

**BY ORDER OF THE COMMANDER
UNITED STATES AIR FORCES IN
EUROPE - AIR FORCES AFRICA**

**UNITED STATES AIR FORCES IN
EUROPE - AIR FORCES AFRICA
INSTRUCTION 10-501**



9 MARCH 2023

Operations

**DEVELOPMENT AND
IMPLEMENTATION OF
PROGRAMMING PLANS AND
PROGRAMMING MESSAGES**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements and extends the policy of AFD 10-5, *Basing*. It describes the HQ USAFE-AFAFRICA management structure used to develop and implement projects in response to significant changes in scheduled force structure, weapons, systems, personnel, facilities, or materiel within the command. This instruction prescribes procedures and responsibilities for: creating a Site Activation Task Force (SATAF), developing Programming Plans (PPlans) and supporting plans, conducting SATAF conferences and producing summary reports, and executing SATAF actions. This publication is applicable to HQ USAFE-AFAFRICA staff agencies, Geographically Separated Units (GSU), units assigned to USAFE-AFAFRICA, and non-USAFE units who serve as OPR for USAFE-AFAFRICA SATAF actions. It does not apply to AFRC, ANG units or USSF units. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW AFI 33-322, *Records Management and Information Governance Program*, and disposed of IAW Air Force Records Information Management System Records Disposition Schedule. Refer recommended changes and questions about this publication to the OPR using the DAF Form 847, *Recommendation for Change of Publication*. Submit requests for waivers through the chain of command to the publication OPR for non-tiered compliance items. This publication may not be supplemented or further implemented/extended.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. Changes were made to update processes currently used by HQ USAFE-AFAFRICA to develop and implement projects in response to significant changes in scheduled force structure. Significantly more detail was provided on PPlans and SATAF processes.

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Chapter 1

ROLES AND RESPONSIBILITIES

1.1. HQ USAFE-AFAFRICA/A8B Support for Site Activation Task Forces (SATAFs). HQ USAFE-AFAFRICA/A8B will:

1.1.1. Designate an individual who is appropriately versed in the program to serve as the SATAF Team Chief (usually the designated PPlan Manager).

1.1.2. Generate a SATAF announcement message detailing required unit support and request that HQ USAFE-AFAFRICA/CS task appropriate staff to participate in the SATAF.

1.1.3. Provide each Working Group Chairperson with a copy of the draft PPlan or PMsg, Working Group Chairperson Guide, and other materials required for the Chairperson to perform their duties during the SATAF.

1.1.4. HQ USAFE-AFAFRICA/A8B will lead the SATAF according to the process which follows:

1.1.4.1. The SATAF process provides periodic, on-site assistance to unit-level agencies to accomplish a program objective. A SATAF brings together appropriate members of the HQ USAFE-AFAFRICA, supporting command staffs, industry representatives and affected HQ USAFE-AFAFRICA unit(s) who are organized into functional working groups. Each working group has an assigned chairperson, who serves as the functional lead during the SATAF. A chairperson guide explaining the roles and responsibilities during the SATAF is provided at [Attachment 2](#). The gaining MAJCOM is typically the lead for each SATAF. HQ USAFE-AFAFRICA/A8B typically serves as the overall SATAF lead.

1.1.4.2. A SATAF may be convened to support bringing a program, system, equipment and/or site to operational readiness. SATAFs are also conducted to facilitate unit activations, deactivations, relocations, and conversions from one weapon system to another. SATAFs for other types of actions occasionally occur and are negotiated on a case-by-case basis.

1.1.4.3. SATAF documentation is comprised of minutes for each functional working group, action items identified by each working group, and an executive summary.

1.1.4.4. Utilizing risk management concepts, each functional area, as well as the overall SATAF, is graded according to the following program assessment criteria: GREEN – efforts to satisfy known actions are planned or low-risk workarounds are identified. Actions will be completed IAW project end date/milestone; YELLOW – not all actions are completed but high-risk workarounds have been developed. Actions should be completed IAW project end date/milestone; RED – one or more essential actions cannot be done IAW the project's completion date/milestone and acceptable workarounds are not identified. Unless significant effort is placed against this item, actions may not be completed IAW project end date.

1.2. HQ USAFE-AFAFRICA/A8B Support for Programming Plan (PPlan)/Programming Message (PMsg) Development. Program action proponents should assign a Program Manager to initiate the planning process. Once the action has been tasked to HQ USAFE-AFAFRICA/A8B, the division will:

- 1.2.1. Assign a PPlan Manager.
- 1.2.2. Validate the PPlan/PMsg requirement, including supporting requirements (Site Survey, DOPAA, and SATAF).
- 1.2.3. Develop and submit OFSC/HNN request and comply with Air Force Strategic Basing System (AFSBS).
- 1.2.4. Organize and conduct a Site Survey, if applicable.
- 1.2.5. Determine whether a PPlan or PMsg is appropriate, and whether a SATAF is required.
- 1.2.6. Coordinate with designated HQ USAFE-AFAFRICA PPlan functional OPRs to generate PPlan/PMsg inputs (with emphasis on developing and finalizing program milestones), and initiate development of supporting functional staff annexes. Ensure functional OPRs are provided with annex format/content templates, as needed. Coordinate actions through formal tasking in Task Management Tool (TMT).
- 1.2.7. Set and track the suspense for staff inputs to the PPlan/PMsg.
- 1.2.8. Consolidate and review all PPlan/PMsg inputs, correcting discrepancies as necessary.
- 1.2.9. Incorporate SATAF documentation, if applicable.
- 1.2.10. Obtain HQ USAFE-AFAFRICA A5/8/9 approval to publish the final product and notify affected agencies of publication when the PPlan/PMsg has been posted to the electronic PPlan library.

1.3. SATAF Team Chief Responsibilities. The SATAF Team Chief will:

- 1.3.1. Coordinate with the SATAF host base regarding proposed SATAF dates. This will generally be accomplished by contacting Wing Plans or the wing's Program Integration Office; this varies per installation.
- 1.3.2. In coordination with applicable directorate(s), determine the necessary working groups, and have each applicable directorate appoint a Working Group Chairperson and functional representatives (task via TMT) for each group. Security clearances should be requested for classified SATAFs.
- 1.3.3. Issue a formal SATAF announcement message to the host base. The message should specify the purpose of the SATAF and confirm the SATAF dates and agenda. Additionally, the message should request identification of a unit POC and state the host base support requirements, which generally include providing a location for the in-brief/out-brief, and daily integration meetings, as well as a facility for working groups to convene each day. The in-brief/out-brief location should have computerized overhead projection capability. NIPR and/or SIPR internet-capable computers should be requested for the duration of the conference. Additionally, DSN telephone availability and a laser printer copier capable of producing a high-quality product are required to support the conference. Once the unit POC has been appointed; confirm these details and coordinate the conference agenda and offer a courtesy meeting with the wing commander prior to the SATAF in-brief, if appropriate.
- 1.3.4. Conduct pre-SATF meetings with the HQ USAFE-AFAFRICA staff working group members to review the agenda, objectives and working group responsibilities. Ensure all travel and billeting arrangements have been completed.

- 1.3.5. Prepare the SATAF in-brief presentation.
- 1.3.6. Meet with the wing commander during the previously coordinated time frame, if applicable.
- 1.3.7. Conduct the in-brief.
- 1.3.8. Coordinate among all working groups to provide oversight and guidance, and to ensure smooth flow of business.
- 1.3.9. Conduct a daily integration meeting to discuss key working group issues and assess SATAF progress.
- 1.3.10. Prepare and present the SATAF out brief.
- 1.3.11. Review working group minutes and action items, write a SATAF Executive Summary, and oversee compilation of the final SATAF report. Ensure the SATAF action items are complete, accurate, and properly coordinated so that they align under the appropriate functional area and there is no duplication.
- 1.3.12. Submit the SATAF report to the Chief, Bases and Forces Division (HQ USAFE-AFAFRICA/A8B) for final review, as soon as possible following the end of the SATAF.

1.4. Working Group Chairperson Responsibilities for SATAFs.

- 1.4.1. The Working Group Chairperson is responsible for planning, organizing, and leading all Working Group activities in support of the SATAF Team Chief's objectives.
- 1.4.2. See Working Group Chairperson Guide at [Attachment 2](#).

1.5. PPlan Manager Responsibilities for PPlan/PMsg Development. The PPlan Manager will:

- 1.5.1. Ensure applicable preliminary steps in the planning process have been accomplished as outlined in [Chapter 2](#) of this instruction prior to initiating PPlan/PMsg development.
- 1.5.2. Act as liaison between the unit Program Manager and HQ USAFE-AFAFRICA/A8BB to ensure all information required to draft the PPlan/PMsg is made available, and that the information is provided in a timely manner.
- 1.5.3. If applicable, serve as the SATAF Team Chief.
- 1.5.4. Review the PPlan/PMsg and provide any recommended revisions.

1.6. Functional Area Manager Responsibilities for PPlan/PMsg Development. Functional Area Managers will:

- 1.6.1. Provide input to the draft Basic PPlan/PMsg (with emphasis on program milestones) and develop supporting functional staff annexes and action items.
- 1.6.2. Ensure coordination among applicable three-letter staff agencies within the respective functional area prior to submission of PPlan/PMsg inputs.
- 1.6.3. Ensure coordination with other HQ USAFE-AFAFRICA staff agencies and with counterparts in non-HQ USAFE-AFAFRICA agencies when those agencies are affected by the input. Coordination of functional annexes with subordinate elements is not required.

1.6.4. Ensure annex OPRs obtain Director-level signature during two-digit coordination. Provide required input to HQ USAFE-AFAFRICA/A8BB in accordance with established suspense dates.

1.7. PPlan Manager Responsibilities for PPlan/PMsg Implementation. Once a PPlan/PMsg is published (with its related SATAF documentation, if applicable), the PPlan Manager will:

1.7.1. Report on the status of progress towards meeting the PPlan/PMsg objectives.

1.7.2. Proactively review the PPlan/PMsg program milestones and action items and coordinate with the appropriate Functional Area Manager(s) to ensure the applicable OPR(s) are resolving items assessed as “Red” or “Yellow.”

1.8. Functional Area Manager Responsibilities for PPlan/PMsg Implementation. Once a PPlan/PMsg has been published, the assigned Functional Area Managers will:

1.8.1. Oversee the accomplishment of HQ USAFE-AFAFRICA milestones and action items within the respective functional area.

1.8.2. Provide progress reports in accordance with all applicable provisions of this instruction, and as directed by the PPlan or the reporting guidance set forth in the PMsg.

1.8.3. Monitor the status of action items within the respective functional area and provide assistance to affected units as required.

1.8.4. Monitor the adequacy and currency of the respective functional area annex and submit required revisions to HQ USAFE-AFAFRICA/A8BB.

1.9. Changes to PPlans/PMsgs. Changes to directed program actions necessitate a change to their respective PPlan/PMsg. Changes to PPlans/PMsgs are also required to reflect documentation from follow-on SATAFs. HQ USAFE-AFAFRICA/A8BB will post all changes to unclassified PPlans/PMsgs on the HQ USAFE-AFAFRICA/A8B home page. Note that changes in the status of program milestones and action items updates do not constitute changes to the PPlan/PMsg.

1.10. Closure of PPlans/PMsgs. When all program milestones associated with a PPlan/PMsg are complete, HQ USAFE-AFAFRICA/A8B will issue an official “notification of closure” to all recipients of the original document.

Chapter 2

PROGRAMMING PLAN AND PROGRAMMING MESSAGE GUIDANCE

2.1. Programming Plan Authority.

2.1.1. The HQ USAFE-AFAFRICA Director of Plans, Programs, and Analyses (HQ USAFE-AFAFRICA/A5/8/9) is the primary approval and release authority for HQ USAFE-AFAFRICA Programming Plans (PPlans) and Programming Messages (PMsgs). In appropriate situations, such as small actions that affect a single functional area, this authority may be delegated to another HQ USAFE-AFAFRICA directorate.

2.1.2. The PPlan/PMsg function resides within the HQ USAFE-AFAFRICA Bases and Forces Division. When a PPlan/PMsg requirement arises, HQ USAFE-AFAFRICA/A8B will assign a PPlan/PMsg control number, establish the appropriate vehicle (PPlan or PMsg), and develop the finalized product. See Roles and Responsibilities for further details.

2.1.3. As the command focal point for PPlans/PMsgs, HQ USAFE-AFAFRICA/A8B is responsible for managing the associated SATAF process. See Roles and Responsibilities for further details.

2.1.4. HQ USAFE-AFAFRICA/A8B is responsible for monitoring the implementation status of HQ USAFE-AFAFRICA PPlans/PMsgs.

2.2. Requests for PPlan/PMsg Development.

2.2.1. It is important to note that the PPlan is only one element in the overall planning process.

2.2.2. Official requests for PPlan/PMsg development will be submitted via memo to HQ USAFE-AFAFRICA/A8B requesting a review of the program action for determination of PPlan and related requirements. This should be done with as much lead time as possible, as the time required to complete the entire planning process can take up to two years depending on the complexity of the plan. HQ USAFE-AFAFRICA/A8B will assign a PPlan Manager to provide “cradle-to- grave” oversight of the program action.

2.3. Command Relationship. HQ USAFE-AFAFRICA PPlans/PMsgs are directive to the HQ USAFE-AFAFRICA staff, agencies subordinate to this headquarters, and HQ USAFE-AFAFRICA units. HQ USAFE-AFAFRICA PPlans/PMsgs will not task higher-echelon or non-HQ USAFE-AFAFRICA agencies. The exception to this rule is organizations that are assigned to directly support the HQ USAFE-AFAFRICA mission, like AFIMSC Det 4.

2.4. Unit PPlans and NAF PPlans. HQ USAFE-AFAFRICA units/NAFs may develop plans or supplements whenever the need to manage programming actions of any type at the unit/NAF level exists. Guidance/tasking contained in unit/NAF plans/supplements will neither supersede nor contradict the guidance/tasking contained in any HQ USAFE-AFAFRICA PPlan. Unit/NAF PPlans will not task higher-echelon agencies or non-HQ USAFE-AFAFRICA agencies. PPlan samples and templates, and sample PMsgs, can be obtained by contacting HQ USAFE-AFAFRICA/A8B.

2.5. Joint Command PPlans.

2.5.1. When a program action requires a joint command PPlan/PMsg, tasking of agencies belonging to the other affected command is at the discretion of that command. HQ USAFE-AFAFRICA will task its own agencies.

2.5.2. When HQ USAFE-AFAFRICA is the lead command for a joint command PPlan/PMsg, all guidance contained in this instruction will apply. When another command has the lead, guidance contained in that command's respective governing publication will apply. In all cases, actions for which HQ USAFE-AFAFRICA is responsible will be tracked by HQ USAFE-AFAFRICA/A8B.

2.5.3. Normally, when assets are to be transferred from one command to another, and a PPlan is required, the gaining command will serve as the lead command for PPlan development.

2.6. Staff Support of USAFE-AFAFRICA PPlans/PMsgs.

2.6.1. PPlan Functional OPRs.

2.6.1.1. Applicable staff agencies will be designated as the OPR for PPlans/PMsgs within their functional area. These agencies will provide a point of contact to serve as the Functional Area Manager for PPlan/PMsg tasking requirements. Specific Functional Area Manager responsibilities are outlined in Roles and Responsibilities.

2.6.1.2. Overarching responsibility for reporting on the status of PPlan/PMsg milestones and action items levied against HQ USAFE-AFAFRICA staff agencies rests with the designated OPR for PPlans within each functional area, through the assigned Functional Area Manager for each PPlan/PMsg. Thus, PPlan functional OPRs will ensure the establishment of internal administrative procedures to support the reporting process within their directorate. HQ USAFE-AFAFRICA/A8B will provide guidance, as necessary, to support this instruction.

2.7. PPlan/PMsg Development Process.

2.7.1. PPlans/PMsgs are developed to support the implementation of a variety of program actions. Each action must be approved by an appropriate authority, and the approval must be documented. "Appropriate" approval authority could be a Program Action Directive (PAD), Program Guidance Letter (PGL), or Strategic Basing Actions. In some cases, none of the three standard approval authority elements are applicable. In such instances, documented MAJCOM/CC or higher-echelon approval of the proposed action must be issued before a PPlan or PMsg may be implemented.

2.7.2. The following information is provided to facilitate an understanding of where the PPlan/PMsg fits into the process and the importance of initiating the process in a timely manner.

2.7.2.1. Step 1: Site Survey. The process for many program actions begins with a Site Survey. HQ USAFE-AFAFRICA/A8B determines if a Site Survey is needed. If so, it generally takes 1 to 2 months to prepare for and complete the survey.

2.7.2.2. Step 2: Environmental Impact Analysis Process (EIAP). The Air Force implements the environmental analysis process through AFI 32-7091, *Environmental Management Outside the United States*, as promulgated at 32 CFR Part 989 and 32 CFR,

Part 187. Integration of the EIAP during the initial planning stages of proposed basing actions will ensure planning and decisions reflect environmental requirements, avoid delays later in the process, and preclude potential conflict. Basing proponents/entities are responsible for ensuring the EIAP is properly timed and completed for actions potentially impacting Air Force installations. Proponents/entities will ensure basing requests reflect all essential information on how it will comply with the Air Force's EIAP. The AF Form 813, *Request for Environmental Impact Analysis*, is required to initiate the EIAP and a copy will be sent to SAF/IEIB with an expected completion date. The AF Form 813 must clearly present the proposed action and alternatives.

2.7.2.3. Step 3: Ammunition and Explosives (AE) Site Plans. Department of Defense Explosives Safety Board site plan approval and Host Nation concurrence may be required for locations where AE Operations occur. Obtaining approved site plans may take anywhere from 6 to 18 months, depending on site specific requirements. Early identification of AE requirements will ensure approved site plans exist prior to programmed actions. Ensure HQ USAFE-AFAFRICA/SEW is involved in all planning actions.

2.7.2.4. Step 4: Mandatory Advance Treaty Notification. The HQ USAFE-AFAFRICA/A1 and the other originating Air Force MAJCOM, FOA, DRU Manpower Directorates (or equivalent) will coordinate all force structure change requests impacting their units located in the USEUCOM AOR with the HQ USAFE-AFAFRICA/A8XA, Arms Control Branch, no later than 90 days prior to the desired change effective date to determine potential treaty impacts.

2.7.2.5. Step 5: AFSBS (if applicable). If the proposal meets the criteria outlined in AFI 10-503, *Strategic Basing*, the proposal enters the AFSBS. A combined OFSC/HNN request must be submitted through USEUCOM to SAF/IEIB for Secretary of Defense approval in accordance with CJCSI 2300.02K, *Coordination of Overseas Force Structure Changes and Host-Nation Notification*. This is approximately a six-month process from the time the request is submitted to DAF. Until OFSC approval and completion of HNN, all documentation pertaining to the proposal will be classified CONFIDENTIAL or higher.

2.7.2.6. Step 6: SATAF. HQ USAFE-AFAFRICA/A8B will determine if a SATAF is needed. Documentation from the SATAF will be incorporated into its respective PPlan. It generally takes anywhere from one to four months to complete the combined PPlan/SATF portion of the planning process and to publish the documentation.

2.7.2.7. Step 7: Complete the basic PPlan or PMsg. Once approval authority has been confirmed and steps 1-4 above have been initiated, HQ USAFE-AFAFRICA/A8B will compile and staff the basic PPlan/PMsg. If an OFSC/HNN is required, PPlan development can begin while awaiting SECDEF approval, but must remain classified CONFIDENTIAL (or higher, if required) until HNN and official de-classification actions are complete.

2.8. Signatures on PPlans. The PPlan will be staffed through HQ USAFE-AFAFRICA and affected operational units and agencies. The HQ USAFE-AFAFRICA Director of Plans, Programs and Analyses (HQ USAFE-AFAFRICA A5/8/9) is the approval authority and will sign the final PPlan.

2.9. Electronic Publication of PPlans. HQ USAFE-AFAFRICA/A8B will publish PPlans/PMsgs electronically. Once the PPlan or PMsg has been posted to the HQ USAFE-AFAFRICA/A5/8/9 web page, HQ USAFE-AFAFRICA/A8B will issue a notice to announce publication.

2.9.1. PPlans/PMsgs which are UNCLASSIFIED will be emailed to key POCs and posted on the HQ USAFE-AFAFRICA/A5/8/9 web page at the following address: <https://usaf.dps.mil/sites/uaa589/A8B/A8ZB/PPlans/Forms/AllItems.aspx?viewpath=%2Fsites%2Fuaa%2Da589%2FA8B%2FA8ZB%2FPPlans%2FForms%2FAllItems%2Easpx>.

2.9.2. PPlans/PMsgs which are CLASSIFIED will be emailed to key POCs participating in the SATAF and stored electronically according to HQ USAFE-AFAFRICA A5/8/9 file management protocol.

2.10. Compliance with Instruction. PPlans/PMsgs published prior to publication of this instruction will not be revised solely to comply with these provisions. New PPlans/PMsgs, or those undergoing a revision to reflect a SATAF, will comply with the provisions of this instruction.

JASON T. HINDS, Brigadier General, USAF
Director, Plans, Programs and Analyses

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

32 CFR Part 989, Title 32, Code of Federal Regulations, Part 989, *Environmental Impact Analysis Process (EIAP)*, 24 February 2023

32 CFR, Part 187, Title 32, Code of Federal Regulations, Part 187, *Environmental Effects Abroad of Major Department of Defense Actions*, 24 February 2023

AFI 10-501, *Program Action Directives, Program Guidance Letters, Programming Plans, and Programming Messages*, 5 Apr 2019

AFI 10-503, *Strategic Basing*, 14 Oct 2020

AFI 32-7091, *Environmental Management Outside the United States*, 13 Nov 2019

AFI 33-322, *Records Management and Information Governance Program*, 23 Mar 2020

AFPD 10-5, *Basing*, 2 Oct 2019

CJCSI 2300.02K, *Coordination of Overseas Force Structure Changes and Host Nation Notification*, 15 December 2021

Prescribed Forms

None

Adopted Forms

AF Form 813, *Request for Environmental Impact Analysis*

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AE—Ammunition and Explosives

AFIMSC—Air Force Installation and Mission Support Center

AFSBS—Air Force Strategic Basing System

CFE—Conventional Armed Forces in Europe

CSAF—Chief of Staff of the Air Force

DAF—Department of the Air Force

DOPAA—Description of Proposed Action and Alternatives

DRU—Direct Reporting Unit

EIAP—Environmental Impact Analysis Process

FOA—Field Operating Agency

GSU—Geographically Separated Unit

HHQ—Higher Headquarters

HNN—Host Nation Notification

HQ USAFE-AFAFRICA—United States Air Forces in Europe and Air Forces Africa

MAJCOM—Major Command

NAF—Numbered Air Force

NIPR—Non-classified Internet Protocol Router

OFSC—Overseas Force Structure Change

OCR—Office of Collateral Responsibility

PAD—Program Action Directive

PGL—Program Guidance Letter

PMsg—Programming Message

POC—Point of Contact

PPLAN—Programming Plan

PROTAF—Project Task Force (equivalent to SATAF)

SATAF—Site Action Task Force

SECAF—Secretary of the Air Force

TMT—Task Management Tool

USEUCOM—United States European Command

USG—United States Government

Office Symbols

AFIMSC Det 4—Air Force Installation and Mission Support Center Detachment 4

HQ USAFE-AFAFRICA/A1—Director Manpower and Personnel USAFE-AFAFRICA

HQ USAFE-AFAFRICA/A5/8/9—Director Plans, Programs and Analyses Directorate USAFE-AFAFRICA

HQ USAFE-AFAFRICA/A8B—Chief, Bases and Forces Division USAFE-AFAFRICA

HQ USAFE-AFAFRICA/A8BB—Chief, Bases Branch USAFE-AFAFRICA

HQ USAFE-AFAFRICA/A8XA—Chief Arms Control Branch USAFE-AFAFRICA

HQ USAFE-AFAFRICA/CS—Chief of Staff USAFE-AFAFRICA

HQ USAFE-AFAFRICA/SEW—Chief, Weapons Safety Branch USAFE-AFAFRICA

MAJCOM/CC—Major Command Commander

SAF/IEIB—Chief, Strategic Basing Division, Air Force Secretariat

Terms

Action Items—Actions which must be initiated and completed at a specific time to support PPlan implementation. Action items which are critical to a particular milestone or milestones are identified as such within each PPlan.

Description of Proposed Action and Alternatives (DOPAA)—The AF Form 813, *Request for Environmental Impact Analysis*, initiates the required assessment of environmental impacts associated with proposed program actions as mandated by Executive Order (E.O.) 12114, 32 CFR 989, and AFI 32-7091. Proponent will submit all overseas proponent action proposals on Air Force Form 813 to the appropriate Environmental Planning Function (EPF) as early as possible to initiate the EIAP and secure authorization and implementation of the proposed action. The authority for reviewing and signing the AF Form 813 is the EPF. Depending on the action and environmental impacts, the EPF authority can be at the U-A installation, AFIMSC Det 4/CEIE or AFCEC/CZN. HQ USAFE-AFAFRICA focal point for AF Form 813 assistance is AFIMSC Det 4/CEIE.

Program Action Directive (PAD)—As defined IAW AFI 10-501, *Program Action Directives, Program Guidance Letters, Programming Plans, and Programming Messages*. A formal DAF-level implementation plan used to accomplish major SECAF or CSAF approved initiatives that typically affect one or more MAJCOMs, DRUs or FOAs. PADs have well defined objectives, assign specific tasks to OPRs and OCRs, and establish specific milestones.

Program Guidance Letter (PGL)—As defined IAW AFI 10-501, *Program Action Directives, Program Guidance Letters, Programming Plans, and Programming Messages*. A DAF-level formal implementation plan used to accomplish major SECAF or CSAF approved initiatives that typically affect solely one or more DAF organizations or can be a minor programmatic change that affects one to two MAJCOMs/DRUs/FOAs. PGLs have well defined objectives, assign specific tasks to OPRs and OCRs, and establish specific milestones.

Overseas Force Structure Change (OFSC)/Host Nation Notification (HNN)—An OFSC and HNN are required in accordance with CJCSI 2300.02K, *Coordination of Overseas Force Structure Changes and Host-Nation Notification*, for Services and CCMDs to request approval for a change to a force stationed overseas that is assigned or Service retained, to include unit activations, deactivations, and re-designations. Conditions that trigger action are listed in CJCSI 2300.02K.

Functional Area Manager—A Functional Area Manager is the focal point within an HQ USAFE-AFAFRICA staff agency tasked to provide key input to and/or track a PPlan or PMsg for that respective functional area.

Mandatory Advance Treaty Notification—The United States Government (USG) is obligated under the Conventional Armed Forces in Europe (CFE) Treaty, to provide a mandatory 42-day advance notification for organizational force structure changes (includes changes to units names, location, etc.); increases/decreases of permanently assigned personnel and changes in the number of assigned/temporary weapons and equipment systems (combat aircraft and helicopters) located within or operating from territories in the USEUCOM AOR. No organizational force structure changes can occur until the USG has provided the 42 days advance notification to the other treaty signatory nations.

Milestones—Key events identified in the PPlan/PMsg which are essential to accomplishment of the programmed objective as scheduled.

Office of Primary Responsibility (OPR)—A designated staff office or field-level agency that is responsible for a particular aspect of a PPlan or PMsg (i.e., functional annex OPR, action item OPR, milestone OPR, etc.). The gaining MAJCOM serves as lead command for beddown actions (SATAFs, PPlans, etc.).

Office of Collateral Responsibility (OCR)—A designated staff office or field-level agency whose input is required to facilitate an OPR's accomplishment of a particular PPlan or PMsg related responsibility.

PPlan Manager—A PPlan Manager is the individual appointed by HQ USAFE-AFAFRICA/A8B to provide “cradle-to-grave” administrative oversight for a program action that requires a PPlan or PMsg. See Roles and Responsibilities for the specific duties of a PPlan Manager.

Programming Message (PMsg)—Defined IAW AFI 10-501, *Program Action Directives, Program Guidance Letters, Programming Plans, and Programming Messages*. MAJCOM, DRU, or FOA-level implementation plan that may be used in lieu of a PPlan when less comprehensive documentation suffices to implement a program objective. For example, a PMsg is often utilized when limited functional involvement is required to execute the action. A PMsg may also be used as an interim measure to establish the overall goal and provide basic guidance pertaining to a major program action while more comprehensive documentation is being developed.

Programming Plan (PPlan)—Defined IAW AFI 10-501, *Program Action Directives, Program Guidance Letters, Programming Plans, and Programming Messages*. A formal MAJCOM, DRU or FOA-level implementation plan that helps accomplish and record major actions. A PPlan is a directive, coordinated document, consisting of a Basic Plan and supporting functional staff annexes, which defines the actions required, and outlines the responsibilities for achieving a given program objective. The primary types of actions for which PPlans are developed include unit activations and inactivation's; realignments involving the physical move of people or assets; base closures; beddown of weapons systems; unit conversions from one weapons system to another; beddown and/or integration of specialized systems or unique organizational constructs; and increases or decreases in a unit's Primary Aircraft Inventory.

Project Task Force (PROTAF)—PROTAFs are typically smaller in scope than SATAFs, focusing on more limited aspects of a basing action. A PROTAF typically is associated with a PMsg. See Site Activation Task Force.

Proponent—A proponent is the USAFE-AFAFRICA staff agency that has overarching responsibility for a particular Air Force program and/or weapons system.

Site Activation Task Force (SATAF)—The SATAF process provides periodic, on-site assistance to unit-level agencies to accomplish a program objective.

Site Survey—An authorized installation visit by an individual or team to survey real property to determine its feasibility for a proposed unit or mission beddown for Secretary of the Air Force approval during the Air Force Strategic Basing Process. The site survey process will be executed IAW AFI 10-503, *Strategic Basing*.

Unit Program Manager—Individual appointed by the unit commander to serve as the unit-level point of contact for implementation of a PPlan/PMsg. Specific duties of the Unit Program Manager will be spelled out in the applicable PPlan/PMsg.

Working Group Chairperson—Normally, this person is a Functional Area Manager who is appointed to oversee the team of Functional Area Managers within a respective Working Group.

Attachment 2

HQ USAFE-AFAFRICA WORKING GROUP CHAIRPERSON GUIDE

A2.1. Introduction. This guide is designed to assist you in the performance of your duties as a SATAF working group chairperson. Before you proceed, it is critical for you to understand the purpose of a SATAF and the responsibilities of a chairperson. As a member of a HQ USAFE-AFAFRICA SATAF, your efforts are invaluable to the success of the event. The SATAF process establishes action items required for new mission integration, mission realignment, or to bring a program, system, equipment, and/or site to operational readiness. SATAFs are typically led by HQ USAFE-AFAFRICA/A8BB (Basing Branch) and augmented by members of the headquarters or supporting command staffs to provide on-scene assistance/expertise and to document required staff/unit actions. The Team Leader is normally selected from HQ USAFE-AFAFRICA/A8B and is responsible for the SATAF's overall conduct. Each SATAF working group chairperson is directly responsible for the direction and leadership of their functional working group during the SATAF. This includes developing a working group agenda, preparing minutes and action items identified by the working group, and keeping the group focused on the basing task at hand. Following the SATAF, the working group chairperson will provide periodic follow-ups, at least quarterly to the SATAF Team Leader. Prior to conducting a SATAF, working group chairpersons should review these instructions along with the following material, all of which are available on the HQ USAFE-AFAFRICA/A8B SharePoint site:

A2.1.1. SATAF message announcing the visit dates, proposed agenda, required support:

A2.1.1.1. Working group chairpersons, and team leader

A2.1.1.2. Lodging instructions and directions

A2.1.1.3. In-brief Slides

A2.1.1.4. Out-brief Shell

A2.1.1.5. SATAF Agenda/Schedule

A2.1.1.6. SATAF team and working group meeting locations.

A2.1.1.7. SATAF Report Instructions

A2.1.1.7.1. SATAF Working Group Minutes Template

A2.1.1.7.2. SATAF Out-Brief Input Template

A2.1.1.7.3. Other applicable material to include Programming Plan (PPlan), excerpts from previous SATAFs, and read-ahead action items/issues.

A2.2. Responsibilities. The responsibilities summarized below ensure a successful SATAF and comprehensive report.

A2.2.1. **SATAF Team Leader Responsibilities:**

A2.2.1.1. Develop HQ USAFE-AFAFRICA SATAF Team

A2.2.1.2. Determine functional working groups and their chairpersons.

A2.2.1.3. Create and send SATAF messages (Gatekeeper Request Message, Notification/Support Message) to affected units.

A2.2.1.4. Develop SATAF Agenda and Objectives

A2.2.1.5. Arrange for Team meeting location, working group locations, and computer/admin support from unit.

A2.2.1.6. Prepare and present SATAF In/Out-briefs.

A2.2.1.7. Clearly identify SATAF objectives, known facts and assumptions

A2.2.1.8. Conduct daily team integration meetings.

A2.2.1.9. Provide A8B Division Chief a trip report within 3 days of returning from the SATAF.

A2.2.1.10. Overall development of the SATAF report

A2.2.1.11. Draft Executive Summary and Team Leader's Assessment

A2.2.1.12. Collect working group chairpersons' SATAF inputs (Working Group Minutes and slides).

A2.2.1.13. Publish SATAF final report approximately one month following the event.

A2.3. Working Group Chairperson Responsibilities:

A2.3.1. Serve as the functional area team lead by coordinating all Working Group activities.

A2.3.2. Contact affected unit and other HHQ counterparts for updated program information.

A2.3.3. Develop list of working group action items, milestones and objectives.

A2.3.4. Develop working group agenda and facilitate working group meetings.

A2.3.5. Attend SATAF team integration meetings.

A2.3.6. Provide Working Group SATAF Out-Brief slide inputs.

A2.3.7. Provide Working Group Minutes inputs for the SATAF report.

A2.3.8. Provide periodic program updates to SATAF Lead.

A2.4. Conducting the SATAF:

A2.4.1. **Review Programming Plan (PPLAN).** The chairperson should review the applicable PPlan prior to the SATAF.

A2.4.2. If a PPlan is not available, notify HQ USAFE-AFAFRICA/A8B and check on its status or obtain a copy of the approved concept of operations.

A2.5. Develop Agenda. Chairpersons are responsible for preparing a functional agenda and developing working group objectives to guide their group discussions during the SATAF. The following are some pointers for developing the agenda for your working group:

A2.5.1. If previous SATAFs were conducted, the first course of action will be to review open action items from the previous SATAF. Open action items will be carried into the next SATAF. Bring the minutes from the previous SATAF, if applicable, to the next SATAF. HQ USAFE-AFAFRICA/A8B will have a copy if you need to refer to previous SATAFs.

A2.5.2. Develop new action items as necessary to accomplish functional requirements.

A2.5.3. Close out previously identified action items as a result of accomplishments during the SATAF.

A2.5.4. Review and discuss affected units' recommended issues and concerns.

A2.5.5. Other agenda items include mission conversion schedules, milestones, transition plans, training, funding, and actions identified by the HQ USAFE-AFAFRICA PPlan.

A2.6. Conduct Working Group. Chairpersons are responsible for the direction of their functional working group. Set a positive tone and focus on issues applicable to the SATAF and those actions supporting the programmed action. Take good notes during the SATAF; this is extremely important when making agreements with other working groups or outside agencies particularly when it comes to funding, manning and resources. From your notes, develop the working group minutes IAW *Example 1* below. The working group minutes are used to create the SATAF report, which documents all actions and serves as the official record of the event. Ensure everyone signs the attendance roster to include organization and phone number. This roster is valuable when working action items with your counterparts at the unit level and other higher headquarters.

A2.7. Schedule. Working groups maintain their own schedule. The chairperson will develop the schedule with the workload to ensure all work is completed within the allotted time. Work with other working group leads to schedule joint meetings if action items or issues require input from other working groups. The only mandatory overall SATAF team functions are the In/Out-briefs and daily integration meetings.

A2.8. Integration Sessions. The SATAF team leader will conduct a team integration meeting at the end of each day to cross-talk working group issues, assess progress, and review minutes/action items. Each chairperson is required to attend and provide a brief overview of that day's discussions and highlight any action items that were closed, or new ones opened. These discussions allow for cross-talk between the functional working groups and help identify duplicate action items, problem areas, and action items that should be transferred to other groups. The team leader will close the meeting and provide directions for the next day, such as: suspense for inputs, identify working group collaborative meetings, or schedule changes. Ensure your working group wraps up activities in ample time for you to make the daily integration session. The last integration session serves as the final preparation for the SATAF report and out-brief. This "murder board" session will permit the SATAF team an opportunity to scrutinize each functional team's assessment and ensure the overall plan is coordinated across all areas. The SATAF is a collaborative effort, and the integration sessions are the best arena to share information to the entire team.

A2.9. In-Brief/Out-Brief. The SATAF team leader will present an in-brief to the affected unit commander and personnel involved in the SATAF. The brief will introduce the SATAF team members and cover background information, the SATAF objectives, agenda, and working group meeting locations. At the SATAF's conclusion, the team leader will present a concise out-brief to the unit commander, outlining the team's assessment, findings and way-ahead. Working Group Chairs should be prepared to present their findings and pertinent issues at the out-brief (see [Figure A2.1](#)).

A2.10. Working Group Deliverables.

A2.10.1. The SATAF lead is responsible for overall content and organization of the SATAF out-brief and report. Working Group Chairs will provide their inputs for the SATAF report via

their Working Group Minutes (see [Table A2.2](#)) and provide inputs for the SATAF out-brief via Working Group Out-brief Slides (see [Figure A2.1](#)). For larger SATAFs, the working group chairs should leverage team members to assist in drafting inputs for the deliverables.

A2.10.2. The SATAF report is the MAJCOM historical documentation of actions required to move the programming plan forward. Actions, agreements and work arounds need to be clearly spelled out, so everyone knows what is happening within the functional working group. The working group chairperson needs to clearly outline what took place at the SATAF by accurately documenting the facts in their working group minutes to ensure program success. Any verbal agreements, promises, or funding/manning pledges made during the SATAF must be annotated in the SATAF report to serve as official documentation. A final copy of the Working Group Minutes is due approximately 1 week after the SATAF out-brief. The SATAF lead will provide the actual due date.

A2.10.3. The SATAF out-brief provides the host wing leadership and USAFE staff with a synopsis of what took place during the SATAF, and it gives the overall status of the basing action. A stop light assessment based on the criteria in [Table A2.1](#) below is presented for the overall programming plan as well as assessments for each working group. The overall assessment for the functional working group is based on the summation of the status of the group’s action items. The bullets on working group slides should cover “big ticket” items being worked by the team; typically, these are related to open action items. Not every action item needs a bullet on the slide. If your working group has “RED” issues, those topics should be bullets. Additionally, if your working group is assessed as “RED,” please highlight what is driving that assessment.

Table A2.1. SATAF Scoring Model.

GREEN	Efforts to satisfy known actions are planned or low-risk workarounds identified. Actions <u>will</u> be completed IAW project end date.
YELLOW	Not all actions are completed but high-risk workarounds have been developed. Actions <u>should</u> be completed IAW project end date.
RED	One or more essential actions cannot be completed IAW the project’s completion date and acceptable workarounds are not identified. Without significant effort, Actions <u>may not</u> be completed IAW project end date.

A2.11. Working Group Minutes: (see [Table A2.2](#))

A2.11.1. **Executive Summary.** The working group executive summary is developed by the working group chair and consists of the overall assessment during the SATAF regarding the progress being made towards achieving the programming plans objective. The chairperson will provide an overall assessment of their working group’s process based on the criteria in [Table A2.1](#).

A2.11.2. **Working Group Chair.** Provide the name, duty title and contact information.

A2.11.2.1. List working group members as seen in **Table A2.3**.

A2.11.2.2. List points of contact used during the SATAF as seen in **Table A2.4**.

A2.11.3. **Minutes Summary.** Provide a summarization of topics and issues that were worked during the SATAF. Use paragraph format. Be as thorough as required to ensure everyone can understand the issues and topics. Each major issue should have a 3-digit paragraph. This is the “meat” of the SATAF report!

A2.11.3.1. If additional detail is required to explain a topic, outline an agreement and/or explain a workaround, use a 4-digit paragraph to provide the details necessary to convey your message.

A2.11.4. **Action Items.** List each action item by:

A2.11.4.1. **Issue.** Describe the problem completely so readers of this report who are not familiar with your area can understand the problem. If you use abbreviations or acronyms, ensure they are defined.

A2.11.4.2. **OPR/OCR.** Who is responsible for working and assisting on this issue.

A2.11.4.3. **Status.** GREEN, YELLOW, and RED as described above.

A2.11.4.4. **Suspense.** Assign a realistic suspense for completing this action item. The team leader tracks the status of all SATAF action items on a monthly basis.

A2.11.4.5. **Action.** This area is used for follow-on actions taken to close out open action items.

A2.11.4.6. **Conclusion.** The chairperson assesses the SATAF in this area and states whether or not showstoppers were identified.

Table A2.2. Functional SATAF Report Example.

Functional SATAF Report (*using AI in this example*)

A1 Manpower and Personnel Executive Summary.

Manpower: **YELLOW.** Add a description of any actions necessary to define why this section is yellow and what to do to get the section to green. Write in complete sentences. Spell out any directorate-specific abbreviations. This is a summary so touch on the topic and then put the details below

Personnel: **GREEN.** Add a description of actions necessary to keep this section green. Write in complete sentences. Spell out any directorate-specific abbreviations. Most working groups will only have one overall assessment paragraph summary, example (Intel or Logistics or Ops). This working group has two, Manpower and Personnel.

A1 Manpower/Personnel Working Group Minutes:

Working Group Chair: Rank Name, HQ USAFE/A1, DSN 480-XXX, email@us.af.mil

Table A2.3. A1 Working Group Members.

Name	Rank	Office Sym	Function	DSN	E-mail Address
<i>Day, Manuel</i>	<i>SMSgt</i>	<i>USAFE/A1K A</i>	<i>Personnel</i>	<i>480-3945</i>	<i>manuel.day@us.af.mil</i>

Table A2.4. A1 Points of Contact.

Name	Rank	Office Sym	Function	DSN	E-mail Address
<i>Johnson, Gary</i>	<i>Civ</i>	<i>HQ/A1MPR</i>	<i>Manpower</i>	<i>480-2416</i>	<i>gary.johnson@us.af.mil</i>

A2.11.4.7. **Manpower.** Once a decision has been made to accomplish a certain action item, A1M will update the UMDs. AFSC compliment will be based on aircraft configuration.

A2.11.4.8. Include four-digit paragraphs if there is amplifying information that needs to be presented. Write in complete sentences. A beginning noun is not necessary for 4-digit paragraphs. Include any agreements/promises that were made and annotate by name who said what, any major decisions that were made, who is responsible for what actions, challenges and ways forward. Your replacement should be able to read your report and pick up where you left off. Remember, the working group minutes explains the meat of what took place within your working group and may be referred to several years down the road; so clearly explain what transpired.

A2.11.4.9. **Personnel.** Once a firm decision has been made concerning increased manpower authorizations and AFSC compliment, assignments will be completed based on normal assignment procedures. Personnel will be projected to arrive to the unit 3-4 months prior to aircraft arrival.

Table A2.5. A1 Action Items.

#	ISSUE	OPR / OCR	STATUS	SUSPENSE	ACTION
1-1			Green	DD MMM YY	
1-2			Yellow	DD MMM YY	
1-3			Red	DD MMM YY	

A2.11.4.10. **Conclusion.** Provide a short summary. HQ USAFE/A1 will continue to monitor manpower actions until completion of this Programming Plan but foresees no obstacles which will prevent its execution.

A2.12. Working Group Out Brief Slide. (See [Figure A2.1.](#))


A2.12.1. **SATF Summary.** This is the overall assessment for your functional working group. It should be based on a summation of the group’s action items. There is no set system to this i.e., a certain number of green issues and yellow issues is an overall yellow; it is up to the working group lead with group and SATF lead input as required.

A2.12.2. **Status Color** - Green, Yellow, and Red as described above.

A2.12.3. **Supporting Bullets.** There is no set definition as to what the working group should list for bullets. Not every action item needs to be a bullet. These should be big picture items that define where the working group is focusing their main weights of effort. The bullet should describe the status of the working group and inform the overall color assessment for the working group. If you have an issue driving a “RED” assessment, highlight that in the bullet.

Figure A2.1. Working Group Out-Brief Input.

UNCLASSIFIED



Maintenance

SATF Summary – YELLOW

- **MILCON and FSRM Project Issues**
 - Multiple facilities in maintenance complex are delayed / late to need
 - 48 FW refines the Interim Operations Plan; sufficient if funded
- **Maintenance Manpower**
 - Training availability/capacity at RAF Marham—LO & Egress
 - Coord training availability/capacity at US F-35 base FTDs through AETC
- **Vehicle Availability**
 - Identify & fund min initial Special Purpose Vehicle requirements
- **Support Equipment Delivery & Induction**
 - Reviewed current SE storage & induction plan

1

Attachment 3

GUIDANCE AND SAMPLE FORMAT FOR ANNEXES

Table A3.1. Sample format for Annexes.

<p>Annex A: Manpower and Organization</p> <p>PPlan xxxx-xx</p> <p>PURPOSE</p> <p>The purpose of this Annex is to document manpower and organization actions necessary to effectively and efficiently implement xx at xx.</p> <p>REFERENCES</p> <p>All manpower and organization actions will be accomplished according to the policies contained in the following references:</p> <ul style="list-style-type: none"> a. Air Force Policy Directive (AFPD) xx-x. b. AFI xx-xx – xxxxxxxxxxxx. <p>OBJECTIVE</p> <p>The objective of this Annex is to ensure that the xx Wing has the manpower and organization resources in place necessary to support its missions.</p> <p>ASSUMPTIONS</p> <p>The following assumptions pertain to manpower and personnel.</p> <ul style="list-style-type: none"> a. xx. b. xx. <p>GUIDANCE</p> <p>In completing objectives, comply with the following guidance:</p> <p>HQ USAFE/A1M will serve as the principal point of contact regarding manpower and organization for HQ USAFE, except where delegated to the xx FSS/FSMM.</p> <p>HQ USAFE/A1MPO will staff Organization Change Request (OCR) package, request unit personnel accounting symbol (PAS) changes, and publish unit special orders.</p>
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Table A1. TIME PHASED ACTIONS				
Item	Action	OPR	OCR	Due Date
A-1	xx	HQ USAFE A1/A1M		
A-2	xx	HQ USAFE A1/A1M		
OFFICE OF COLLATERAL RESPONSIBILITY HQ USAFE-AFAFRICA/A1M. Mr. xx, DSN 480-xxx, email@us.af.mil				