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AFIMSC

# Concept of Operations

June 2023

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## Executive Summary

The Air Force Installation and Mission Support Center (AFIMSC) was activated in April 2015 to operate as an intermediate-level headquarters under Air Force Materiel Command. AFIMSC's mission is to deliver globally integrated installation and mission support (I&MS) programs and services to enhance warfighter readiness and lethality for America's Air and Space Forces. AFIMSC has matured over the last seven years since we achieved Full Operational Capability in October 2016. We have not only met, but also significantly exceeded, execution of the more than 150 I&MS capabilities the Secretary of the Air Force and Chief of Staff directed us to accomplish in Program Action Directive 14-04. To realize the potential of what a more fully integrated DAF-wide I&MS capability can bring to the fight, we're beginning a one-year process to realign our formation into an A-Staff construct. We're confident this new organizational structure will greatly improve our ability to advance and execute National Defense Strategy and Department of the Air Force priorities.

AFIMSC contains multiple combat support (CS) functional communities as described in Air Force Doctrine Publication 4-0. Per that doctrine, combat support enables airpower through the integration of functional communities to provide the core capabilities, processes, and effects required to execute the Air Force mission. Our team is directly responsible for two of the seven CS core capabilities, has direct control or indirect influence over all six, and is the overarching command that enables the effectiveness of every core effect. In this time of rapid change, we must quickly adapt our I&MS operations to provide resilient and redundant combat support capabilities in an environment of peer competition. An A-Staff structure gives us that agility.

This CONOPS accomplishes three primary goals:

1. My intent in establishing an A-Staff structure is to rebalance risk across strategy, planning, and programming to more effectively task/organize in support of warfighting capabilities and installation services. This will not only help us better inform DAF-wide I&MS policy, strategy, and planning, but it will also make the AFIMSC team more capable of supporting policy and strategy when executing our programs and services.
2. This new organizational hierarchy will provide for a more cohesive integration among our Primary Subordinate Units: Air Force Civil Engineer Center, Air Force Installation Contracting Center, Air Force Security Forces Center, and Air Force Services Center. These PSUs joined AFIMSC from different command and mission authorities, and we have not fully realized the potential of what a stronger, cross-functional integrated team can achieve. The A-Staff alignment will help us reach that higher level of unit and mission execution cohesiveness.
3. Many of our stakeholders and customers, internal and external, do not understand the current AFIMSC organizational construct and staff naming convention. This makes it difficult for those who need support to easily find and access that support. The universal A-Staff nomenclature will solve this disconnect.

DAF installations are power projection platforms from which Airmen and Guardians conduct air and space power missions. The AFIMSC team is keenly focused on ensuring commanders and our I&MS partners get our best every day as we execute PAD 14-04 responsibilities and further enhance mission capabilities with accelerated change and innovative initiatives. Our transition to an A-Staff structure will help us evolve into a more adaptive, resilient, and agile organization, and ensure our readiness to support a commander's need to efficiently transition from home station to a deployed environment and operate effectively -- and win the future high-end fight.



JOHN J. ALLEN, JR., Maj Gen, USAF  
Commander, AF Installation & Mission Support Center

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## Opening Comments

AFIMSC was established with the approval of PAD 14-04 title, *Implementation of Air Force Installation and Mission Support Center (AFIMSC)*, creating a single intermediate-level organization to synchronize and gain efficiencies from an enterprise-wide perspective by realigning select capabilities performed by MAJCOMs and HAF to AFIMSC. In 2018, AFIMSC 2.0 transformation optimized processes and capabilities in order to increase cross-functional processes and improve operations across the spectrum of I&MS operations. Fast forward to 2023, this redesigned organization will leverage the expertise resident in AFIMSC to deliver integrated I&MS strategy and plans which enhance programming, budgeting, and execution processes already developed as well as to improve I&MS and MAJCOM unity of effort, stakeholder recognition, and cross functional integration.

This Concept of Operations (CONOPS) documents the approved organizational design resulting from the evaluations of the SPPBE process and current organizational alignment.

### Problem Statements

- 1) AFIMSC is not balanced in how we approach strategy, planning and programming.
- 2) AFIMSC is not cohesively integrated across HQ, Detachments, and Primary Subordinate Units.
- 3) AFIMSC is not clearly understood by DAF and DOD entities.

### Commander's Intent

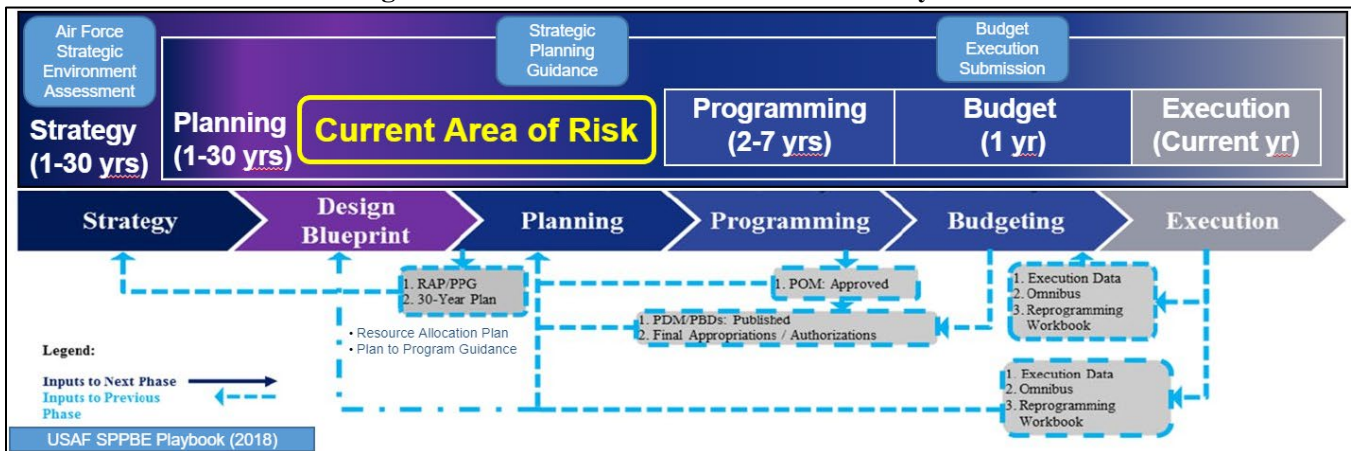
My intent is for AFIMSC to re-balance risk across strategy, planning, and programming while improving cross-PSU integration and stakeholder comprehension by employing an A-Staff structure to effectively and efficiently task-organize around support to warfighting capabilities and installation services.

### Commander's Desired End State

AFIMSC Staff is Task-Organized to Support Operations/Exercises, Activities, and Investments

The primary driver for revamping AFIMSC's structure and CONOPS is to rebalance the organization's SPPBE focus by increasing the level of attention placed on strategy, planning, and programming. AFIMSC will leverage the 2018 USAF SPPBE Playbook process graphic below. This process flows from left-to-right (with feedback loops), and, generically speaking, each stage of the process becomes more detailed and tactical (see Figure 1).

**Figure 1: AFIMSC and the SAF SPPBE Playbook**



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Aligning this graphic with a formal, end-to-end capability conception to deployment process (see Figure 2) is the foundation for the new AFIMSC A-Staff construct and associated roles and responsibilities.

**Figure 2: End-to-End Capability-to-Deployment Process (External View)**



### CONOPS Scope

AFIMSC does not intend to take on the role of any higher headquarters as their roles related to the SPPBE process. The strategy and plans outlined in this CONOPS refers to integrated I&MS strategy and plans which implement higher headquarters strategy and plans and inform functional strategies and plans developed at DAF.

A key principle throughout this CONOP is the existence of different types (or levels) of strategy, requirements, and plans, all moving towards a common goal of supporting the I&MS enterprise. To that end, each echelon has a unique role and/or equity in developing and implementing levels of strategy, requirements, and plans. AFIMSC, as an intermediate headquarters, looks to the Department of the Air Force to provide policy and strategy, but AFIMSC plays a key role in crafting that policy and strategy before it is published and distributed throughout the DAF. AFIMSC implements and executes the DAF strategy through the A-staff and PSUs. The AFIMSC A2/5/8 leverages data and governance in order to identify, extract, and translate those DAF I&MS strategies, requirements, and plans and transforms them into threat-informed action plans and resourcing strategies. Those plans and strategies are passed in the year of execution to the AFIMSC A/3 and PSUs to execute.

This CONOPS documents the high-level concepts. Additional, more granular details will be clarified in the Base Operation Order (OPORD), responsible and accountable matrices, Business Rules and/or Fragmentary Orders (FRAGO).

### AFIMSC Concept of Operations

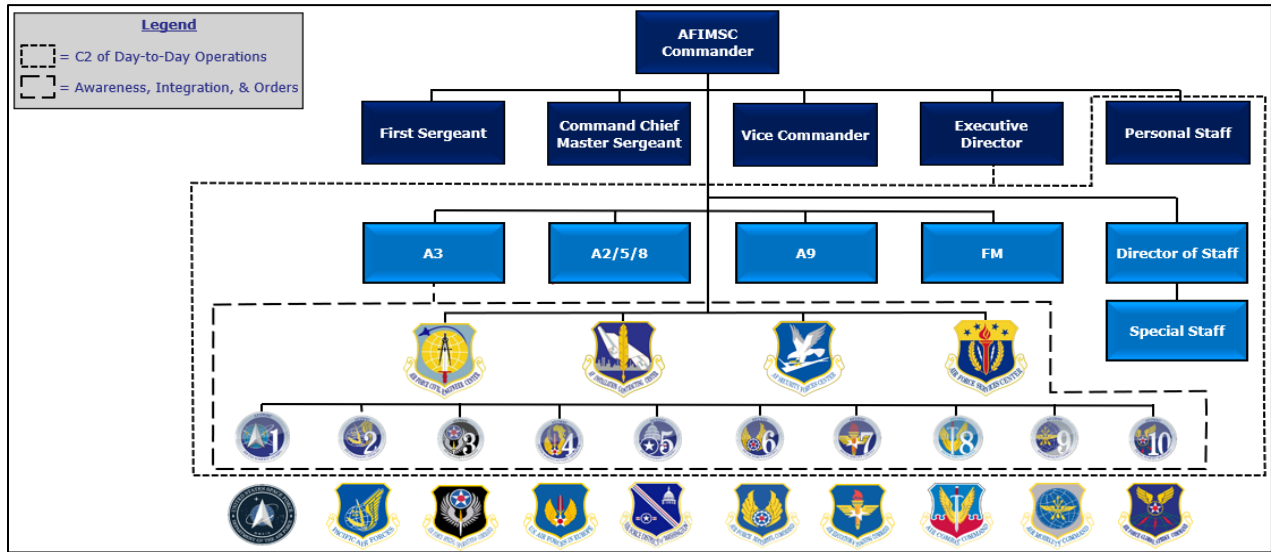
AFIMSC will build a strong collaborative team across the HQ, PSUs, and Detachments to deliver integrated I&MS strategy, planning, programming, budgeting, and execution across the time frames associated with A-Staff planning horizons. Current Ops and future Ops– PSUs, A3 and FM, Future Plans, A2/5/8 along with the A9 are working to enable all time horizons and the Director of Staff and Special staff being primarily internal process related. The A2/5/8 will work within cross functional teams primarily to deliver integrated I&MS strategy and

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plans. Functional programming in accordance with the current DAF panel structure will be supported by A88. The A3 will work with the HQ staff, the PSUs, and Detachment to ensure Unity of Effort for the organization through leadership of the governance process and publishing orders that document Commander decisions.

**The AFIMSC Organization**

**Figure 3: The AFIMSC Organization**



**Command and Support Relationships**

In accordance with MD4-422, the AFIMSC/CC has full command authority over the AFIMSC formation with numerous DIRLAUTH connections which enable effective and efficient mission accomplishment.

The composition of AFIMSC’s subordinate commands and associated staff should reflect the composition required to perform I&MS activities and meet functionally unique demands. PSU and Detachment commanders are critical to ensure appropriate I&MS integration throughout the Department of the Air Force.

The PSU commanders/directors are responsible to the AFIMSC/CC on the execution of functional-specific capabilities and provide functional subject matter expertise (SMEs) to drive integration, innovation, and the advancement of I&MS capabilities.

The Detachment commanders/directors provide recommendations to the AFIMSC/CC on their supported Major Command priorities and focus areas as well as anticipate and provide proactive whole-of-enterprise recommendations for emergent requirements that impact I&MS activities.

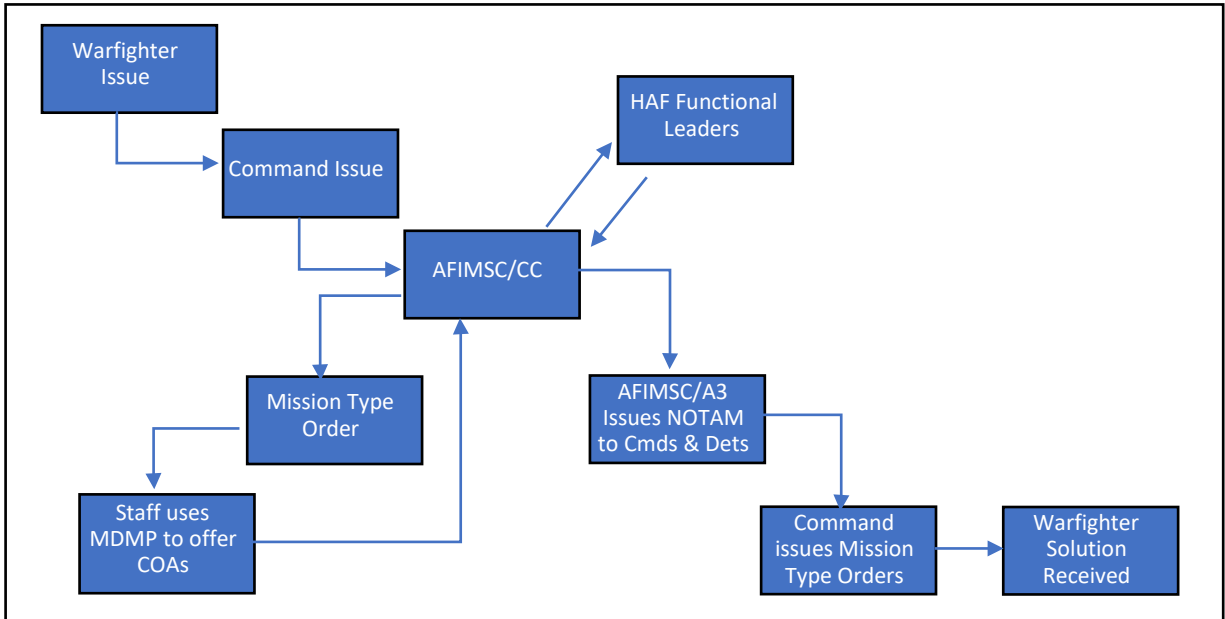
AFIMSC uses three general guiding principles, awareness, integration, and orders, to effectively and efficiently align our diverse Installation and Mission Support enterprise and capabilities.

- Awareness: HQ Staff coordination facilitates a confident common understanding with maximum functional area independence, with delegation of task ownership to the lowest level possible.
- Integration: HQ Staff-led Operational Planning Teams and/or Cross-Functional Teams provides a balance between functional independence and cross-functional, interoperable, enterprise outputs.
- Orders: HQ Staff-created/directed orders allows the least functional independence based on a sole intent to prioritize cross-functional outputs.

## AFIMSC Supports and Issues Mission Type Orders

In support of I&MS Operations, Activities & Investments (OAI), the AFIMSC/CC issues subordinates Mission-Type Orders via the five-paragraph order. As the central I&MS support organization, AFIMSC synchronizes I&MS support to DAF Operational Commander Mission Type Orders. This process is depicted in Figure 4.

**Figure 4: AFIMSC and Mission Type Orders**



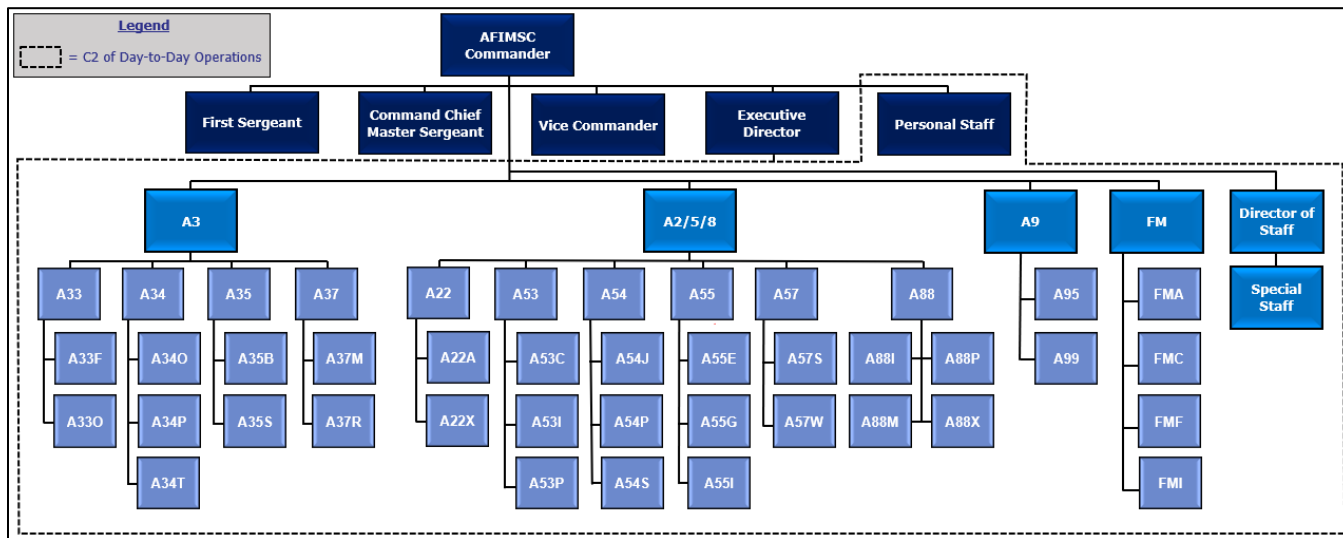
## HQ AFIMSC Staff Functions and Responsibilities

The AFIMSC staff synchronizes I&MS support to operations across the DAF to meet operational commander needs while maintaining the tactical and operational integrity of DAF strategies with I&MS implications within SPPBE constraints. This organizational design (Figure 5) is the catalyst selected to reach those ends by focusing on the means of massing functional subject matter expertise to achieve unity of effort. HQ AFIMSC staff responsibilities include:

- 1) Interpret policy and advise subordinate I&MS elements.
- 2) Prepare I&MS staff estimates pertaining to Organize, Train, and Equip and I&MS Services.
- 3) Plan and coordinate AFIMSC support to HHQs and MAJCOMs, identify enablers required to support I&MS operations, coordinate the internal rotation of personnel based on functional policy, identify materiel requirements, and establish/disestablish authorized AFIMSC support.
- 4) Develop analysis/inputs for I&MS-specific portion of Combatant Commander (CCDR) OPLANs/operation orders.
- 5) Develop analysis/inputs for I&MS force deployment and redeployment in concert with operational planning.
- 6) Develop analysis/inputs on the proper employment of I&MS forces made available for tasking, to include joint and multinational I&MS support to operations provided according to US, international, and host nation laws and agreements.
- 7) Develop, integrate, maintain, and share an accurate representation of the I&MS Common Operating Picture (COP) (objects and events), as an input to the DAF and CCDR COP. This includes the integration of reporting formats and systems.
- 8) Develop I&MS terms of reference.
- 9) Participate in governance as necessary.
- 10) Coordinate and supervise specific enterprise wide I&MS activities IAW Base OPORD and/or FRAGO.

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**Figure 5: HQ AFIMSC A-Staff Organization**



**Command Section**

The command section comprises the commander, vice commander, executive director, command chief master sergeant, executive assistant, director of staff, first sergeant and appropriate administrative support personnel forming the commander’s personal staff.

**Commander (and Vice Commander)**

The commander (and vice commander) is responsible to Execute the Mission, Lead People, Manage Resources, and Improve the Unit in accordance with Air Force Instruction (AFI)1-2, *Commander's Responsibilities*.

**Executive Director**

The executive director holds four primary roles and completes other tasks as assigned by the commander. The first three roles are Service Designated Official (SDO), Requirements Approval Authority (RAA), and Milestone Decision Authority (MDA). These authorities, roles, and responsibilities are directed by AFI 63-138, *Acquisitions of Services*, and delegated from AFMC/CA through a Service Management Agreement to each of the AFMC Center CA positions. See AFI 63-138 and AFMC Service Management Agreement for specified responsibilities.

The fourth primary role is similar to the role of a Chief of Staff with responsibilities including:

- Approve actions, orders, and plans, as authorized by the commander.
- Ensure commander’s intent is communicated to the staff and that staff assists the commander with understanding situations, making and implementing decisions, controlling operations, and assessing progress.
- Ensure commander decisions and concepts are implemented by directing and assigning staff responsibilities.
- Formulate staff policies, review staff actions for adequacy and proper coordination, and ensure required liaison is established with supporting agencies and commands, and other components.
- Act as the commander’s critical information requirements process manager.
- De-conflict higher headquarters taskings (Air Staff, MAJCOM, and CCDR staff).
- Provide support and guidance toward synchronizing and integrating I&MS planning processes.



- Appoint a knowledge management officer (managed by the Director of Staff). The knowledge management officers responsibilities include:
  - Coordinate processes among staffs and ensure accurate and focused information is delivered in a timely manner.
  - Develop the knowledge management plan in accordance with regulations, to support activities and processes as part of daily mission execution.
  - Facilitate technology, architecture, information, and data exchange for HQ AFIMSC operations.
  - Support plans development as member of the operations planning group (OPG) and long-range planning group.

### **Command Chief**

The command chief master sergeant is the principal advisor to the commander on all matters impacting the health, welfare, morale, effective utilization, education, and progress of the command's military and civilian personnel as well as their families. The command chief master sergeant responsibilities are outlined in AFI 36-2109, *Chief Master Sergeant of the Air Force, Senior Enlisted Leadership Management and Air Force Enlisted Council*.

### **Director of Staff**

The Director of Staff is a member of the command section and coordinates/directs activities of the special staff and serves as the Headquarters Commandant. The Headquarters Commandant is the functional specialist who liaises with the host installation for support and leads a working group consisting of functional specialists from the staff that can advise on the specific requirements needed to support the HQ staff.

### **Special Staff**

Special staff members work under the commander's immediate control and coordinate with other staff members. When performing their duties, special staff leaders may work through the DS for coordination and control purposes. Members of the special staff include personnel the commander desires to supervise directly and those who, by law or regulation, have a special relationship to the commander. The AFIMSC Special Staff includes the: Inspector General (IG), Public Affairs (PA), Personnel (DP), First Sergeant, Historian (HO), Information Protection (IP), Judge Advocate (JA), Safety (SE), Small Business (SB), and Commander's Action Group (CAG).

## **A3 Directorate Concept of Operations**

The A3 assists the commander in the direction and control of operations, beginning with planning and extending through completion of specific operations. In this capacity, the A3 plans, coordinates, and integrates current operations. The flexibility and range of modern forces require close coordination and integration for successful unified action to achieve unity of effort. AFIMSC Current Operations (CUOPS) are conducted in the A3 and PSUs. The A3 conducts current operations planning and coordinates and integrates I&MS operations across the DAF, by, with, and through the PSUs. The majority of AFIMSC CUOPS are executed by the PSUs, while the A3 provides oversight (as applicable), synchronization, and alignment of current operations and future plans. The A3 performs execution of activities that do not have an associated PSU as well as execution of activities that are cross-functional (i.e., activities that involve multiple, or all, PSUs). Additionally, the A3 leads planning, integration, and execution of I&MS equities for AFMC's exercises.

### **A3: Director of Operations**

The A3 (and Deputy), serve as principal advisor to the commander on operational matters, by, with, and through the PSU commanders. The A3 assists the commander by providing policy, guidance, direction, oversight (as applicable), and coordination for I&MS operations, training, and sourcing of capabilities and personnel to support Air Force and joint I&MS operations. The A3 collates the current operations status and:

- Establishes and leads, with A2/5/8 as co-chair (as required), a cross-functional operations planning group (OPG) for proactive crisis planning and to execute commander tasks.
- Coordinates operations planning for all special access programs and advocates for operational requirements for special access programs in accordance with AFD 16-7, *Special Access Programs*.

### **A33: Current Operations Division**

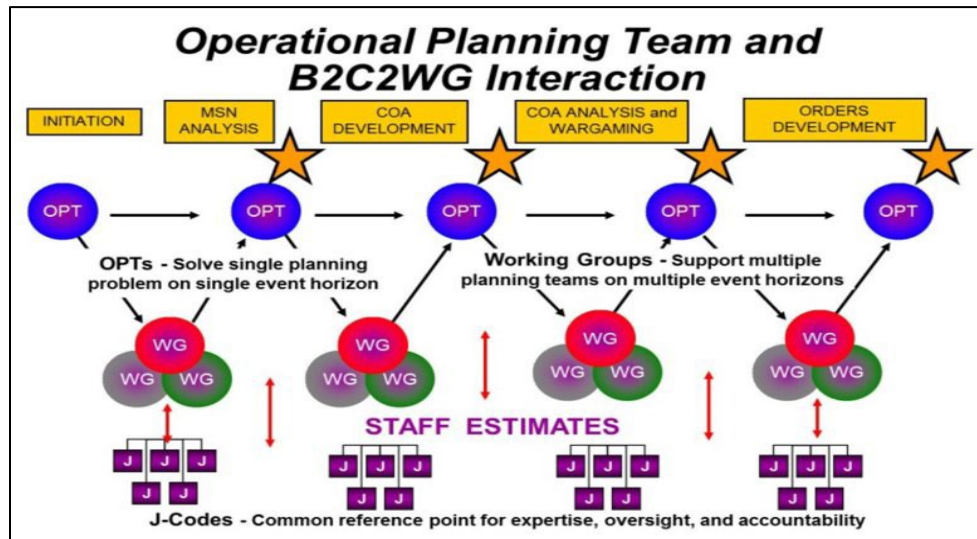
The A33 plans, coordinates, and oversees the execution of current I&MS operations. Provides intermediate-level awareness, integration, and orders for installation engineering, protection services, Chaplain, legacy communications as well as logistical distribution, plans and transportation support to ensure I&MS capabilities. The A3 Director or Installation & Mission Support Operations Center (I&MSOC) chief keeps the commander informed of ongoing near-term planning initiatives through appropriate mechanisms such as CCIRs, serious incident reports, and battle update assessments. In this capacity, the I&MSOC assists in the flow of information by providing a centralized point for the handling, tracking, displaying, and recording of information. A33 also leads and coordinates I&MS Boards, Bureaus, Centers, Cells & Working Groups (B2C2WG) governance and cross-functional Operational Planning Teams (OPTs), see Figure 6 for overview and interaction. The A33 is responsible for developing and implementing a battle rhythm (i.e., corporate governance schedule), which serves to coordinate and integrate staff input, garner commander approval of courses of action and related operations. The A33 will update the battle rhythm quarterly with the approval of the Director of Staff. Approvals gained through battle rhythm events culminate in order production, encapsulating, and defining commander's guidance.

In conjunction with Financial Management and Contracting, the A33 ensures operational requirements are identified, prioritized, rationalized, integrated, and resourced so that they are met in the most cost-effective manner. AFIMSC current operations supports maximizing awareness and integration of cross-functional capabilities (e.g., I&MS Enterprise IT capabilities) and program operations and execution for functional-specific capabilities that do not have a PSU (e.g., Postal). The official assignment of responsibility for specific capabilities will be established at a later date via FRAGO signed by the AFIMSC/CC.

The A33 conducts CUOPS planning even as execution continues. As the operation progresses, planning generally occurs in three distinct but overlapping timeframes: future plans, future operations, and current operations. Current operations address the immediate or very near-term planning issues associated with ongoing operations. This activity often includes the development of Fragmentary Order (FRAGOs) to adjust or sustain these ongoing

operations. During execution, the cross-functional organization of the staff must be responsive not only to planning requirements for current operations but must also support the commander's mid-term and long-term planning needs. AFIMSC current operations planning teams normally complete their assigned planning tasks with significant interaction with PSUs and Detachments.

**Figure 6: I&MS B2C2WG & OPTs: Overview and Interaction**



**A33F: Freedom of Information Act (FOIA) Branch**

The FOIA Branch handles all FOIA requests for AFIMSC enterprise and the MAJCOMS. It receives FOIA requests via various mediums and conducts research to identify the correct agency records in response to the submitted request ranging from unclassified to TOP SECRET. Works directly with SAF/CN regarding development of policy, strategic direction and execution matters relating to FOIA. It also manages the Privacy Act and Civil Liberties program, reviewing publications for compliance with Privacy policies, processing breaches of Privacy, and working with SAF/CN regarding policy matters. It provides virtual and in person training to FOIA managers / monitors in the field (to include the Bases), and Privacy training throughout AFIMSC. It is SAF/CN's direct liaison for all MAJCOMs for these programs.

**A33O: Operations Center Branch**

The I&MSOC establishes a formal process to communicate current operations and gain guidance from the commander through the I&MS battle rhythm. The I&MSOC focuses on supporting the direct, monitor, assess, and plan functions for the commander. It is necessary to have cross-functional representation from all critical functions affecting the I&MS mission. Placement of the various functions on the I&MSOC floor is a deliberate process that facilitates cross-functional coordination and synergy. For example, collocating Public Affairs (PA) planners and information planners in the I&MSOC provides added value and speed of coordination in planning, executing, and assessing information integration and deconfliction efforts. Tasks include:

- Assist the commander in the direction and control of operations.
- Develop, maintain, and share a Common Operating Picture (COP) In Accordance With (IAW) higher HQ instructions.
- Monitor current operational status of the AFIMSC enterprise and supported commands.
- Monitor, share information, and support I&MS missions in joint all-domain operations.
- Develop guidance and tasks as required for subordinate commands.
- Disseminate the results of planning, execution, and assessment.

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- Serve as the commander's proponent for information activities.

The I&MSOC also includes future operations planning. The focus of future operations is the development of orders and FRAGORDs that are **inside** the time threshold of the long-term efforts of the future plans but are not directly related to the management of current operations. Future operations planning is led by a core set of A3 operations planners. Based on the complexity of the planning problem and time available, future operations planning teams interact with elements both internal to the staff (e.g., WGs, cells) and external to the staff (other HQs and agencies). As the planning teams move through the Planning Process, they ultimately gain guidance, intent, or decision through designated decision boards. Future operations staff ensures continuity between A2/5/8 planning and current operations. Future operations staff develops and maintains a projection of future status of friendly forces and projections of enemy threat actions as advised by the A22. Future operations planners also develop plans in support of current and ongoing operations, leveraging their functional expertise. Planning for future operations often is accomplished under the cognizance of the A3 with involvement of the entire AFIMSC enterprise. Future operations staff conducts parallel planning coordination with the PSUs, Detachments, and other coordinating staff. Tasks include:

- Plan, assess, and oversee the support and sustainment of I&MS capabilities to establish operating locations, protect forces, support the mission, forces, and infrastructure, and protect deployed teams performing security cooperation engagements.
- Conduct current operations planning.
- Integrate all I&MS support activities in support of the commander's long-range planning OPG, and short and long-range goals.
- Develop I&MS contingency and crisis action concept of operations and develop requisite planning documents (e.g., annexes, appendices, operation orders).
- Maintain a 'running estimate' and continue to adapt future plans based on learning from current operations.
- Prepare the operations estimate and other planning products.

#### **A34: Deployment and Distribution Division**

The A34 Division Chief leads a multi-functional Logistics Readiness (LogR) staff in providing execution oversight of base-level logistics plans, ground transportation, air transportation, and traffic management functions resident in the Deployment and Distribution Flight of the standard Logistics Readiness Squadron. The Division exercises DIRLAUTH with HAF and LogR activities spanning 79 Air Force and Space Force installations to foster compliance, standardization, and innovation across base-level LogR Deployment and Distribution activities. The A34 champions funding requirements for base-level Deployment and Distribution operations, contracted installation LogR services, and standard overhead operating costs for Logistics Readiness Squadrons. Division members advocate for base-level LogR equities during HHQ reviews of policies and guidance governing Deployment and Distribution activities.

#### **A34O: Air and Ground Transportation Branch**

Provides base-level execution oversight for Air Transportation and Ground Transportation functions resident within the Deployment and Distribution Flight of the Logistics Readiness Squadron. Delivers subject matter expertise impacting policy, training, standardization, compliance, and innovation efforts in support of over 1,000 Air Transportation (AFSC 2T2XX) and 5,000 Ground Transportation (AFSC 2T1XX) specialists. Issues policy interpretation governing base-level Air Transportation operations performed at 64 Air Transportation Functions (ATF) and 13 Unilateral Aircrew Training (UAT) units as well as Ground Transportation operations spanning 82 separate sites worldwide. Steers HHQ updates to policy and develops standard work processes, qualification training packages, and innovation initiatives governing air and ground components within base-level Deployment and Distribution activities. Conducts annual compliance evaluations of resident base-level Air Transportation and Ground functions at each of 79 Air Force and Space Force installations.

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### **A34P: Logistics Plans and Analysis Branch**

Provides functional oversight of in-garrison, pre-deployment and pre-reception logistics planning processes conducted by Logistics Plans personnel (AFSC 2GXXX) at 79 Air Force and Space Force installations to help facilitate seamless movement of personnel and cargo to meet HHQ taskings. Supplies technical assistance to base-level Support Agreement Managers responsible for administration of Intragovernmental support agreements with a focus on common base-operating support. Validates and advocates funding requirements to support standard base-level Deployment and Distribution operations, contracted installation LogR services, and general overhead operating costs necessary to operate Logistics Readiness Squadrons. Issues accurate interpretation of HHQ governing policies and guidance to installation personnel regarding base-level Logistics Plans functions. Liaises with applicable program offices under the purview of the Air Force Sustainment Center to ensure proper access and use of the LOGMOD and Base Support and Expeditionary Site Planning Tool (BaS&E) deliberate planning systems by base-level Logistics Plans members. Responds to HHQ requests for policy inputs during updates to AFIs impacting base-level Logistics Plans functions. Conducts annual compliance evaluations of base-level Logistics Plans functions for each of 79 Air Force and Space Force installations. Promotes continual process improvements impacting base-level Logistics Plans functions within available resources.

### **A34T: Traffic Management Branch**

Serves as the Air Force's single intermediate-level oversight activity supporting base-level Logistics Readiness and Aerial Port Squadron's Cargo and Passenger Movement capabilities. Provides base-level Traffic Managers accurate policy guidance and interpretations of DoD, Air Force, State, and local laws regarding the movement of DoD personnel and materiel. Oversees the overall effectiveness, efficiency, and alignment of installation Traffic Management operations for cargo and passenger movement at 79 Air and Space Force. Exercises DIRLAUTH with HAF and active-duty Air and Space Force base-level units (e.g., flights, squadrons, wings) to assist in day-to-day management and execution of Traffic Management functions. Provides management oversight of installation programs and process to ensure compliance with all Federal, State, DoD, Air Force, State, and local laws standards. Promotes continual process improvement impacting base level cargo movement and passenger travel functions. Develops proposals and provides recommendations to HAF on Air Force policy governing base-level Traffic Management activities. Facilitates and executes Traffic Management training workshops/seminar for base-level personnel to promote efficiency and readiness.

### **A35: Operational Readiness Division**

Guides, coordinates, and oversees conduct of AFIMSC organization, training, and equipping activities for developing and maintaining operational readiness of I&MS forces. Tasks include:

- Ensure I&MS support to combat readiness by coordinating Combatant Command (CCMD) pre-deployment requirements with the Department of the Air Force Ready Airmen Training Council (RATC) in accordance with AFI 10-405, *Expeditionary Readiness Training Program*.
- Serve as MAJCOM-level Functional Area Manager (FAM) for I&MS capabilities in accordance with DAFI 10-401, *Operations Planning and Execution*, and global force management processes and provide reach back support for MAJCOM and AFFOR Logistics Readiness, Civil Engineering, Security Forces, Force Support, Public Affairs, Finance, Communications, and Chaplain Corp, and contracting FAMs when support is required.
- Serves as MAJCOM Functional Manager, ensuring Manpower, Manning, and Force development available for I&MS capabilities to include Mission Readiness Training (MRT), non-MRT and Vendor Training.
- Serves as the AFIMSC MEFPK Responsible Agency Manager IAW DAFMAN 10-406, *Unit Type Code Management*. Manages AFIMSC and subordinate unit UTC Management with FAMs.
- Provide integration and operational-level planning support for I&MS capabilities and support to the execution of time-phased-force and deployment data.

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- Deployment data for military, civilian and contractor personnel as required.
- Serve as Defense Readiness Reporting System (DRRS) subject matter experts for the pre-planning, reporting & resourcing of readiness activities into predictable, proactive processes in support of globally integrated warfighting commands. Single POC for all MAJCOM readiness support providing an enterprise-wide view on capability readiness to inform ACS Core Functional Lead processes.
- Manages the Force Support (FS) Readiness program and works with AF/A1XR to address concerns for FS personnel/equipment posturing. Provides reach-back support to MAJCOM component staffs and field units on FS readiness issues. Provide MilPDS system support to Functional Area Managers (FAM) in the performance of FAM duties.

**A35B: Expeditionary Support Blue Branch**

This branch performs functions above for the Civil Engineer, Force Support, Security Forces and Admin Functions.

**A35S: Expeditionary Support Silver Branch**

This branch performs functions above for the Logistics Readiness, Cyber, Contracting, Finance and Wing Staff Agency Functions

**A37: The Chaplain Corps Division**

The Chaplain Corps Division is organized in two branches (Mission Support and Resource Management) to provide efficient and effective operational-level current operations support to the Department of the Air Force Chaplain Corps units. The end state is a customer- focused, centralized, intermediate-level, one-stop shop for the Chaplain Corps enterprise-wide. The Division will not have representation at the Dets or PSUs. The Division is part of A3 with the mandate for constant coordination with all AFIMSC A-Staffs, as well as with functional counterparts at Air Staff, MAJCOMs, and installations. The Division provides finance and readiness support while MAJCOM-FLDCOM-DRU-FOA/HCs concentrate on their advisor role to commanders and advocacy for the spiritual care of warfighters and their families.

**A37M: Mission Support Branch**

The Mission Support Branch coordinates and fills deployment taskings, ensures force readiness, and resolves shortfalls and reclaims. (NOTE: AFIMSC will perform FAM functions for unassigned forces and for C-MAJCOMs, upon request.) Furthermore, the Branch analyzes MICT data and other functional metrics to build awareness of unit performance. Provide MICT analysis to the MAJCOM-DRU-FOA/HCs, MAJCOM-DRU-FOA/IGs, and AFIMSC/IG when requested. Support Capstone events upon request and maintain an IG augmentee list for HC Capstone events. The Branch is also responsible for managing the AF Chaplain Corps Activities Reporting System and personnel inventory. Finally, the Branch provides guidance and recommendations for chaplain requisitions and coordinates enterprise-wide background check processing for all military, civilian, contractors and volunteers working in a chapel or in conjunction with any chapel programs at 78 installations.

**A37R: Resource Management Branch**

The Resource Management Branch provides enterprise-wide Appropriated Fund (APF) PPBE cycle management as well as management and oversight of the Non-appropriated Chapel Tithes and Offering Fund (CTOF) through the management and oversight of the CTOF Accounting Section (CTOF Accounting Section). Coordinate timelines for ExPlan build, provide HC specific guidance to MAJCOM-DRU and installation HCs for building upcoming ExPlan, and provide analysis to support MAJCOM-DRU and installation HCs in developing installation HC ExPlans for submission to Wing FMs. Additionally, the Branch manages and executes the Chief of Chaplains Resiliency funds, Ecclesiastical Endorser Conferences support, and Special Activities Fund.

## **A2/5/8 Directorate Concept of Operations**

The A2/5/8 Directorate concept of operations is to have Divisions comprised of professionals from the various I&MS functions who apply their functional expertise to inform the primary processes outlined in the Concept of Operations. The A2/5/8 places an increased emphasis on strategy, requirements development, planning, and programming to achieve the rebalancing directed by the Commander and to place increasing emphasis on cross-functional coordination and integration, both internal to AFIMSC and externally, with higher headquarters and MAJCOMs. The time horizon for A2/5/8 efforts is primarily focused on addressing out-year challenges (i.e., Future Years Defense Program (FYDP) out to 30 years).

The Strategy division and the Strategic Basing division comprise of mission laydown planners from each of the I&MS functions that focus on producing integrated I&MS capabilities and products. The Requirements division will have a mixture of cross functional and functional teams depending on the extent of integration required. If a particular I&MS functional area is not represented at the branch level, a senior functional planner representative will be designated within the A55 Division. The Requirements division's primary function is to assist in the development of plans that inform programs that realize the AFIMSC Strategy and higher-level strategies within given resource constraints across both garrison and expeditionary domains. The Integration Division focuses on I&MS integration, interoperability, and optimization. It also oversees a Capability Portfolio Management function and handles specially identified I&MS capabilities requiring unique attention such as emerging or rapidly proliferating capabilities.

The Intelligence division supports I&MS operations by providing information, operational intelligence, and finished intelligence products across the competition continuum to the commander and subordinate forces. The primary role of the intelligence division is to provide information, assessments, and estimates to the commander, subordinate commanders, and their staffs to support situational understanding and enable decision making. Primary responsibilities include informing the Commander, describing the Operating Environment (OE), supporting the planning and execution of I&MS support to operations, Counter Enemy Deception and Surprise; Support Friendly Deception Efforts, assessing the effectiveness of operations and authoring Commanders Priority Intelligence Requirements (PIRs).

### **A2/5/8: Director of Strategy, Requirements, Planning, Programming, Integration, and Intelligence**

The A2/5/8, in coordination with Headquarters Air Force (HAF), Space Force, and MAJCOMs, identifies challenges of the future operating environment, oversees the concept development efforts necessary to address those challenges, formulates an I&MS Strategy and Strategic Master Plan (SMP) to establish a series of strategic vectors to create future force I&MS support capabilities, and directs future capability development efforts aligned to those strategic vectors.

The A2/5/8 assists the AFIMSC Commander in carrying out the formulation and execution of strategy, operational concept development, operational plans development, Global Force design and posture, capability development, and managing the operational capability requirements process. The A2/5/8 serves as AFIMSC focal point for I&MS strategy and long-term planning for all issues coming from DAF staff. Assists in carrying out the formulation and execution of the I&MS 30-year Resource Allocation Plan (RAP), which provides a strategy driven, resource constrained 30-year force structure and fiscal plan. Develops, directs, and conducts programming activities necessary to complete the I&MS portion of the DAF Program Objective Memorandum (POM).

The A2/5/8 also hosts an Intelligence division (A22) which synchronizes intelligence efforts across the operational area vertically and horizontally, using all intelligence disciplines and agencies in all domains. The A22 integrates a multi-source and collaborative multi-discipline (i.e., GEOINT, HUMINT, SIGINT, etc.) ISR that enables sensing, identification, attribution and sharing of intelligence, in turn providing decision advantage across all domains in support of the AFIMSC/CC Priority Intelligence Requirements (PIR) for the I&MS Enterprise.

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The A22 coordinates with AF, DoD, and external agencies and assets to enhance intelligence production capabilities, ensuring leaders and stakeholders are fully-threat informed.

### **A22: Intelligence Surveillance and Reconnaissance (ISR) Division**

The A22 is led by the Senior Intelligence Officer (SIO). The SIO is responsible for the execution of the Intelligence function within the organization. The SIO's authority extends to all subordinate/lateral units but does not prohibit required organic PSU/A2 mission. AFIMSC/A22 will ensure awareness and integration of A2 activities across AFIMSC and PSU A2 entities. The SIO is responsible for managing day-to-day operations within the A22 organization. AFIMSC SIO, as part of the Military Intelligence Enterprise (MIE), ensures Senior Leaders are postured to support current and future steady-state, wartime, crisis, and surge requirements. The SIO is the OPR for Acquisition Intelligence. The SIO provides advice and counsel on ISR matters. The SIO provides leadership and mentorship to advance collective capability and expertise.

### **A22A: Analysis and Production Branch**

The A22A Branch will have intelligence analysts providing analysis and production to answer the Commander's PIRs and ensure the I&MS Enterprise is fully threat informed. The A22A Branch will answer Requests for Information (RFIs) that support the HQ AFIMSC Staff and subordinate assigned/attached units by providing relevant intelligence and timely warning on adversary capabilities and changes in the operational environment that impact I&MS operations. The A22A Branch will establish Intelligence Community (IC) connections to synchronize analytic efforts for various theater and functional intelligence matters.

### **A22X: Plans, Programs, and Readiness Branch**

The A22X Branch will work in conjunction with the I&MS Enterprise to provide coordinated intelligence efforts aligned with military plans (OPLANS, CONPLANS, Theater Campaign Plans, etc.). The A22X Branch will also support threat-driven exercise scenario development, training, and wargaming. The A22X Branch will coordinate with the appropriate IC entities to ensure special program requirements have the necessary infrastructure and accesses required to execute their mission and coordinate with MAJCOM intelligence SMEs, ensuring consistency of threat data. The A22X will be the intelligence lead in integration across the AFIMSC Directorates and will be the intelligence I&MS Enterprise liaising office for direct support to PSUs and Dets.

### **A53: Capability Portfolio Integration and Optimization Division**

The A53 is responsible for I&MS cross-functional Capability Portfolio Management and Integration. Oversees management of the AFIMSC Enterprise Architecture and Segment Architectures IAW AFI 17-140 to support transformation, adaptation, and ensure achievement of the organization's mission outcomes. Leads I&MS Information Resource Management activities and priorities in support of decision superiority across the three-time horizons associated with current operations, future operations, and future plans. A53 acts as the liaison to Air Force Installation Contracting Center (AFICC) for emerging category management opportunities. A53 also ensures control procedures and criteria for evaluating capability viability at each stage of development are truly working—that they are clearly defined, rigorous, and actually met.

### **A53C: Portfolio Integration Branch**

The A53C serves as the A2/5/8 strategy, requirements, and planning integration coordinator. The A53C instills integration discipline across the directorate and oversees an associated A2/5/8 integration process training. The A53C coordinates and facilitates internal A2/5/8 B2C2WG-aligned activities when required. The A53C serves as the A2/5/8 entry point for B2C2WG requirements. Serves as the AFIMSC central point of contact for communicating/collaborating with Capability Development stakeholders (through a B2C2WG framework) to develop, coordinate, and validate requirements across the 2-30 year planning time-horizon.



### **A53I: Information Resource Management and Integration Branch**

The A53I integrates and optimizes the AFIMSC-enterprise Business Information Resource Portfolio (and sub portfolios) and leverages portfolio information received from PSUs as a basis for requirements and investments in personnel, equipment, data, and information technology in accordance with the definition of capability portfolio management stated in DODD 7045.20. Examples of Business Information Resource sub-portfolios include but are not limited to sUAS, LMR, SharePoint, Control Systems, and Geospatial Information & Services. The A53I participates in both PSU and Air Staff functional Information Technology/Information Resource Management (IT/IRM) governance bodies and their respective deliberations to review proposed I&MS business and location intelligence resource requirements and investments. The A53I ensures fiscal due diligence for I&MS information resource investments. The A53I collaborates with I&MS Senior Functional Portfolio Managers, A57, A55, A88, and PSU IT Functional Management Offices to ensure maximum information resource integration, interoperability, and sharing. The A53I provides investment strategy inputs regarding emerging and evolving information requirements, resources, and capabilities.

### **A53P: Capability Portfolio Management Branch**

The A53P leads and organizes the AFIMSC Capability Portfolio Management (CPM) program. The CPM program is a deliberate, DOTmLPP-P-based approach to optimize I&MS capability investments and minimize risk in meeting mission requirements. A53P houses Capability Portfolio Managers (“Product Teams” where appropriate) for specially identified I&MS capabilities requiring unique attention (short- or long-term) to include: emerging and/or rapidly proliferating capabilities, those required by multiple I&MS functional communities (e.g., IT, sUAS, Land Mobile Radios, Location Intelligence, Industrial Control Systems), those requiring special attention (e.g., Integrated Base Defense Security Systems), or others not yet permanently and formally assimilated into the DAF culture. Capability Portfolio Managers oversee and guide the entire end-to-end (“tooth-to-tail”) lifecycle of the capability. They evaluate capability demand against resource constraints, identify and assess risks, and suggest capability trade-offs across capability portfolios. CPM is performed in alignment with DoDD 7045.20 principles.

### **A54: Basing Division**

The A54 leads, manages, and/or coordinates the AFIMSC enterprise-wide end-to-end strategic basing process to provide the I&MS necessary to meet the DAF requirements outlined in strategy, plans, and the POM. Works with Lead MAJCOMs, HAF, AFMC, and SAF/IEI through the SAF/IEI Strategic Basing Process to develop strategic basing strategy, policy, and plans.

### **A54J: Joint Basing and Community Partnership Branch**

The A54J supports the AFIMSC role as the Intermediate Command Summit level (when the Air Force is the Supporting and Supported component) in the OSD Joint Management Oversight Structure. The branch is responsible for ensuring compliance with Joint Base Memorandums of Agreement at the 10 Joint Bases with Air Force equity. The branch champions efforts to resolve differences among Sister Service stakeholders and promotes implementation of change as needed to efficiently and effectively manage the Joint Basing program on behalf of the Air Force. The Community Partnership Program supports DAF development of community partnership efforts at multiple levels and activities (e.g. SAF/IEI) to ensure mutual understanding and unity of strategic effort with our Defense Communities.

### **A54P: Mission Beddown Support Branch**

The A54P provides guidance and oversight of I&MS participation and products supporting basing and beddown activities. A54P works with MAJCOM A8s and Dets to meet established metrics relative to infrastructure costs and timeliness of construction timeline. A54P ensures Base Support Tail requirements are equitably adjudicated as part of the beddown process. A54P participates in the Military Construction Program (MILCON) Working Group to advocate for MILCON required to support approved beddown locations. A54P provides oversight and integration of the AFIMSC enterprise (i.e., A-Staff, PSUs, Detachments) for site survey support and Site

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Activation Task Force (SATAF) support as it relates to I&MS requirements and cost estimating. A54P works with and through Detachments to produce the support necessary to complete site surveys and validate SATAF I&MS requirements.

#### **A54S: Strategic Basing and Posture Branch**

The A54S supports DAF development of strategic basing plans and concepts to meet future DAF power projection platform requirements. Considers DOTmLPF-P and funding opportunities and constraints to develop basing posture plans that optimize location, infrastructure, environmental and operational requirements. Regularly updates plans and strategic basing posture to account for changes in the decision context (e.g., PPBE changes, DOTmLPF-P changes)

#### **A55: Requirements Development, Program Management, and Policy Division**

The A55 leads, manages, and/or coordinates the end-to-end capability lifecycle process and provides advocacy for operational capability requirements to ensure timely delivery of I&MS capabilities. A55 matures A57-provided concepts through development of more detailed requirements. The A55 serves as the AFIMSC central point of contact for the Joint Capabilities Integration and Development System (JCIDS), including coordination of all JCIDS documents, briefings, and associated decision memoranda.

The A55 incorporates all activities from opportunity or capability gap identification to warfighter or mission support employment into the I&MS Capabilities Development process. Capabilities Development aligns the execution of all lines of effort at the appropriate level, including gap analysis, S&T, studies, wargaming, experimentation, development planning, requirements development, acquisition strategies, and investment strategies, to provide relevant capability to future warfighters and base operations. (Derived from Air Force Guidance Memorandum (AFGM) 2016-90-1101)

The A55 integrates I&MS capability delivery through the capability need identification and prioritization of I&MS material/non-material DOTmLPF-P In-Garrison/Expeditionary capability requirements that support approved DAF future concepts across two distinct planning time horizons (mid [2-7 years] and far [8-30 years]). Serves as the AFIMSC central point of contact to coordinate with capability development stakeholders (i.e., AF Futures, HAF Functionals, and AFIMSC PSUs/Dets) through an established AFIMSC B2C2WG framework to support integrated I&MS capability requirement development and cross-functional prioritization for AFIMSC/CC approval/validation. PSUs will continue to identify, prioritize, and conduct capability development for functional capability requirements within their portfolios. Such efforts will inform AFIMSC's integrated development and prioritization efforts.

The A55 Division is divided into three branches with a core group focused on each time horizon and portfolio area of responsibility. Furthermore, A55 personnel are matrixed into cross-functional "Centers" to provide subject matter expertise readily available to assemble operation planning teams to solve cross-cutting issues.

The A55 Division Chief must be a transformative leader who is not constrained by their functional pedigree but rather is fully vested in producing enterprise-wide integrated cross-functional solutions. One who listens to understand and looks to leverage the entire DOTmLPF-P spectrum to produce capabilities and/or capability improvements that meet future mission requirements. The A55 staff are collaborative teammates from all I&MS disciplines eager to work as part of a cross-functional team and capable of digesting and interpreting capability concepts from A57 and translating them into a collective group of detailed requirements that are both financially estimated and can be feasibly implemented.

#### **A55E: Expeditionary Requirements Branch**

The A55E serves as the AFIMSC central point of contact for communicating/collaborating with Capability Development stakeholders (through a B2C2WG framework) to develop, coordinate, and validate Expeditionary

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(i.e., warfighting) I&MS capability requirements within the 2-30 year planning time-horizon. Such requirements encompass manning, training, and equipping for the successful deployment to and employment of forces in an expeditionary operational environment. A55E will provide representatives in B2C2WG forums that cover areas including:

- People
  - Blue Suit Review I&MS programs
  - Functional Readiness Working Groups
  - AFFORGEN ACS Core and demand forces team capabilities, organization, training, and certification criteria
  - Multi-capable Airmen Agile Combat support capabilities
  - MAJCOM/C-NAF/Deployment line unit SME touch point for expeditionary ACS
- Equipment
  - Future capabilities evaluation and resourcing
  - Modernize (common use & PSU support for career field specific)
  - Equipment standardization (common use)
- Training
  - Requirements (i.e., BMT, Tech Training, MEETS, Silver Flag, Home Station, RTS, AFFORGEN Certification)
  - Regional Training Sites
- Operational Contracting Support
  - Air Force Contract Augmentation Program

#### **A55G: In-Garrison Operational Requirements Branch**

The A55G serves as

- AFIMSC central point of contact for communicating/collaborating with capability development stakeholders (through a B2C2WG framework) to develop, coordinate, and validate in-garrison I&MS capability requirements within the 2-7 year planning time-horizon.
- Core capabilities/processes
  - Appropriated Funds (APF) requirements management of operational requirements across FSRM, Facility Operations, Services, Security Forces, Deployment and Distribution, Housing, and Environmental.
  - Align programs into capabilities, work with A57 for strategy alignment.
  - Coordinate with A88 for respective Program Objective Management (POM) submission to appropriate HAF panels.
  - Coordinate with A3 and Resource Management (RM) for budget and execution issues when appropriate.
  - Maintains the Facility Sustainment Model (FSM) and analyzes changes in that model.

#### **A55I: In-Garrison Capital Investment Requirements Branch**

The A55I addresses long-term, static, permanent (30+ years) capital investments requirements (e.g., facilities, infrastructure) primarily associated with the Installation Support Services (Built/Natural Infrastructure, Garrison) mission set consistent with asset management principles.

- Incorporates “targeting” mind-set, establish targets for bases to follow, and tracks progress towards meeting targets.
- Incorporates information from A57 & AF futures.
- Core Capabilities
  - Enterprise Plans – Integrate and optimize enterprise-wide plans, with a focus on the future.
  - Includes equities from AFCEC, AFSFC and AFSVC at a minimum.
    - Sample Plans (*not meant to be exhaustive or all inclusive*):
      - Climate Action Plan

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- Energy Plan
- Enhanced Use Lease Plan
- Housing Master Plan
- Integrated Base Defense Master Plan
- Lodging Master Plan
- Dorm Master Plan
- Child Development Center (CDC) Master Plan
- Pavements Master Plan
- Air Installation Compatible Use Zone (AICUZ) Plan
- Encroachment Master Plan
- Readiness and Environmental Protection Integration (REPI) Master Plan

**A57: Strategy and Concept Development Division**

The A57 provides and/or enables strategic, long-term (generally 5-30 years) I&MS strategies and plans in support of the DAF and its wide range of customers from HAF to MAJCOM to Installation and beyond.

The A57 collaborates with HAF A5/7 and others to obtain and/or understand higher-level strategies, plans, and capability needs for I&MS and provides input to HAF A1S, HAF A4C, HAF A4S, HAF A88, HAF A5/7 and others as appropriate for the development of DAF strategy to ensure that I&MS operational support is incorporated into HAF strategies and plans.

The A57 assesses HAF and MAJCOM strategies, develops an integrated I&MS strategy, and originates/updates a family of operating concepts that describe how to provide I&MS capabilities in support of those strategies. A57 consistently maintains an I&MS enterprise-wide perspective. A57 initiates the development and integration of I&MS strategic support plans, requirements, and investment strategies. The Division provides A55 and, in turn, A88, with high-level capability concepts needed to meet DAF and DoD strategic imperatives and incorporates feedback into future planning cycles.

As depicted in Figure 7, A57 serves as the primary AFIMSC point-of-entry for new I&MS operational challenges, warfighter needs, capability gaps, threats, etc.

**Figure 7: End-to-End Capability-to-Deployment Process (Internal View)**



The A57 staff are creative, collaborative, forward-thinking teammates from all I&MS disciplines able to work with cross-functional teammates to digest big-picture strategy inputs from DAF, analyze the situation for I&MS equities and challenges, and devise multiple, integrated, functionally synchronized future capability concepts that address the longer-term strategic mission needs emanating from the DAF.

**A57S: Strategy and Future Concepts Branch**

The A57S leverages future concepts (e.g., Air Force Future Operating Concept) and strategies (e.g., NDS, Joint Warfighting Concept, Agile Combat Employment (ACE)) to develop I&MS focused problem statements, scenarios and vignettes, and operating concepts that will drive the identification of stakeholders, collection of data and models, and meaningful metrics that will inform senior-leader decision-making.

**A57W: Wargaming and Campaign Planning Branch**

The A57W is the AFIMSC lead for participating in, planning, developing, executing, coordinating, and/or facilitating Title-10, AF-relevant, and MAJCOM-level wargames involving I&MS agile combat support equities. The A57W supports AFIMSC teammates with wargame driven I&MS concept/capability/design development in support of I&MS strategy, operating concepts, force design, capability development, planning, and programming.

**A88: Resource Planning and Programming Division**

The A88 is responsible for developing, directing, and conducting I&MS Planning and Programming activities across the Enterprise. The A88 integrates, evaluates, and analyzes the I&MS program across the FYDP. The A88, as the POM input source to HAF for I&MS equities leads Programming activities for assigned programs, including Option development, Option scoping, and maintaining programmatic data structure, process, and systems. The A88 engages with DAF Functionals, AF Corporate Structure, and respective Panels to advocate for the funding to execute the I&MS strategy. It interacts with AFIMSC/A2/5/8 Divisions to perform managerial scoping of planning activities and to make recommendations to AFIMSC leadership.

**A88I: Integration Branch**

The A88I is responsible for developing/integrating the I&MS POM submission to HAF Panels. A88I facilitates and schedules the AFIMSC Corporate Structure to review/approve the Planning and POM deliverables as required. It establishes timelines and Programming guidance to ensure Planning and Programming cycles are

completed in a timely manner and correctly formatted to meet HAF standards. The A88I ensures Resource Planning is in conjunction with established HAF guidance. It facilitates I&MS Working Groups and PEM Parades, tasks PEMs on an ad hoc basis to answer all RFIs. The A88I provides President's Budget position to FM analysts as required to support execution plan development.

**A88M: MILCON/Military Family Housing Branch**

The A88M integrates and optimizes requirements in Military Construction, Family Housing, and Manpower. It recommends resourcing actions in collaboration with OSD, Combatant Commands, MAJCOMs, and DAF staff. Conducts governance meetings, provides technical analysis, COA development and decision support to AFIMSC, Air Force and DoD Senior Leadership. The A88M ensures efforts are aligned to SecAF's priorities and national strategic guidance. It defends programs against Air Force Corporate Structure Offset proposals impacting I&MS portfolio to fund other Air Force requirements. The A88M provides program details to enable Senior Gov/AF leaders to make informed decisions, engage with OSD during PBR and prepare for Congressional engagements. It creates and provide products to support I&MS POM Options, Justification Books inputs, OSD POM Briefings, SNaP Exhibits and PEM Parades.

**A88P: Programs Branch**

The A88P, consisting of Program Element Monitors (PEMS), provide Subject Matter Expertise for developing Programming Options needed for I&MS programs to compete for AF funding resources in the Future Years Defense Program (FYDP). It interacts daily with AFIMSC Staff, MAJCOM, and DAF stakeholders for programs within I&MS portfolio. The A88P defends programs against Air Force Corporate Structure Offset proposals impacting the I&MS portfolio, to be used to fund other Air Force requirements. A88P provides program details to enable Senior Gov/AF leaders to make informed decisions, engage with OSD during PBR and prepare for Congressional engagements. The A88P creates and provides products to support I&MS POM Options, Justification Books inputs, OSD POM Briefings, Select & Native Programming Data Input System (SNaP) Exhibits and PEM Parades.

**A88X: Resource Planning Branch**

The A88X translates and matures I&MS concepts and requirements into more detailed executable long-range programs and establishes more accurate cost estimates to acquire and field the associated capabilities. It coordinates with subject matter experts to determine rough order of magnitude cost estimates for requirements and assists with setting investment priorities. The A88X manages HAF developed Options, shaping those Options into I&MS capabilities and provides HAF with I&MS Planning Disconnects to incorporate into AF Strategic Resourcing Decisions. It develops alternative COAs including options for force development, conducts enterprise affordability analyses (with support from AFIMSC/A9 as needed), and informs decision-making for capability development. The A88X analyzes the impact of long-range resource allocation decisions and force structure requirements. It interfaces with AFMC Planning events to ensure IMS equities are included.

The A88X staff are creative, collaborative, technically talented subject matter experts from all I&MS disciplines able to work with cross-functional teammates, to create detailed plans for future capabilities including cost estimates. Individuals must be able to comprehend big-picture strategy inputs from the DAF, concept inputs and technical requirements from AFIMSC/A55. Able to create multiple, integrated, functionally synchronized plans for future capabilities that address the longer-term strategic mission needs emanating from the DAF.

## **A9 Directorate Concept of Operations**

The A9's mission consists of enabling AFIMSC and the I&MS portfolio for continuous improvement and efforts spanning the spectrum of the internal day-to-day workings of an organization to supporting those who provide warfighter capabilities. Facilitating data driven decisions and driving transformational ways to do business better are the foundational core competencies of the A9.

### **A9: Director of Studies, Analyses, Assessments and Lessons Learned**

The A9 assists the AFIMSC/CC and other staff members by conducting independent, objective, and relevant data analytic-based studies and assessments to inform decisions. The A9 serves as the single focal point for Operations Research and Data Analytics. The A9 provides insights on force structure, operational issues, agile combat support, investment and modernization, resource allocations, and AF I&MS contributions to Air Force and joint operations regarding capabilities, strategy, and proposed programs or concepts. The A9 produces data-based, decision quality analyses and assessments for Center senior leadership. The A9 leads I&MS transformational efforts by identifying innovation technology and process improvements and implementing lessons learned. The A99 establishes and maintains AFIMSC Lessons Learned Program to collect, analyze, and resolve observations for AFIMSC operations, exercises, wargames, and related activity to inform changes in policies, procedures, training, and operations within the Center's span of influence.

### **A95: Innovation and Improvement Division**

The A95 leads I&MS transformational efforts by identifying innovative technology and process improvements. The A95 provides the most efficient and effective means to improve operational processes, maximize mission capabilities, and reduce costs while supporting commanders and warfighters. The Division maintains a program manager role over Continuous Improvement and Innovation (CI2) for the Center (including the PSUs and Detachments) whose responsibilities include standards, program oversight, program implementation guidance, and establishing and measuring the health of CI2 programs across the Center. The Division provides program management support focused on delivering innovative capabilities. It works with stakeholders to identify requirements to expediently bridge and fill critical operational capability gaps within the I&MS areas of responsibility. Projects can be proposed from all levels; they must meet certain criteria and aligned to DAF strategic objectives/initiatives. The Innovation team utilizes innovative approaches to provide a pathway to meet the needs of our stakeholders/requirement owners while allowing them to be successful in self-sustaining with their own resources. A95 is responsible for creating a "culture of innovation" in support of rapidly transitioning capabilities to the field. In addition to technological innovation, A95 will also ensure innovation in warfighting concepts and acquisition processes.

As the Center Master Process Officer (MPO), the A95 advises on Continuous Process Improvement (CPI) methods for strategic alignment, mission effectiveness and efficiency, and manages the Command process improvement program. The A95 leads Center innovation efforts supported by PSU innovation teams and is responsible to the AFMC/CC for facilitating the Installation and Mission Support Weapons and Tactics Conference (I-WEPTAC) and to the AF/A4 for the I-WEPTAC Review Board.

### **A99: Analyses, Assessments and Lessons Learned Division**

A99 provides operations research analyses and assessment and assessment methodologies for strategy, current operations, emerging issues, risk determination, and AFIMSC corporate structure support. A99 leverages I&MS mission-driven scenarios and vignettes to develop studies, tools, and assessments that will be used to measure and compare outcomes of I&MS capabilities, activities, and tasks linked to the execution of specific mission objectives. The A99 assesses I&MS capabilities, operational effectiveness, requirements, plans, strategies, and tactics. The A99 develops and advances modeling and simulation to align I&MS capabilities to DAF strategies and identify risks. The A99 ensures assumptions, scenarios, and tools used for HAF-conducted analysis accurately represent I&MS equities. Additionally, the A99 analyzes resourcing balance across functional areas, resource trends and impacts, return on investment, infrastructure linkages to modernization plans, and develops

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resource analysis frameworks for significant emerging issues (adapted from HAF MD1-58). The A99 oversees compliance with continual evaluation programs to include CONUS Official Mail and Postal Operations. The A99 will ensure integration with HAF/A1XO and the Military Postal Service Agency. The Division provides installations with analysis to support the local mission. Develops tools and assessments that can be implemented at installations enterprise-wide, and tailors tools to meet individual commander needs as bandwidth allows.



## **FM Directorate Concept of Operations**

The Financial Management Directorate within AFIMSC is the one stop shop for all integrated Infrastructure and Mission Support Financial Management decision support across the globe. FM precisely manages execution and provides decision support for over \$8 billion dollars of the Operation and Maintenance appropriation on an annual basis. Additionally, the FM directorate functionally supports every Comptroller Squadron, MAJCOM/FM, Space Operations/FM, and ultimately every Airman and Guardian, military and civilian, with military and civilian pay and travel pay support. FM has a division specialized in developing financial and cost analysis to equip leaders with data-driven analytics for critical infrastructure decisions and to ensure effective and efficient resourcing decisions.

### **FM: Director of Financial Management and Comptroller**

Professional Airmen resourcing today's Air and Space Force missions and delivering knowledgeable service to Airmen and Guardians while using innovation, data driven analysis, and technology to support/accelerate installations and senior leadership in a complex fiscal environment to fly, fight, and win and remain Semper Supra. FM capabilities provide enterprise-wide financial program integration and oversight for managed funds and financial management operations across four divisions: FMA, FMI, FMF, and FMC.

### **FMI: Financial Management Integration Division**

FMI provides I&MS cross-divisional financial management integration to include developing and supporting financial reporting systems, directorate contract management, personnel action support and management, personnel training and development programs, workflow management, as well as executive support services.

### **FMA: Financial Analysis (Budget) Division**

Leads the DAF budget year Execution Planning process cradle to grave; provides execution year resources management and decision support.

### **FMAO: Financial Analysis Operations Branch**

Provides analysis and decision support of installation execution and funds control and accounting and synchronizes Detachment Financial Management staff.

#### **Core Capabilities:**

- Funds Control - Receipt/distribution, oversight, accounting support
- Funds Management – Tactical - commitment/obligations, funds realign.
- Funds Execution (for PSUs and HQ AFIMSC) - balancing, document processing, monitoring
- Prior Year Upward Obligation Authority Management - validate/approve expired funds, administrative oversight of UOA process.
- Accounting – HQ/PSU only (all other accounting remained with MAJCOM FM staffs)
- Reimbursements - Execute customer funded programs.

### **FMAI: Financial Integration and Analysis Branch**

Analyzes and integrates financial data to build conclusive budget submissions.

#### **Core Capabilities:**

- Civilian Pay - planning/reconciliation, execution/analysis
- Decision support
- Policy Interpretation and legal coordination
- Financial Tool development
- Data call management, status of funds tool management, briefing, strategy development, and overall communications.

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**FMAU: Financial Management and Analysis Execution Branch (non-AFCEC)**

Executes Air Force Services Center, Air Force Installation Contracting Center, and Air Force Security Forces Center funding in the year of execution and informs the budget year/Execution plan process.

**Core Capabilities:**

- Provides tactical and transactional execution of funds for AFICC, AFSVC and AFSFC.
- Provides oversight over miscellaneous appropriation funding (Base Realignment and Closure, Military Family Housing, K1/K2).
- Oversees integrated tool development and financial data solutions for all PSUs.
- Manages external customer funding/billing events.

**FMAG: Financial Management and Analysis Execution Branch (AFCEC)**

Executes Air Force Civil Engineer Center in the year of execution and informs the budget year/Execution plan process.

**Core Capabilities:**

- Provides tactical and transactional execution of funds.
- Executes centralized Construction Tasking Order and Environmental Quality program funding.
- Manages/oversees all Air Force Military Construction funds.
- Executes AFCEC-managed investment funds.
- Manages external customer funding/billing events.

**FMAS: Financial Management Program Budget Analysis Branch** - Provides decision support to the Enterprise Resource Management process.

**Core Capabilities:**

- Funds Management – Provides Strategic Oversight of funds for all Program Element Codes (PEC) that transferred to AFIMSC under PAD 14-04
- Integration – Integrates with Enterprise/Functional management teams and A8P staff to inform financials and decisions based on future programmatic impacts.
- Financial Analysis and Training – Provides decision support, program analysis, policy interpretation.

**FMF: Financial Operations Division**

Provides enterprise-wide support for timely uniformity of policy implementation regarding Military Pay, Civilian Pay, TDY/PCS Travel Pay, Quality Assurance, Banking, Disbursing, Financial Improvement and Audit Readiness (FIAR) Guidance, Audit, Anti-deficiency Act violations, and direct oversight of non-appropriated funds execution.

**FMFC: Enterprise Controls Branch**

Oversees Anti Deficiency Act (ADA) cases in coordination with JAG, SAF/FM and stakeholders while providing educational material to customers for ADA avoidance. Serves as audit liaison for enterprise level audits. Leads Annual Statement of Assurance for AFIMSC. Serves as the liaison between SAF/FM and installations to manage all Financial Improvement Audit readiness samples. Supports Military Pay post pay review by obtaining, reviewing, organizing, and disseminating entitlement/deduction sample transactions from DFAS to installations. Performs Non-Appropriated Fund (NAF) Financial Management oversight and support to installations.

**Core Capabilities:**

- Review ADA cases
- Enterprise Audit Liaison

- HQ Statement of Assurance management
- Enterprise FIAR compliance liaison
- Military Post Pay Reviews
- Enterprise NAF/FM support

**FMFI: Internal Controls Branch**

Oversees the Quality Assurance and Control Program (Managers Internal Controls Program) across the globe including travel and military pay post pay reviews. Publishes metrics and reports to installations and develops, monitors, and publishes performance indicators. Provides enterprise-wide helpdesk support for the Government Travel Card (GTC), Defense Travel System (DTS), and Civilian Pay Programs. Develops and oversees Financial Operations Robotic Process Automation initiatives.

**Core Capabilities:**

- Administer Financial Management Quality Assurance (QA) Program for Installations
- Perform Data Analysis
- Manage Continual Evaluation
- Provide Helpdesk Support (DTS, GTC, Civilian Pay)
- Administer Quality Control Program
- Administer and Manage Robotic Process Automation (RPA) for the RMF Division

**FMFK: Travel Pay Processing Branch**

Provides enterprise-wide processing for PCS Travel, non-DTS Travel, debts, and remissions via the Air Force Financial Services Center.

**Core Capabilities:**

- Process / Pay Non-DTS Travel Claims
- Manage Travel Debts
- Perform Travel Accounting
- Process Remissions

**FMFO: Enterprise Support Branch**

Provides enterprise-wide policy interpretation, liaises with HHQ, and provides support to installations on all things travel, military pay, banking, and disbursing operations.

**Core Capabilities:**

- Provide Enterprise Level Support (MilPay, CivPay, Travel Pay), including Policy.
- Provide Oversight for Disbursing Function at Installations
- Provide Banking Policy and Oversight to Installations
- Provide GTC and DTS Policy and Oversight

**FMC: Cost and Economics Division**

Delivers expert specialized financial analysis and decision support to enterprise-wide customers/priorities through the AFIMSC lens.

**FMCB: Operations Blue Branch**

Executes the division's analytical mission by providing expert decision support consultation and/or completion of economic/comparative analyses and maintains a relationship with SAF/FMCE to identify and address specialized decision support requirements.

**FMCS: Operations Silver Branch**

Executes the division's analytical mission by providing expert decision support consultation and/or completion of economic/comparative analyses and maintains a relationship with a selection of AFIMSC Detachments to identify and address specialized decision support requirements.

**Core Capabilities:**

- Decision support, Economic Analysis and Business Case Analysis
- Detachment Liaison Support (FMCB Det 2,3,6,9 and FMCS Det 1,4,5,7,8,10)

**FMCX: Enterprise Operations Branch**

Identifies emerging analytical demands and innovative approaches, as well as developing strategic partnerships across the AFIMSC Enterprise.

**Core Capabilities:**

- Decision support, Economic Analysis and Business Case Analysis
- Introduce data analytics into the decision-making process and Decision Support
- Training
- Enterprise Liaison Support for Senior Functional Managers (A5I-coordinated) and PSUs

## Primary Subordinate Units

The Primary Subordinate Units (PSUs) are four functionally specific organizations that are AFIMSC’s primary day-to-day execution agents for functional-specific mission sets and broader AF mission needs. PSUs provide subject matter expertise during the I&MS SPPBE process, develop execution plans, and provide SME support to the field to drive integration, innovation, and the advancement of functional mission sets.

## Detachments

The Detachments coordinate with their assigned MAJCOM (Detachment 1 coordinates with USSF instead of a MAJCOM) to develop and sustain bases with focused I&MS functions. As the primary AFIMSC storefront, the Detachments monitor, coordinate, advise, and assist their assigned MAJCOM (USSF/Det 1) to ensure mutual understanding and inform unity of purpose and action. They perform liaison duties, and they are charged to establish and maintain close and continuous communication between commands.

## Change Recommendations

The I&MS DOTmLPF-P has remained mostly unchanged since the Cold War, with some changes in training, material, and policy during GWOT. Accordingly, this new C2 construct requires significant updates across the DOTmLPF-P spectrum.

### Doctrine

HQ AFIMSC staff, in coordination with HAF/A4 staff, will coordinate applicable changes to the following documents outlined in Table 1 during the normal editing cycle of each document. These changes are foreseen to be minor and administrative in nature and undertaken in order to align with this CONOP and organizational design.

**Table 1: Doctrine Change Recommendation Table**

Type	Title
Joint Doctrine	Joint Pub 3-34, Engineer Operations
Joint Doctrine	Joint Pub 3-10, Force Protection
Joint Doctrine	Joint Pub 1-0, Joint Personnel Support
Joint Doctrine	Joint Pub 4-10, Operational Contracting Support
Joint Doctrine	Joint Pub 4-04, Contingency Basing
Joint Doctrine	Joint Pub 6-0 Communications
AF Doctrine	Air Force Doctrine Pamphlet (AFDP) 3-0, Operations and Planning
AF Doctrine	AFDP 3-10, Force Protection
AF Doctrine	AFDP 3-30, Command and Control
AF Doctrine	AFDP 3-34, Engineer Operations
AF Doctrine	AFDP 3-84, Legal Support to Operations
AF Doctrine	AFDP 4-0, Combat Support
AF Weapons System TTP	AFTTP 3-1, Combat Fundamentals Integrated Planning & Employment (S/REL)

AF Weapons System TTP	AFTTP 3-3, Combat Fundamentals Integrated Planning & Employment
AF Expeditionary Center TTP	AFTTP 3-4.1 Expeditionary Combat Support Planning
AF Expeditionary Center TTP	AFTTP 3-4.7 Contingency Response
AF Expeditionary Center TTP	AFTTP 3-4.31V1, Area Security Operations
AF Expeditionary Center TTP	AFTTP 3-4.31V4, Fly Away Security

Organization

The formalization of this operational support capability requires organizational changes inside of the AFIMSC organization; however, outside of AFIMSC there are a few opportunities for minor changes that could improve AFIMSC support across the SPPBE process.

Training

This CONOP serves to communicate a common understanding of the future operating environment and how the organization fully and intuitively provides support to Installation Support Services and OT&E Support processes. From this common understanding, we will fashion a relevant AFIMSC force development plan that synchronizes formalized training with a clear Leadership and Education continuum, discussed below. Our Force Development plan begins with an intelligence driven analysis to characterize our future fight and adversaries to guide the generation of a tailored and synchronized training and education plan to intentionally develop experience in tasks clearly linked to conditions and standards to establish proficiency. Formal Training offers an AFIMSC Force Development plan to remain interdependent with AFFORGEN, DAF C2 optimization via wing-level A-Staffs, joint/DoD/USAF professional military education, and cross Service/MAJCOM exercises.

Materiel

There are minor materiel requirements that require resourcing (e.g., additional SIPR terminals, SVTC rooms) with details to be outlined in future documents.

Leadership and Education

The HQ Force Development plan described above, resides as a part of the HQ Leadership and Education continuum of learning (CoL) designed to build, sustain, and improve our professional culture and climate that is populated by Airmen steeped in technical, tactical, operational, and strategic expertise. Our Leadership and Education CoL will target multi-domain operational awareness/access, joint fluency across the seven warfighting functions and the six DAF fights. Accordingly, we will take a holistic approach to cultivating Airmen with a balance of attributes and competencies throughout the CoL grounded in mission analysis with a competency-based framework to enable proficiency-based leader evaluations. The development of our CoL will include, mapping out required competencies, finalizing proficiency standards, ensuring developmental pathways for all AFIMSC Airmen, and engaging formal training, as required, to ensure certification, verification, and validation of core skills. Additionally, it will include an echelon-based framework designed to weave the right information, the right level, the right time, to create positive effects throughout increasingly demanding levels of complexity and responsibility. Finally, the effectiveness of our deliberately developed force will be based on independent initiative and problem-solving capacity across the spectrum of I&MS operations regarding impacts to supported commander plans. Our success is measured in the supported commander’s ability to complete assigned missions, not in our staff’s ability to complete our AFIMSC assigned mission.

Personnel

The AFIMSC personnel moves to implement this effort will be detailed in the forthcoming associated Organizational Change Request. These moves are being made to rebalance the headquarters organization by shifting resources and focus toward an increased emphasis on longer term strategy and planning activities.

Facilities

There are minor facility requirements that require resourcing (e.g., permanent SCIF space and key leader SIPR workstations) with details to be outlined in future documents. AFIMSC/CC does not forecast a change in the number of facilities required to support this force structure realignment and does not forecast any MILCON requirements at this time.

Policy

HQ AFIMSC staff, in coordination with HAF/A4 staff, will coordinate applicable changes to the following documents outlined in Table 2 during the normal editing cycle of each document.

**Table 2: AF Policy Change Recommendation Table**

Type	Title
AF Policy	AFPD 38-1, Manpower and Organization
AF Policy	AFPD 32-10, Installations and Facilities
AF Policy	AFI 10-201, Force Readiness Reporting
AF Policy	DAFI10-401, AF Operations Planning and Execution
AF Policy	DAFMAN10-406, UTC Management

## Appendix A: References

The development of this CONOP is based upon the following references:

### A.1. General.

- a. Unified Command Plan.
- b. PPD-21, Critical Infrastructure Security and Resilience.
- c. EO 13526, Classified National Security Information.
- d. EO 12968, Access to Classified Information.
- e. EO 13526, Classified National Security Information.
- f. Homeland Security Presidential Directive 7, Critical Infrastructure Identification, Prioritization, and Protection.
- g. National Security Strategy of the United States of America 2022.
- h. Future of Defense Task Force Report 2020.

### B.2. Department of Defense.

- a. Defense Strategic Guidance, 2022.
- b. DODD 3020.40, DOD Policy and Responsibilities for Critical Infrastructure.
- c. DODD 5105.21, Defense Intelligence Agency (DIA).
- d. DODD 5205.07, Special Access Program (SAP) Policy.
- e. DODD 5205.12, Military Intelligence Program (MIP).
- f. DODD 5240.01, DOD Intelligence Activities.
- g. DODI 5205.11, Management, Administration, and Oversight of DOD Special Access Programs (SAPs).
- h. DODI 5240.22, Counterintelligence Support to Force Protection.
- i. DODM 5200.01 Volume 3, DOD Information Security Program: Protection of Classified Information.

### C.3. Chairman of the Joint Chiefs of Staff Publications.

- a. CJCSI 5705.01D, Standardization of Military and Associated Terminology.
- b. CJCSM 3150.29E, Code Word, Nicknames, and Exercise Terms (NICKA) System.
- c. JP 1, Doctrine for the Armed Forces of the United States.
- d. JP 1-05, Religious Affairs in Joint Operations.
- e. JP 2-0, Joint Intelligence.
- f. JP 2-01, Joint and National Intelligence Support to Military Operations.
- g. JP 2-01.2, Counterintelligence and Human Intelligence in Joint Operations.
- h. JP 3-0, Joint Operations.
- i. JP 3-13, Information Operations.
- j. JP 3-30, Command and Control of Joint Air Operations.
- k. JP 3-33, Joint Task Force Headquarters.
- l. JP 3-35, Deployment and Redeployment Operations.
- m. JP 3-61, Public Affairs.
- n. JP 4-0, Joint Logistics.

### D.4. Department of the Air Force.

- a. Accelerate Change or Lose with Action Orders A, B, C, D.
- b. CONOP and TASKORD: Agile Combat Employment.
- c. Chief of Staff of the Air Force Drivers for Change.
- d. HAF MD 1-7, Deputy Chief of Staff, Strategy, Integration and Requirements.
- e. HAF MD1-10, Assistant Secretary of the Air Force for Acquisition.
- f. HAF MD1-12, Assistant Secretary of the Air Force for Financial Management Program.

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- g. HAF MD1-18, Assistant Secretary of the Air Force for Installations, Environment and Energy.
- h. HAF MD 1-38, Deputy Chief of Staff, Logistics, Engineering and Force Protection.
- i. HAF MD1-56, Deputy Chief of Staff, Plans and Programs.
- j. HAF MD16, Air Force Mortuary Affairs Operations.
- k. AFPD10-6, Capability Requirements Development.
- l. AFPD34-1, Air Force Services.
- m. AFPD38-1, Manpower and Organization.
- n. AFPD63-1, Integrated Life Cycle Management.
- o. AFPD65-1, Management of Financial Services.
- p. AFPD65-5, Cost and Economics.
- q. AFPD65-6, Budget.
- r. AFPD90-6, Air Force Strategy, Planning, Programming, Budgeting, and Execution (SPPBE) Process.
- s. Air Force Material Command Strategic Plan 2023.
- t. AFMC MD4-422, Air Force Installation and Mission Support Center.

**Appendix B: Glossary**  
**Part I – Abbreviations and Acronyms**

ADCON	Administrative Control
C2	Command and Control
CoL	Continuum of Learning
CONUS	Continental United States
C-VEO	Counter Violent Extremist Operations
DOTmLPF-P	Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, Facilities and Policy
DIRLAUTH	Direct Liaison Authorized
EFP	Expeditionary Force Package
FOC	Full Operational Capability
GPC	Great Power Competition
HHQ	Higher Headquarters
IO	Information Operations
IOC	Initial Operational Capability
MDMP	Military Decision-Making Process
NDS	National Defense Strategy
O&M	Operations and Maintenance
OC	Operations Center
OPCON	Operational Control
SEL	Senior Enlisted Leader
USAF	United States Air Force
USSOCOM	United States Special Operations Command
USSOF	United States Special Operations Forces
UTC	Unit Type Code

**Part II – Terms and Definitions**

**Battle Rhythm.** A deliberate, daily schedule of command, staff, and unit activities intended to maximize use of time and synchronize staff actions. (DOD Dictionary. Source: JP 3-33)

**Board.** An organized group of individuals within a headquarters, appointed and tasked by the commander (or other authority), that meets with the purpose of gaining guidance or decision. (DOD Dictionary. Source: JP 3-33)

**Capability.** The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways across the DOTmLPF-P to perform a set of tasks to execute a specified course of action (COA). Ref: AFI 10-601

**Capability Portfolio Management.** The process of integrating, synchronizing, and coordinating Capability needs with current and planned DOTmLPF-P investments to better inform decision making and optimize mission outcomes.

**Cell.** A subordinate organization formed around a specific process, capability, or activity within a designated larger organization of a headquarters. (DOD Dictionary. Source: JP 3-33)

**Center.** An enduring organization, with a supporting staff, designed to perform a function within a headquarters. (Approved for incorporation into the DOD Dictionary.)

**Combat Support.** The foundational and crosscutting capability to field, base, protect, support, and sustain Air Force forces during military operations across the competition continuum (Source: AFDP4-0)

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**Concept.** Force development [and I&MS concepts] are used to advance and evaluate new ideas for employing Air Force forces [and I&MS capabilities]. Concepts are linked to strategic guidance and written with enough specificity that strengths, weaknesses, costs, and other important attributes can be derived and evaluated via analysis, experimentation, and wargaming. Once evaluated and embraced by AF senior leaders, new concepts provide a basis for change across the DOTmLPF-P spectrum. (Source: AFGM 2016-19-1101)

**DOTmLPF-P.** The DoD acronym that pertains to the eight possible non-materiel elements involved in solving warfighting capability gaps. These solutions may result from a Capabilities-Based Assessment (CBA) or any study that investigates DoD warfighting capabilities and identifies capability gaps. DOTmLPF-P is cited in CJCSI 3170.01, Joint Capabilities Integration and Development System (JCIDS) and described in detail in the JCIDS Manual. DOTmLPF-P stands for:

- Doctrine: the way we fight (e.g., emphasizing maneuver warfare, combined air-ground campaigns)
- Organization: how we organize to fight (e.g., divisions, air wings, Marine-Air Ground Task Forces)
- Training: how we prepare to fight tactically (basic training to advanced individual training, unit training, joint exercises, etc.).
- Materiel: all the “stuff” necessary to equip our forces that DOES NOT require a new development effort (weapons, spares, test sets, etc. that are “off the shelf” both commercially and within the government)
- Leadership and education: how we prepare our leaders to lead the fight (squad leader to 4-star general/admiral - professional development)
- Personnel: availability of qualified people for peacetime, wartime, and various contingency operations
- Facilities: real property, installations, and industrial facilities (e.g., government owned ammunition production facilities)
- Policy: DoD, interagency, or international policy that impacts the other seven non-materiel elements.

**Element.** An organization formed around a specific function within a designated directorate of a headquarters. (DOD Dictionary. Source: JP 3-33)

**Group.** A long-standing functional organization that is formed to support a broad function within a headquarters. (DOD Dictionary. Source: JP 3-33)

**Information exchange requirement.** A set of characteristics that define who exchanges what information with whom, why the information exchange is necessary, and how the information exchange must occur to support an operational process or function. Also called **IER**. (DOD Dictionary. Source: JP 3-33)

**Information Resources.** Information and related resources, such as personnel, equipment, funds, and information technology.

**Information Resource Management.** The process of managing information resources to accomplish agency missions and to improve agency performance. When standardized and controlled, these resources can be shared and reused throughout an agency, not just by a single user or application.

**Operations Center.** A jointly manned facility of a commander’s headquarters established to plan, monitor, and guide the execution of the commander’s decisions. Also called **OC**. (Adapted from DOD Dictionary. Source: JP 3-33.)

**Planning.** Translates strategy into an integrated and balanced Air Force Plan to guide Capability Development, Programming, Budgeting, and shapes leadership strategic communications.

**Planning team.** A functional element within a headquarters established to solve problems related to a specific task or requirement and which dissolves upon completion of assigned task. (DOD Dictionary. Source: JP 3-33)

**Resource Allocation Plan.** The RAP is the data (spreadsheet) portion of the 30 Year Plan. The RAP narrative is the words that accompany the spreadsheet data that explain what we are doing, and when during the 30 Year Plan. The RAP and RAP narrative together comprise the 30 Year Plan.

**Service Core Functions.** SCFs delineate the appropriate and assigned core duties, missions, and tasks of the Air Force as an organization, responsibility for each of which is assigned to a CFL. SCFs express the ways in which the Air Force is particularly and appropriately suited to contribute to national security. SCFs are an integral aspect

of the AFSPS, and provide the framework for Air Force organizing, training, and equipping efforts, however, they do not necessarily express every aspect of what the Air Force contributes to the nation.

**Strategic Resourcing Decision.** An approach, disconnect, initiative, offset, or POM disconnect regarding future use of AF resources, that has not yet been approved for inclusion in the Thirty-Year Plan. The planning corporate structure reviews these using the results of the strategic prioritization framework, at increasingly higher governance levels until agreement can be reached, and if not reached at one of the lower levels of governance (Planning Group/Board/Council), it is decided at the planning choices event chaired by SecAF/CSAF.

**Subject Matter Expert.** Knowledgeable and experienced members of a community who use their knowledge of the discipline to judge what is important, groundbreaking, and useful. They summarize, combine, contrast, and integrate information into the existing knowledge base, while identifying and mapping critical knowledge applicable to the community, and ensuring that knowledge objects are relevant, valid, current, and best sources. Also called **SME**. Note: SMEs supporting Capability Development, as defined by HAF A5/7, can only be appointed in writing by authorized authorities. (DAU Governance and Training. Source: DAU Website)

**Task Organization.** An organization that assigns to responsible commanders the means with which to accomplish their assigned tasks in any planned action. (DOD Dictionary. Source: JP 3-33).

**Unit.** 1. Any military element whose structure is prescribed by competent authority. 2. An organization title of a subdivision of a group in a task force. (DOD Dictionary. Source: JP 3-33)

**Working Group.** An enduring or ad hoc organization within a headquarters consisting of a core functional group and other staff and component representatives whose purpose is to provide analysis on the specific function to users. Also called **WG**. (DOD Dictionary. Source: JP 3-33)