).] Additionally, under 10 USC § 10216, or 32 USC § 709, ARTs and DSMTs are limited to the primary duties of OAIT-M. A member’s “primary duty” is that which that takes 51%, or more, of a member’s time that constitutes the primary reason the manpower billet is justified for the unit. Members may fulfill certain other duties on a “non-interference basis.” That is, additional duties that comprise 49%, or less, of a member’s duties. This is an individual requirement that cannot be apportioned or accounted for across the unit or organization.

Functional Integration—The mission alignment of full-time and part-time personnel, training, and/or resources between organizations. Commanders functionally integrate across the Air Force to maintain readiness and efficiently organize, train, and equip forces. Functional integration occurs through command-level MOAs, personnel assignments, aligning collocated organizations, and formalizing TFAs.

Host Base MAJCOM—The MAJCOM responsible for supporting the installation on which the TFA resides. The host base MAJCOM could be the sponsor MAJCOM, associate MAJCOM, or a different MAJCOM. If the host base MAJCOM is not one of the TFA’s sponsor or associate MAJCOMs, the sponsor MAJCOM must coordinate with the host base MAJCOM prior to forming a TFA.

Memorandum of Agreement (MOA)—A type of intra-service, intra-agency, or inter-agency agreement between two or more parties, which includes specific terms that are agreed to, and commitment by at least one party to engage in action. It either includes a commitment of resources or binds a party to a specific action.

Memorandum of Understanding (MOU)—A type of intra-service, intra-agency, or inter-agency agreement between two or more parties, which includes only a general understanding

between the parties. It neither includes commitment of resources nor binds a party to a specific action.

Operational Direction (OPDIR)—OPDIR is an agreed-upon understanding (codified in MOUs, MOAs or Memorandum for Records) between commanders of TFA organizations to allow functional leaders from any component, whether from the sponsor or the associated organization, to lead and guide personnel in their in-garrison mission and daily tasks.

Partnering MAJCOMs—Together, the sponsor and associate MAJCOMs that maintain ADCON over the associating units.

Proponent—The office, unit, or activity at any level that initiates an Air Force basing action.

Purpose Statute (31 USC § 1301)—The Purpose Statute states, “Appropriations shall be applied only to the objects for which the appropriations were made except as otherwise provided by law.” For purposes of this AFI, the Purpose Statute primarily applies to the use of ARC personnel serving in full-time support (FTS) positions as AGRs and/or ARTs/DSMTs. To avoid Purpose Statute violations, all FTS personnel must individually adhere to duty limitations identified in 10 USC § 12310, 32 USC § 328, 32 USC § 502(f)(2), 32 USC § 709, and 10 USC § 10216, as applicable (See Full-Time Support definition above). Violations of these requirements may have severe legal consequences.

Sponsor MAJCOM—Parent MAJCOM of the sponsor organization in a TFA. The sponsor MAJCOM leads the development of a TFAP to establish a new TFA, or to change an existing one. Sponsor MAJCOMs will develop association documentation for the TFAP package in coordination with the associate MAJCOM(s) and host base MAJCOM, if required.

Sponsor Organization—Organization with primary responsibility for mission accomplishment and normally assigned the preponderance of the primary physical resources (e.g., aircraft, weapon system equipment, weapon system support, and production facilities). Sponsor organization status does not imply ownership of an installation. Sponsor organizations will vary from full or tailored wings to groups, squadrons, and detachments, depending on the scope of the shared mission. The sponsor organization is subordinate to the sponsor MAJCOM.

Support Agreement—Support agreements must be developed between affected Suppliers and Receivers to document recurring support in order to provide the unit commander with the capability to ensure resources are expended wisely and to help eliminate unnecessary resource duplication. Support agreements are also used for single or non-recurring reimbursable support and non-reimbursable support. (See AFPD 25-2, *Support Agreements*, AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreements Procedures*, DoDI 4000.19, *Support Agreements*)

Systems of Measure (SoM)—Measurements of the effect of an objective or task that demonstrate when that objective has been achieved. MAJCOMs establish SoMs at their own discretion.

Total Force Associations (TFA)—Formal agreements between two or more Air Force component organizations agreeing to share resources to perform a common mission. TFAs are classified into four categories depending on the date of their inception:

1.) “Legacy Associations” are associations approved prior to 29 May 2007.

- 2.) “I-Plan Associations” are associations approved in accordance with AFI 90-1001 dated 29 May 2007 through 9 Jan 2017.
- 3.) “A-Plan Associations” are all associations approved in accordance with either AFI 90-1001 dated 9 Jan 2017 or this document until a date determined by a successor to this publication.
- 4.) “Unapproved Associations” are associations that do not fall into the three previous categories.

HAF assigns missions to the individual component organizations, not the TFA. The individual organizations associating to form a TFA will follow the organizational mandates outlined in AFI 38-101.

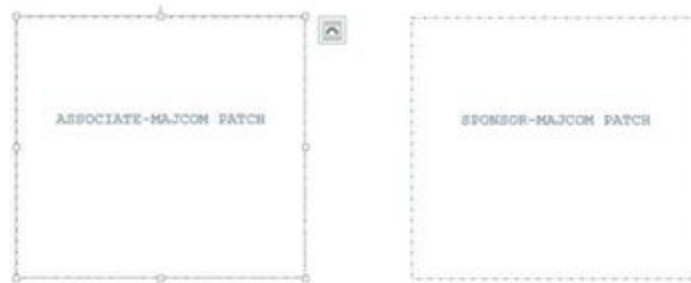
Total Force Association Proposals (TFAPs)—Proposal package consisting of a DSD and an A-Plan. The sponsor MAJCOM develops a TFAP in coordination with the associate MAJCOM(s).

Traditional Reservist (TR)—A drilling unit member of the Air Force Reserve (Selected Reserve) who must participate in at least 48 scheduled drills or training periods during each year. TRs must also serve on active duty for training of not less than 14 days during each year, or serve on active duty for training not more than 30 days during each year (10 USC § 10143 and 10 USC § 10147). TRs can be mobilized (voluntarily or involuntarily) to active duty.

Unit Equipped—A RegAF or ARC formal unit that is authorized Mission-Design Series (MDS) or other mission essential equipment to perform a mission, whether for a combat-coded mission or training mission, such as a Formal Training Unit or other assigned mission. Associations are not formal units and are not considered “unit equipped”. The sponsor organization is generally considered the “unit equipped” organization that shares its equipment with the associate organization. The A-Plan and Memorandum of Agreement (MOA) between the sponsor organization and associate organization define the procedures for sharing of the equipment and funding responsibilities.

Unity of Effort—Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization, which is the product of successful unified action.

Attachment 2

ASSOCIATION PLAN (A-PLAN) FOR CLASSIC/ACTIVE/OTHER MDS/MISSION SET
ASSOCIATION AT BASE NAME AFB, STATEFigure A2.1. Association Plan (A-Plan) for Classic/Active/Other MDS/Mission Set
Association at Base Name, AFB, State**Prepared by:**

Sponsor MAJCOM/Office Symbol, First M. Last, Rank, USAF
Associate MAJCOM/Office Symbol, First M. Last, Rank, USAF

Approved by:

Signature, Sponsor MAJCOM/A5/8, First M. Last, Rank, USAF

Signature, Associate MAJCOM/A5/8, First M. Last, Rank, USAF

Signature, Host Base MAJCOM/A5/8, First M. Last, Rank, USAF (when applicable)

Distribution: Authorized to DoD components only. Refer other requests for this document to Sponsor MAJCOM's address.

Date: DD Mon YYYY

Number of Pages: XX

Classification/Authority: Unclassified.

A2.1. PURPOSE AND BACKGROUND

A2.1.1. **PURPOSE.** In accordance with AFI 90-1001, *Total Force Associations*, this document establishes and provides association planning guidance for the [Additive/Embedded] [Classic/Active/Other] association between [Sponsor MAJCOM's] [Sponsor Organization] and [Associate MAJCOM's] [Associate Organization] at Base Name AFB(s). This association was formed in order to [increase combat capability, increase capacity, facilitate training, increase airframe availability, improve cost-savings, increase the Total Force continuum of service, improve physical fitness testing, (State primary reason for associating), etc.] by sharing [manpower and/or aircraft/equipment].

A2.1.2. **MEASURABLE OBJECTIVES.** Standard Systems of Measure (SoMs) for this association are identified through coordination with [sponsor MAJCOM], [associate MAJCOM], and the associating units. These SoMs determine whether the association is creating the desired effect for key objectives. The listed objectives must be explicitly linked to the justification used for forming and/or continuing the TFA. **Note:** SoMs consist of established systems of record,

such as MilPDS, Defense Readiness Reporting System (DRRS), and Logistics Installation Mission Support-Enterprise View.

A2.1.2.1. Proposed Objective #1: Outline the association's first objective or the desired effect. These objectives should support the reason(s) both MAJCOMs are associating.

A2.1.2.1.1. Describe how to measure success for Proposed Objective #1.

A2.1.2.1.2. Outline and describe additional measures to help determine success for Proposed Objective #1.

A2.1.2.2. Proposed Objective #2: Outline additional association objectives as separate bullets.

A2.1.2.2.1. Describe how to measure success for Proposed Objective #2.

A2.1.2.2.2. Outline and describe additional measures to help determine success for Proposed Objective #2.

A2.1.3. **BACKGROUND.**

A2.1.3.1. Identify what directive(s), DSDs or Service guidance directed formation of this TFA.

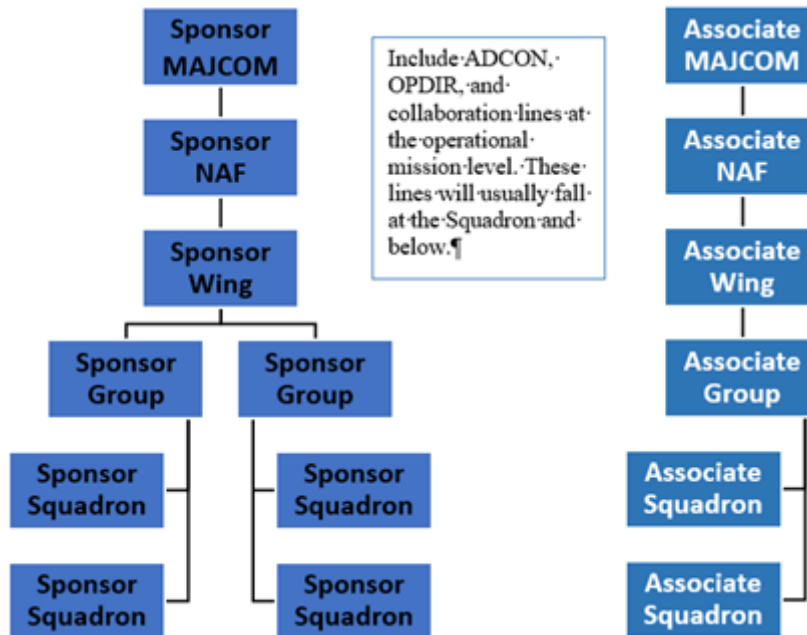
A2.1.3.2. Provide mission description for the units, etc. associating.

A2.1.3.3. Explain what type of association (Classic, Active or Other) is proposed and why. Furthermore, explain whether the Association will have an Embedded or Additive construct and why.

A2.2. **ASSOCIATION DETAILS.**

A2.2.1. **ORGANIZATIONAL STRUCTURE.** This [Classic/Active/Other] association will follow the organizational construct as outlined in [Figure A2.2](#) Describe in detail the organizational structure of the proposed ARC unit, its relationship with the RegAF unit, and where the association is functionally integrated (wing-wing/wing-sq/sq-sq). Include an organizational chart depicting this from the MAJCOM-levels, through the respective Numbered Air Force (NAF), and continuing to the unit levels.

Figure A2.2. ## WG/## WG Classic/Active Association Organizational Structure.



A2.2.2. COMMAND RELATIONSHIPS.

A2.2.2.1. Outline the RegAF ADCON relationships.

A2.2.2.2. Outline the ARC ADCON relationships.

A2.2.2.3. Outline Operational Direction (OPDIR) among the specific TFA associations.

A2.2.2.4. Outline plan for addressing disciplinary matters within the association.

A2.2.3. BASE SUPPORT.

A2.2.3.1. If not a partnering MAJCOM, outline which MAJCOM hosts the installation on which the association will reside.

A2.2.3.2. If there are Community Basing issues identified in the association, [Table A2.1](#) may be used to provide a detailed list of base and community services that are not available (or have limited availability) and that may negatively impact TFA personnel or their dependents. For each service listed, provide a mitigation strategy. Further community base service mitigation strategies may be detailed in an MOU/MOA.

Table A2.1. Unavailable/Limited Community Base Services & Mitigation Strategy.

Base Service	Unavailable	Limited	Mitigation Strategy
Fitness Center	X	X	e.g., Armed Services YMCA.
High Cost of Living Expenses: Housing & Utilities			e.g., Update personnel Processing Codes through MAJCOM A1 to enhance awareness for incoming Airmen, direct participation in annual Basic Allowance for Housing data collection.
Child Development Center			e.g., Apply for Off-base Childcare Waiver/Subsidies through Childcare Aware Organization at https://childcareaware.org/fee-assistancerespite/military-families/
Medical/Dental			e.g., Med/Dental Records sent to standard location, AF Flight Doc shortage impact and Physical Assessment waivers.
Base Exchange/Commissary			
Dining Facility			
Public Transportation			
Other			

A2.2.4. MANPOWER CATEGORIES AND NUMBERS. Identify if either component will increase or decrease manpower due to the association. Both components should define how the increases will be distributed between the components and how manpower decreases will be taken (e.g., percentage of contribution to overall mission, one component only).

A2.2.4.1. RegAF MANPOWER REQUIREMENTS. RegAF requirements are captured in [Table A2.2](#)

Table A2.2. RegAF Manpower.

Beginning FY	Unit	PAS Code	Officer	Enlisted	Civilian	Contractor
## OG			0	0	0	0
## FS			0	0	0	0
## MXG			0	0	0	---
## MXS			0	0	---	
---	---	---	---	---		

A2.2.4.2. ARC MAJCOM MANPOWER REQUIREMENTS. ARC manpower requirements are captured in [Table A2.3](#) The ## Organization and ## Organization MOU provides further details on how RegAF and ARC UTCs will support deployments and other mission requirements.

Table A2.3. ARC Manpower.

Beginning FY	Unit	PAS Code	ART or DSMT -O	ART or DSMT -E	AGR- O	AGR- E	TR/DSG- O	TR/DSG- E	% FTS	Civilian	Contractor
## OG			0	0	0	0	0	0	---	0	0
## FS			0	0	0	0	0	0	---	0	0
## MXG			0	0	0	0	0	0	---	0	---
## MXS			0	0	0	0	0	0	---	---	
---	---	---	---	---	---	---	---	---			

Only count ARTs/DSMTs once. Do NOT include them again as TR/DSG billets.

A2.2.4.2.1. Outline the number of AGRs, ARTs/DSMTs, and TRs/DSGs. Consider the minimum and expected normal monthly availability of TRs/DSGs.

A2.2.4.2.2. All FTS personnel must adhere to duty limitations as required by AFI 90-1001. Describe all duties to be performed by Full Time Support (FTS) personnel (AGRs/ARTs/DSMTs) that do not directly involve organizing, or administering the reserves, recruiting, instructing or training reservists, the ARC, or maintaining federal military supplies or equipment of the armed forces (ARTs/DSMTs only).

A2.2.4.2.3. Explain the ARC FTS (AGR and/or ART/DSMT personnel) requirement. If a formal MAJCOM (or above) manpower assessment was accomplished and/or required to validate that the total proposed manpower footprint (RegAF and ARC), indicate date accomplished and overall result (concur, concur w/changes, etc.).

A2.2.5. FUNCTIONAL INTEGRATION AND MISSION EMPLOYMENT.

A2.2.5.1. Explain how this Classic/Active/Other association integrates personnel from the ## Organization with the ## Organization. Specifically, describe which units will functionally integrate. Provide the number and duty status of any personnel that will not functionally integrate, but serve in direct support of distinct requirements relating to ARC program execution and management. Also, identify where the positions fall. Outline operational employment details as required.

A2.2.5.2. Detail what awareness initiatives and/or programs will be used to educate unit members about cross-component roles and responsibilities and expectations, as well as statutory limitations.

A2.2.5.3. Provide the estimated ratio of instructors from each component. As well, estimate the ratio of students from each component if ARC members will conduct the formal training of individuals other than ARC personnel (**Note:** For these purposes, training of foreign students or civilians should be attributable to the component requesting the training).

A2.2.5.4. If the association requires ARC members to support or perform operational activities or federal operations on a routine basis (other than unit mobilization), describe the manner in which they will be utilized and identify the operational chain of command and the ARC organization they will be attached to. Include an explanation as to whether the primary purpose

of ARC members' activities is to support or perform federal operations and missions or whether the support/performance is incidental to training.

A2.2.5.5. If the unit is involved in intelligence collection, analysis, storage, or distribution, identify which superior organization will be responsible for intelligence oversight compliance of the units/association. Describe how the unit will comply with any intelligence oversight training requirements in accordance with AFI 14-404, *Intelligence Oversight*.

A2.2.5.6. If the sponsor unit has a flying mission, describe how the size of the associate unit is determined (by crew ratio [what crew ratio], by UTC [how many of which UTCs], share of flying hours, number of aircraft, etc.).

A2.2.6. **SHARED RESOURCE COMMITMENTS.**

A2.2.6.1. List all resources (e.g., aircraft, equipment, facilities) to be integrated between sponsor and associate units and outline how they will be shared during normal, full-time work weeks, and Unit Training Assembly (UTA)/RSD weekends. Further refinement of the commitments will be detailed with associating unit MOAs/MOUs and/or Host Tenant Support Agreement(s).

A2.2.6.2. If sharing aircraft, describe how integration enables both components to meet their minimum sortie requirements in order to maintain Combat Mission Ready /Basic Mission Capable (BMC) status in accordance with MAJCOM Ready Aircrew Program. Training and sorties (to the extent they are available) should be equitable based on training requirements such as off-station training/deployments.

A2.2.6.3. Required to support the training of associate personnel, the associate MAJCOM must ensure they have the necessary resources (supplies, parts, fuel, etc.) to utilize back-shop support. Highlight if sponsor MAJCOM support is required (e.g., personnel).

A2.2.6.4. If associating personnel will share/use sponsor facilities and equipment, outline sponsor's responsibilities for operation and maintenance. Associate MAJCOM will validate all space requirements for associated unit(s) and associate MAJCOM will fund any sole-use facility work, Comprehensive Interior Design, or furniture costs.

A2.2.7. **BUDGET/FINANCIAL REQUIREMENTS.** AFMAN 65-605, Volume 1, *Budget Guidance and Procedures*, provides guidance regarding mixed funding scenarios for sourcing O&M appropriations for certain ARC personnel activities applicable to associations.

A2.2.7.1. MPA/RPA. Operational utilization of ARC personnel must be deliberately planned and programmed throughout the Future Years Defense Plan. ARC operational utilization requirements planning must include specific objectives to be achieved (requirements), the rationale and justification for the intended utilization, and estimates of man-day and support tail costs. The requirements justification should also clearly state whether the intended operational utilization was a critical assumption in the formation of the association. Requirements planning should inform Program Objective Memorandum submissions. Specifically identifying recurring use of the ARC that sustains Total Force operational capability will enhance Planning, Programming, Budget, and Execution Process, increase resource stability, and ensure timely access to skilled and experienced ARC personnel.

A2.2.7.2. Outline the process/timelines for partnering units to forecast and request Military Personnel Appropriation (MPA) in accordance with AFI 36-2619, *Active Duty Operational Support (ADOS) – Active Component (AC) Man-Day Program*, and request Reserve Personnel

Appropriation (RPA) (to include travel and per-diem for non-local TRs) in accordance with AFMAN 36-2136, *Reserve Personnel Participation*, for guidance on RPA tours. Provide steady-state/day-to-day forecasts based on historical estimates/student pipelines to the MPA Command Functional Account Manager. Functional Account managers will submit to the MAJCOM MPA Man-day Management office for review, consolidation, and submission to HAF who validates requirements. Association partners should utilize **Table A2.4** below to forecast MPA costs to coordinate with and inform their MAJCOM to ensure adequate MPA resources are available to achieve desired operational outcomes.

Table A2.4. Estimated Annual MPA (Optional).

Unit	Officer MPA Days	Enlisted MPA Days	Total
## OG	0	0	
## FS	0	0	
## MXG	0	0	
## FSS	0	0	
## MDG	0	0	

A2.2.7.3. Emerging/surge requirements could drive unplanned MPA or RPA during the year of execution. Units must request any unplanned MPA or RPA requirements from their MAJCOM. Outline the process for associations to request MPA or RPA.

A2.2.7.4. Explain specific RegAF and ARC component funding responsibilities with sponsor MAJCOM and associate MAJCOM. Estimates should consider things like operations and maintenance costs, government purchase cards, initial bed down expenses, Temporary Duty (TDY) travel and per diem, Military Construction projects, and processes to account for additional/unexpected expenditures.

A2.2.7.5. If the association supports operational activities, federal missions or require the ARC to train other components on a routine basis (e.g., day-to-day, or as a regular part of their military activities – other than unit mobilization), describe the procedures that will be used to account for costs and charge costs to the proper appropriations. This should include, but not be limited to: the number of man-hours ARC members support or perform federal operations or missions (if not done incidental to training or authorized ARC activities); ARC resources (e.g., flying hours, materials) expended in support of federal operations and missions (if not done incidental to training or authorized ARC activities); incremental increase in ARC resources expended (man-hours and other costs) related to training RegAF or supporting federal operations or missions. If reimbursement is not required because the expenditure of ARC resources in support of federal operations or missions is proportional to the reciprocal benefit received by the RegAF unit, incidental to ARC training, or otherwise authorized to be performed by ARC personnel, describe the underlying arrangements, rationale, and safeguards to ensure ARC resources are properly used.

A2.2.7.6. Identify the organization(s) that will be responsible for programming for shared resources and how costs will be shared and/or reimbursed (e.g., flying hours). AFMAN 65-605 provides guidance regarding mixed funding scenarios applicable to associations.

A2.3. MISSION READINESS.

A2.3.1. **TRANSITION PLAN TO MEET ASSOCIATION OBJECTIVES.** Outline specific, time-based milestones each organization will need to meet for the association to reach the outlined objectives. Ensure assumptions, numbers, and deadlines identified in any MAJCOM designated analysis process do not conflict with milestones provided here.

Figure A2.3. Milestones

DD Month YYYY: Secure formal training allocations for # personnel
DD Month YYYY: Two full crews trained/maintenance launch 2-ship independently
DD Month YYYY: Association Initial Operational Capability (IOC)
DD Month YYYY: Ability to meet wartime task (reported in Defense Readiness Reporting System (DRRS) by each component)
DD Month YYYY: Execution of program
DD Month YYYY: Association Full Operational Capability (FOC)

Attachment 3

DISASSOCIATION MEMORANDUM TEMPLATE

Figure A3.1. Disassociation Memorandum Template

DD Month YYYY

MEMORANDUM FOR VICE CHIEF OF STAFF OF THE AIR FORCE

FROM: Sponsor MAJCOM and Associate MAJCOM

SUBJECT: Disassociation Request for Classic/Active/Other Associate between the *Sponsor Unit (Sponsor MAJCOM)* and *Associate Unit (Associate MAJCOM)* at *Location*.

The Total Force Association (TFA) between *sponsor unit (Sponsor MAJCOM)* and *Associated Unit (Associated-MAJCOM)* at *Location* plans to disassociate. This TFA warrants disassociation because *(state the reason for disassociating for example: generating excessive costs or is no longer sustainable, working, or supporting current requirements)*. In accordance with AFI 90-1001, *Total Force Associations*, both MAJCOMs request to disassociate with an effective date of *insert date*.

If appropriate, explain why one MAJCOM non-concurs with disassociating.

Explain disposition and associated timelines of shared aircraft/equipment/etc.

For further questions, please contact partnering MAJCOM POCs:

Sponsor MAJCOM, Rank, Name, Contact Information
Associate MAJCOM, Rank, Name, Contact Information

SIGNATURE BLOCK
Associate MAJCOM A5/8

SIGNATURE BLOCK
Sponsor MAJCOM A5/8

Attachment 4

ANNUAL MAJCOM TFA REPORT TEMPLATE

Figure A4.1. Annual MAJCOM TFA Report Template

DD Month YYYY

MEMORANDUM FOR HAF/DSI

FROM: *MAJCOM TFI office symbol*

SUBJECT: Annual *MAJCOM* TFA Report

1. As required by AFI 90-1001 para 4.3, below is *MAJCOM's* annual TFA Report.

Base, State	Sponsor/ Associate Units	Sponsor/ Associate MAJCOMs	Classic/ Active	A-Plan Status	Date of Previous Review

2. *Include any significant milestones or comments in this section.*

3. *If applicable, include any significant events that demonstrate excellence or poor performance from one of your participating MAJCOMS.*

4. *If you have any questions or comments, please feel free to contact Name, Phone number.*

*SIGNATURE BLOCK
DIRECTOR, MAJCOM TFI OFFICE*