

# Airmen First!

## Air Force Security Forces Master Action Plan 2011-2016



**Continue to Strengthen ...  
Always Improving**



# TABLE OF CONTENTS

|                                       | Page |
|---------------------------------------|------|
| I. Foreword.....                      | 2    |
| <b>PART 1: SF STRATEGY</b>            |      |
| II. Introduction.....                 | 4    |
| III. Priorities.....                  | 6    |
| IV. Mission.....                      | 7    |
| V. Vision.....                        | 8    |
| VI. Core Competencies.....            | 9    |
| VII. Stakeholders.....                | 11   |
| VIII. Air-mindedness.....             | 12   |
| IX. Strategy-to-Task Methodology..... | 13   |
| X. Summary.....                       | 14   |
| <b>PART 2: STRATEGY-TO-TASK</b>       |      |
| XI. Part 2 Strategy to Task.....      | 15   |
| XII. Goals / Objectives / Tasks.....  | 16   |
| XIII. References.....                 | 61   |



# FOREWORD



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, DC

MAR 1 2011

MEMORANDUM FOR USAF SECURITY FORCES

FROM: HQ USAF/A7S  
1030 Air Force Pentagon  
Washington DC 20330-1030

SUBJECT: Air Force Security Forces Master Action Plan 2011-2016

The Security Forces Enterprise will face a challenging future where we will continue to defeat threats and provide a balanced effective mix of security operations in support of AF, Joint and Coalition missions. In the near to mid-term, as we draw down from Iraq and increase our attention in Afghanistan and other locations, we will continue to be the force of choice to secure air operations. While continuing our support of expeditionary Joint and Coalition missions, we will concurrently secure AF nuclear weapons, other weapon systems and home stations, with the same capabilities and intent as our overseas operations. All of our operations will be accomplished with limited manpower and resources. Consequently, I require each and every one of you to be cognizant of the resource constrained and fiscally challenging period ahead. This means that where we can, we will leverage cost savings without jeopardizing our combat operations. These adjustments must be made with the support of the warfighter foremost in our consciousness and must be carried out in a rational, predictable and deliberate manner. We will maximize the effectiveness of all tactics, techniques, procedures and physical security equipment to succeed at our missions.

Over the last year, I asked my staff to develop a strategic plan based on my guidance and priorities. The result of their hard work, along with the MAJCOM A7S Staffs, produced this strategy document. It uses the SF 2010-2015 Master Action Plan (MAP) as a solid foundation to build from, and contains a number of issues and tasks we are still working to resolve from the previous MAP. The plan supports and is aligned with higher level strategic guidance, such as the QDR, the CSAF's 2010 Vector and the A4/7's Goals and Objectives. The core principles around which our strategy is designed are provenance, alignment and coherence, in other words, what we do must have a substantive reason. Our work has to be consistent with the vector of the wider Air Force and correspondingly, when considered in isolation and as part of the whole, our work must be relevant now and in the future. The framework and methodology outlined in this document should provide a mechanism to help us stay on track and stay true to the core principles of our strategy.

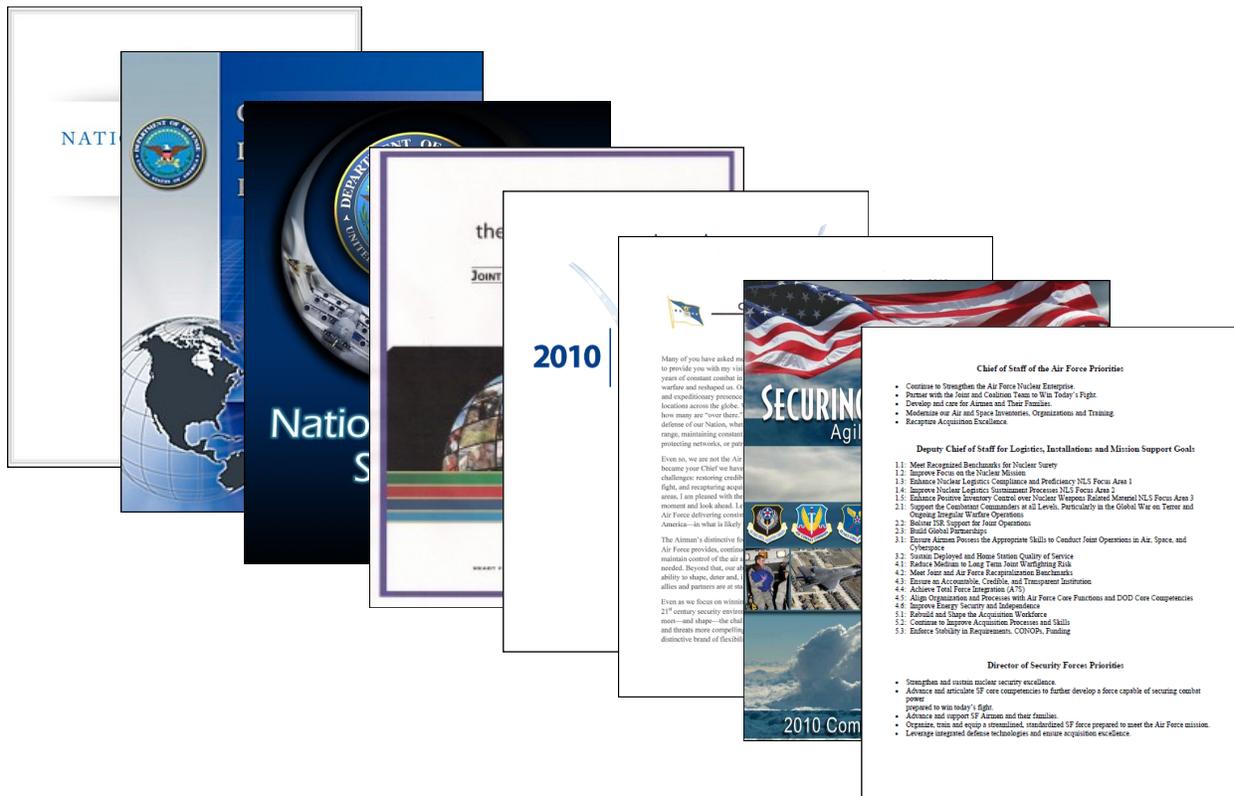
  
JIMMY E. MCMILLIAN, Brig Gen, USAF  
Director of Security Forces  
DCS/Logistics, Installations & Mission Support

# **PART 1: SF STRATEGY**



# INTRODUCTION

**Strategic Planning:** This document sets the strategy for Security Forces (SF). It is a strategy anchored firmly by our enduring mission and our strategic vision. Consequently, it creates a logical construct to enable the SF enterprise to fulfill its mission and to move forward with purpose and direction. It provides the justification for everything we do, providing rigor and focus in how we collectively describe, advocate for, and articulate what we do, why we do it, and also describes who we do it for, our stakeholders, and what we must do in the future. The strategy is directly linked to our senior leaders' guidance and strategic vision, aligning SF with the Chief of Staff of the Air Force's (CSAF) Vector and Priorities and Deputy Chief of Staff for Logistics, Installations and Mission Support (A4/7) Goals and Objectives. The fundamental importance of alignment also means the imperatives found in the National Security Strategy (NSS), National Military Strategy (NMS), Quadrennial Defense Review (QDR), USAF doctrine and policy strongly influences our strategy. Crucially, this SF strategy details our core competencies. This fundamental element defines our uniqueness and the true value we add to the Air Force (AF) and the capabilities we deliver to our stakeholders. It is vital we invest in these core competencies throughout the DOTMLPF paradigm. This strategy provides a long-term guide while remaining flexible and adaptive.





# INTRODUCTION

Deliberate Planning Framework: The Deliberate Planning Framework (DPF) is a six phase executive level strategic planning process involving the Director of Security Forces (AF/A7S) and all MAJCOMs; it is coordinated by the HQ AFSFC Strategic Planning Cell. The DPF uses specific definitions of capability and desired effect to analyze short and long term organizational, training and equipment requirements across the SF career field. The process captures overarching strategic guidance, priorities, specified missions, tasks and vision goals and then overlays the external challenges of threat, environment and conditions to objectively measure and focus both the existing and desired capabilities and effects. The subsequent operational analysis, gap analysis and solutions and resource analysis provide weighable options that deliver timely and fiscally astute solutions to existing and future gaps. The options are then further analyzed at the executive level by an Effects Board comprised of senior leaders who consider the options and then decide the most appropriate courses of action to guide the career field. Those decisions lead directly into the next iterative planning cycle. The result is coherent long term planning that balances the needs of the war-fighter today and in the future with current and emerging fiscal challenges, thereby enabling longer term and coordinated resource planning across functional and operational areas. Figure 1. outlines the six phases of the DPF.

The DPF process is designed to be Joint Capabilities Integration and Development System (JCIDS) compliant and is aimed at informing SF strategic decision making prior to embarking on specific programs. It does this by prioritizing the most compelling strategic requirements across the SF organize, train and equip (OT&E) spectrum. The result enables SF to act as an 'intelligent customer' within defense acquisition, deliver optimized effects on time and within budget, and nest the SF mission within the broader USAF mission.

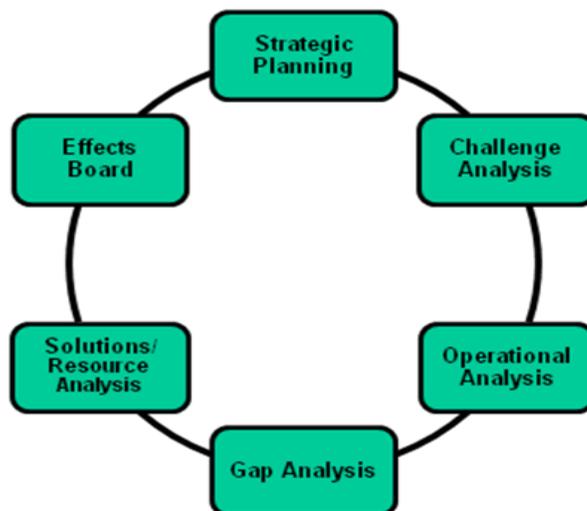


Fig 1.



# CSAF AND DIRECTOR OF SECURITY FORCES PRIORITIES

The CSAF Vector 2010 set the backdrop of what is likely to be a very challenging future. His Vector outlines three main challenges: restoring credibility to our nuclear enterprise, enhancing our contribution to today's fight, and recapturing acquisition excellence. In looking to the future he sees an Air Force rising, strong and capable—an Air Force delivering consistent, credible Global Vigilance, Global Reach and Global Power for America. In this context, the CSAF and Secretary of the Air Force (SecAF) have set five main priorities.



- **Continue to Strengthen the Air Force Nuclear Enterprise**
- **Partner with the Joint and Coalition Team to Win Today's Fight**
- **Develop and Care for Airmen and their Families**
- **Modernize our Air and Space Inventories, Organizations and Training**
- **Recapture Acquisition Excellence**

The Director of Security Forces has set his five priorities which are aligned with the CSAF and SecAF priorities, but tailored specifically for the Security Forces to guide our strategic planning and decision making.

- **Strengthen and Sustain Nuclear Security Excellence**
- **Advance and Articulate SF Core Competencies to Further Develop a Force Capable of Securing Combat Power Prepared to Win Today's Fight**
- **Advance and Support SF Airmen and their Families**
- **Organize, Train and Equip a Streamlined, Standardized SF Force Prepared to Meet the Air Force Mission**
- **Leverage Integrated Defense Technologies and Ensure Acquisition Excellence**





# SECURITY FORCES MISSION

## Security Forces protect, defend and fight to enable Air Force, Joint and Coalition missions

The SF Mission Statement tells us what we do and why we do it; in doctrinal terms this is the task and the unifying purpose. The Mission Statement is deliberately generic and succinct, yet at the same time it accurately encompasses the role, capabilities and purpose of all Security Forces Units. Associated with our Mission Statement are our Mission Essential Tasks (METs) as promulgated in the Air Force Universal Task List (AFUTL).

- **Provide Protection for Operational Forces, Means and Noncombatants.** Security Forces will plan for and employ the core capabilities of security and law and order operations to protect and defend Air Force installation, activities, infrastructure, resources and personnel at home station and in deployed locations by controlling the Base Security Zone. **[Task AFTA 3.6.1]**
- **Conduct Law and Order Operations.** Security Forces will directly contribute to installation's Integrated Defense via Law and Order Operations which encompass many other special disciplines such as crime prevention, criminal investigations, traffic enforcement, corrections, access control and military working dogs. The specific authorities for Law and Order Operations may depend upon jurisdictional status of the installation which must be considered in planning. **[Task AFTA 3.6.2]**
- **Provide Training and Maintenance of Small Arms and Light Weapons (SA/LW).** Security Forces will develop and provide SA/LW qualifications training, forecast for and manage allocation of sufficient ground munitions in support of Air Force training and operational requirements, inspect and repair SA/LW for all Security Forces and Air Force mission requirements and operate Air Force small arms training range facilities IAW applicable directives. **[Task AFTA 3.6.3]**
- **Provide Military Working Dog Support.** Security Forces will equip, train and manage Military Working Dog section in order to support Department of Defense MWD taskings and the Integrated Defense Plan. **[Task AFTA 3.6.4]**
- **Provide Security/Protection for Nuclear Assets.** Security Forces will provide the highest degree of security possible for nuclear munitions in all circumstances (e.g. weapons storage areas, nuclear convoys, uploaded in aircraft) IAW applicable DOD AF, and National Security Presidential Directives. **[Task AFTA 3.6.5]**

Listed along with each MET in the AFUTL are a number of measures. By selecting relevant METs and appropriate measures each SF unit will be able to describe its respective mission set and capabilities. Each unit will report their readiness through the Defense Readiness Reporting System based on their mission set.



# SECURITY FORCES VISION

**Mission-ready, resilient and air-minded Security Forces organized, trained and equipped to deliver enduring integrated defense against threats to the Air Force, Joint and Coalition missions; recognized and respected for our air-centric expertise**

The vision is the anchor point at the future end of our strategy. It is a substantive statement that is written with the specific intent of guiding our development. It states in definitive terms how the SF enterprise sees itself in the future. Every word in the Vision Statement means something. Consequently, in order to extrapolate this meaning, the Vision Statement has been subjected to a vision analysis process in which deductions and assumptions have been made. In turn, this has led to the development of ten Vision Goals, the accomplishment of which will lead to realizing the vision.

1. **Codify core competencies in order to identify our strengths and unique capabilities and then deliver relevant training and resources to execute the SF Mission.**
2. **Further develop resilient Airmen and families, whose total fitness enables them to thrive in an era of critical missions, high ops tempo and persistent conflict.**
3. **Develop and internalize the “Air-minded” concept relevant to prosecution of the SF mission in order to highlight our unique roles and contributions to the war-fighter.**
4. **Reorganize authorizations (military/civilians) in order to proportionally align SF in support of the strategic resources and combat capabilities of the AF, relative to the threat.**
5. **Develop and foster a new internal and external culture that appropriately prioritizes SF training.**
6. **Optimize training life cycle in order to deliver progressive and coherent operationally focused training.**
7. **Standardize the requirements process through development, selection, acquisition and sustainment in order to enhance operations and achieve desired effects.**
8. **Deliver enduring Integrated Defense in order to enable the war-fighter mission(s).**
9. **Establish and sustain a process to identify and understand, near and long term specified threats to the war-fighter mission(s) in order to deliver effects.**
10. **Enhance and sustain advocacy for SF air centric expertise in order to increase recognition as the organization of choice to deliver air-minded Integrated Defense.**

Each Vision Goal has been further developed to produce objectives and associated tasks that lead to the accomplishment of each goal and realization of the SF Vision.

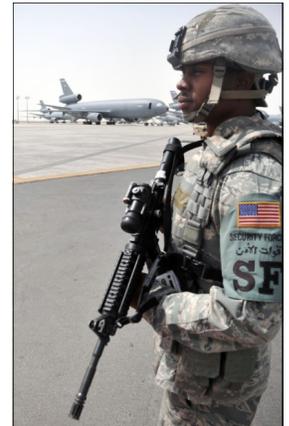


# SECURITY FORCES CORE COMPETENCIES

Core Competencies are important to SF strategy development because they form the foundation upon which we organize, train, and equip and are the cornerstone of our strength as an organization. Our three core competencies articulate the strengths of our career field and show how we fight, how we think, our subject matter expertise and define who we are.

- **Develop Air-minded Defenders**

The ultimate source of SF combat capability resides in the men and women that make up the career field. These Defenders, which consist of active, Guard, Reserve, and civilian personnel are our largest investment and most critical asset. SF protect and defend with an air-minded approach. We understand how the Air Force executes its unique air, space and cyberspace missions and how the air base is the critical node in delivering Air Force capabilities to the Joint Force Commander. With this understanding in mind, SF defends our air bases and integrates concepts of defense into the overall operation of the air base. Therefore, from the moment Airmen start SF training and become Defenders, we are dedicated to ensuring they receive the air-minded education, training, and professional development necessary to protect, defend and enable Air Force missions.



- **Sustain a Warrior Ethos with a Technological Aptitude**

Due to the nature of our demanding missions the SF enterprise nurtures and sustains a warrior ethos to produce well trained, dedicated and resilient Defenders. In conjunction with these warrior skills, SF employ a variety of technologies to enhance our capabilities. To translate this technology into operational capability, our Defenders have the cognition and ability to apply technology and systems effectively to provide a force multiplying effect.

- **Adaptive and Innovative in Delivering Integrated Defense Effects**

The demands of delivering Integrated Defense require Defenders who can adapt to any operational environment and geographical location. They must be creative and adjust their air-minded expertise and technology to any situation to include Joint Expeditionary Tasking (JET) missions which could require skills outside those normally performed. Defenders understand that each mission must be protected according to the responsible commander's intent as well as the threats, vulnerabilities, and asset criticality that drive Integrated Defense planning. Finally, Defenders must continuously adapt to changing conditions that affect the defensive plan for the air base or operating location.





# SECURITY FORCES CORE COMPETENCIES

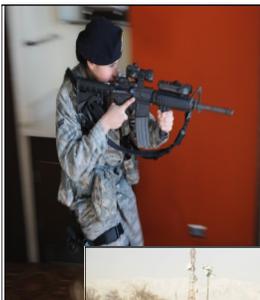
Description: Core Competencies depict what is distinctive about SF Airmen and describe our culture; these traits represent our collective knowledge and describe what we do well. Core Competencies can take various forms, including technical/subject matter expertise, the collective knowledge of an organization, a process, or a culture. They enable SF to fulfill its vision and missions. They are the foundation and source of our career field capabilities. They drive understanding of our mission essential tasks and are leveraged widely to meet a variety of strategic and operational challenges & opportunities. Consequently, the viability and success of the SF enterprise derives from its core competencies.

Alignment: Once again, alignment is vital, and the SF Core Competencies are aligned with the Air Force Core Competencies listed below.

- **Developing Airmen**
- **Technology to Warfighting**
- **Integrating Operations**



Misconceptions: The words “competency, capability, and functions” are often, incorrectly used interchangeably. Core Competencies are not Core Capabilities or Core Functions. Currently various SF documents misuse or confuse the terminology. As part of the discussion and development of the SF Core Competencies, SF Core Capabilities were defined to clarify and demonstrate the relationship between the two and to ensure they were differentiated from the Core Competencies and reflected properly. In summary, SF Core Capabilities are derived from and shaped by our Core Competencies. They are listed below.



SF Core Capabilities: When properly organized, trained and resourced, these capabilities allow the SF enterprise to deliver on the expectations of its stakeholders.

- **Nuclear Security**
- **Weapons Systems and Physical Security**
- **Law and Order Operations**
- **Military Working Dog Operations**
- **Combat Arms Operations**
- **Area Security Operations**



# SECURITY FORCES STAKEHOLDERS



Stakeholders: Because Core Competencies are our unique strengths as a career field, they are a fundamental basis for providing value to our stakeholders. It follows that identifying stakeholders and understanding their expectations is vital. This is who we work for; delivering on these expectations is the centerpiece of this strategy. SF Stakeholders and their expectations have been identified as follows:

- **Joint Commanders:**
  - Combat capable Security Forces
- **Air Force Leaders:**
  - Disciplined, professional, combat-ready SF integrated into AF mission
  - Enterprise lead for Integrated Defense
  - Enforce good order and discipline
- **American People:**
  - Loyal, competent, professional & honorable national servants
  - Protect and defend our National interests
  - Fight and win our Nation's wars/battles
  - First class SF leadership, training, and equipment
- **AF Airmen:**
  - Respect of constitutional liberties and rights
  - Protect and serve them and their families
- **SF Airmen:**
  - First class leadership, training, and equipment
  - Opportunities to lead; empowered to conduct their missions
  - Equity and fairness in development, benefits, advancement & quality of life



# SECURITY FORCES DEFINITION OF AIR-MINDEDNESS

The term “air-mindedness” was originally coined in the USAF by General “Hap” Arnold who emphasized that the study of aerospace warfare leads to a particular expertise and a distinctive point of view. This definition was designed with the third dimension in mind; particularly the ideas that combat effects could be delivered from the air, in addition to the land and sea. We have taken the essence of Gen Arnold’s description and developed a tailored definition and perspective for SF. This perspective is just as valid when considering the mission, competencies and capabilities of SF. Consequently, “air-mindedness” for SF is defined as:

**USAF Security Forces Air-mindedness is a distinctive approach, developed through doctrine, training, and experience. First, we understand how an air base operates and how its personnel conduct their air, space and cyber-space missions. Second, we understand how these airpower missions add value to Joint and Coalition Commanders, and that the assets that conduct these missions are most vulnerable on the ground when exposed to enemy weapons and tactics. Finally, our air-minded approach, expertise, and ethos enable the best possible delivery of Integrated Defense effects to mitigate airpower vulnerabilities on the ground.**



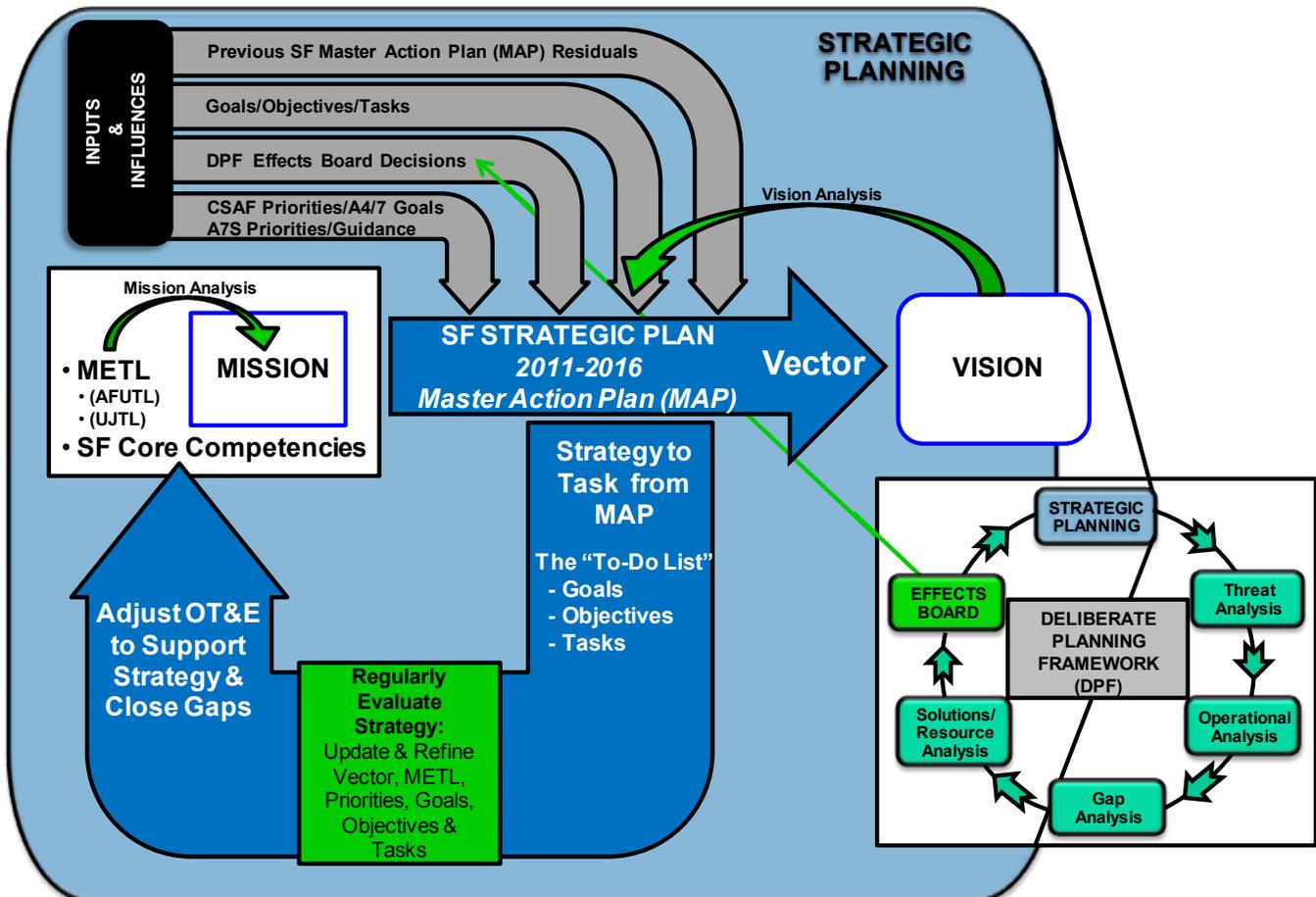


# STRATEGY-TO-TASK METHODOLOGY

Part 2 of this document details the visionary strategy objectives and associated tasks to be accomplished by the career field. The up-to-date list of objectives down to individual tasks will be accessible on the USAF Security Forces Web Page (<https://afsfmil.lackland.af.mil/>). This list is maintained by HAF/A7SX, Program and Resources Division and HQ AFSFC/SPC, Strategic Planning Cell.

There are four main sources of revenue for objectives and tasks:

- Higher level Direction, i.e. CSAF and HAF A4/7 directed programs and tasks
- Vision Analysis Objectives and Tasks
- DPF Effects Board COA Decisions, i.e. objectives and tasks to fill identified gaps
- Legacy objectives and tasks from the previous MAP that must still be completed





## SUMMARY

The golden thread of our strategic plan is alignment, coherence, and relevance. In other words everything we do, both at home station and in a deployed environment must have its roots in some higher authority, and we must be able to clearly see the point of origin. This Master Action Plan provides these sources of authority and describes the strategy we will pursue to achieve our vision and accomplish our missions. Equally as important is the requirement that everything we do must be relevant to today's fight or tomorrow's operations. If we cannot trace the audit trail to higher authority and in particular, their formal guidance, direction, or intent, and if it does not contribute to current or future SF operations, we probably should not be doing it. This Strategic Plan seeks to provide a framework and a mechanism to ensure we remain aligned, our operations are coherent, there is provenance in all of our planning and execution.



# PART 2:

## STRATEGY-TO-TASK

Part 2 contains the strategy-to-task in the form of objectives and associated tasks aligned under each Vision Goal. The objectives and tasks described in the following pages come from inputs and influences or “revenue streams” from the Strategic Planning and Deliberate Planning Framework (DPF) processes. The majority of these were derived through a focused and thorough analysis of the SF Vision Statement. There are also legacy objectives and tasks that are still relevant and being accomplished that were brought forward from the previous Master Action Plan (MAP 2010-2015).

The tasks described in the following pages are the strategic “to-do-list” that will improve and move the SF career field forward and assist in realizing our vision and ensure we can continue to enable the Air Force, Joint and Coalitions missions. The goals, objectives, and tasks can, and will be adjusted, changed, added to, and deleted over time as they are accomplished, and evaluated to ensure they are still moving the career field towards its vision.

The objectives and tasks produced through vision analysis are listed under each goal first and have only two columns, “Objective” and “Tasks” with the legacy objectives and tasks following with three columns, “Objectives”, “Sub-Objective” and “Tasks.” The legacy objectives also have their objective/sub-objective/tasks numbering from the previous MAP referenced in parenthesis after the current numbering for provenance and tracking.

Each task supports at least one of the Director of Security Forces’ five priorities which are again, listed below. The numbers DO NOT indicate any type of rank order or prioritization but are simply used for reference to show the association under each task.

- 1. Strengthen and Sustain Nuclear Security Excellence**
- 2. Advance and Articulate SF Core Competencies to Further Develop a Force Capable of Securing Combat Power Prepared to Win Today’s Fight**
- 3. Advance and Support SF Airmen and their Families**
- 4. Organize, Train and Equip a Streamlined, Standardized SF Force Prepared to Meet the Air Force Mission**
- 5. Leverage Integrated Defense Technologies and Ensure Acquisition Excellence**



## GOAL / OBJECTIVES / TASKS

**Goal 1:** Codify core competencies in order to identify our strengths and unique capabilities, and then deliver relevant training and resources to execute the SF Mission.

**CHAMPIONS:** AFSFC/SPC

| Objective  |               | Tasks  |   |
|--|---------------|--|---|
| 1.1 Establish USAF SF Core Competencies.<br><br>CHAMPION: AFSFC/SPC                            | 1.1a          | Provide AF/A7S Policy Guidance Memo (PGM) to AFSFC/SFOT outlining <b>SF Core Competencies</b> , new common SF Mission and Vision and concept of Air-minded SF (Related to Tasks 3.2a, 3.2b, 3.2c, 3.3a, 3.3b, 3.3c 5.3a, 5.3b & 5.3c)<br><br><i>OPR: AFSFC/SPC</i><br><br><i>A7S Priority #2</i> |   |
|  | 1.1b          | Promulgate SF Core Competencies throughout pertinent documentation (i.e. correct AFIs)<br><br><i>OPR: AFSFC/SPC</i><br><br><i>A7S Priority #2</i>  |   |
| Objective  | Sub-Objective | Tasks  |   |
| 1.2 (2.4) Define the role of Security Forces in irregular warfare.<br><br>CHAMPION:<br>AF/A7SO |               | 1.2a (2.4a)  | Provide SF Support to AF Doctrine on Irregular Warfare<br><br><i>OPR: AF/A7SO</i><br><br><i>A7S Priority #2</i> |



## GOAL / OBJECTIVES / TASKS

**Goal 2:** Further develop resilient Airmen and families whose total fitness enables them to thrive in an era of critical missions, high ops tempo and persistent conflict.

**CHAMPIONS:** AF/A7SM

| Objective  | Tasks |  |
|--|-------|--|
| 2.1 Mitigate level of suicides across full spectrum of SF career field.<br><br>CHAMPION: AF/A7SM   | 2.1a  | Deep dive information on SF suicides to determine root cause<br><i>OPR: AF/A7SXO</i> <span style="float: right;"><i>A7S Priority #3</i></span>   |
|  | 2.1b  | Publish SF leaders guidance on identifying possible actors and prevention/post actions<br><i>OPR: AF/A7SM</i> <span style="float: right;"><i>A7S Priority #3</i></span>  |
|  | 2.1c  | Disseminate suicide prevention video from A7S to the Field<br><i>OPR: AF/A7SM</i> <span style="float: right;"><i>A7S Priority #3</i></span>  |
|  | 2.1d  | Pursue dedicated/organic mental health support in SF units<br><i>OPR: AF/A7SM</i> <span style="float: right;"><i>A7S Priority #3</i></span>  |
| 2.2 Gather demographic and habitual data from SF members who operate outside the wire (OTW) and use data to potentially pre-identify at risk personnel and provide tools to recognize and support at risk members.<br><br>CHAMPION: AFSFC/SFXI | 2.2a  | Post-deployment Phase III; coordinate SF personnel return to Lackland AFB for final phase of data collection within 6-12 months post-deployment sessions to include administration of tailored surveys, education in small group breakouts and closure dinner outing<br><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span> |



## GOAL / OBJECTIVES / TASKS

**Goal 2:** Further develop resilient Airmen and families whose total fitness enables them to thrive in an era of critical missions, high ops tempo and persistent conflict.

**CHAMPIONS:** AF/A7SM

| Objective   | Tasks |   |
|---|-------|---|
|   | 2.2b  | Acquire MAJCOM assistance to educate Commanders and re-enforce importance of 6-12 months follow-up for post-deployment phase III SF personnel<br><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span>               |
|   | 2.2c  | Obtain final report from 59 MDW/MHS to include data analysis and conclusions with recommendations to identify and support at-risk airmen and their families<br><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span> |
|   | 2.2d  | Coordinate appropriate resources with current team to develop intervention strategies for both airmen and leadership<br><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span>  |
| 2.3 Enhance pre-deployment training to provide resilience/up-arming training at the RTCs for all deploying SF airmen.<br>CHAMPION: AFSFC/SFXI | 2.3a  | Assess and evaluate current pre-deployment training at RTCs<br><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span>   |



## GOAL / OBJECTIVES / TASKS

**Goal 2:** Further develop resilient Airmen and families whose total fitness enables them to thrive in an era of critical missions, high ops tempo and persistent conflict.

**CHAMPIONS:** AF/A7SM

| Objective | Tasks |  |
|-----------|-------|--|
|           | 2.3b  | Obtain approval to implement recommended changes to pre-deployment training at RTCs<br><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span>  |
|           | 2.3c  | Coordinate with AFSFC/SFO for appropriate training implementation requirements at RTCs<br><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span>   |
|           | 2.3d  | Collaborate with Dr. Craig Bryan (RTC/PPP) to enhance lesson plans at RTCs to increase psychological up-arming, increasing life skills to manage stress, adrenaline, fatigue and education warrior ethos<br><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span> |
|           | 2.3e  | Request physiological/psychological manpower support from SG community to deliver and maintain training (Reference Task 2.4e)<br><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span>  |
|           | 2.3f  | Develop short and long term recommendations for sustainability of training at RTCs<br><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span>   |



## GOAL / OBJECTIVES / TASKS

**Goal 2:** Further develop resilient Airmen and families whose total fitness enables them to thrive in an era of critical missions, high ops tempo and persistent conflict.

**CHAMPIONS:** AF/A7SM

| Objective  | Tasks |  |
|--|-------|--|
| <p>2.4 Provide Resilience and Leadership Training throughout the training continuum to all SF.</p> <p>CHAMPION: AFSFC/SFXI</p> | 2.4a  | <p>Consult Warrior Resilience Program (WRP), Airmen Resilience Program (ARP) psychologists &amp; appropriate resources to develop lesson plans for SF technical, formal officer &amp; enlisted leadership courses/training</p> <p><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span></p> |
|  | 2.4b  | <p>Coordinate on content of SF career field leadership's pre, during, post deployment resilience training</p> <p><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span></p>  |
|  | 2.4c  | <p>Consult SF leadership for phased training plan tailored to specific needs throughout an airmen's career</p> <p><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span></p>   |
|  | 2.4d  | <p>Finalize curriculum and identify most effective method of training for each course and serve as OPR to ensure training is meeting intent</p> <p><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span></p>  |
|  | 2.4e  | <p>Request physiological/psychological manpower support from SG community to deliver and maintain training (Reference Task 2.3e)</p> <p><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #3</i></span></p>   |



## GOAL / OBJECTIVES / TASKS

**Goal 2:** Further develop resilient Airmen and families whose total fitness enables them to thrive in an era of critical missions, high ops tempo and persistent conflict.

**CHAMPIONS:** AF/A7SM

| Objective   | Tasks |  |
|---|-------|--|
| 2.5 Increase education and support to build family resilience and enhance communication.<br>CHAMPION: AFSFC/SFXI  | 2.5a  | Execute details of AVATARS family resilience study funded by AF/SGR<br><i>OPR: AFSFC/SFXI</i><br><br><i>A7S Priority #3</i>  |
| 2.6 Provide and coordinate reintegration/decompression efforts for SF Tier 1 re-deployers until AF-wide program is implemented.<br><br>CHAMPION: AFSFC/SFXI | 2.6a  | Continue collaboration with AF Decompression Transition Center (DTC) and AF Resilience Working Group for specific SF input and situational awareness<br><i>OPR: AFSFC/SFXI</i><br><br><i>A7S Priority #3</i> |
|   | 2.6b  | Ensure SF personnel performing OTW mission sets are properly identified with SEIs or alternate method and tracked (on AF DTC Working Group schedule)<br><i>OPR: AFSFC/SFXI</i><br><br><i>A7S Priority #3</i> |
| 2.7 Evaluate current SF Fitness Program to determine relevancy to SF mission set.<br><br>CHAMPION: AFSFC/SFXI   | 2.7a  | Compare and contrast current AF Fitness Program against actual SF operational fitness<br><i>OPR: AFSFC/SFXI</i><br><br><i>A7S Priority #3</i>  |
|   | 2.7b  | Visit Battlefield Airmen AFSCs to investigate their fitness programs and how they determine fitness requirements<br><i>OPR: AFSFC/SFXI</i><br><br><i>A7S Priority #3</i>                                     |



## GOAL / OBJECTIVES / TASKS

**Goal 2:** Further develop resilient Airmen and families whose total fitness enables them to thrive in an era of critical missions, high ops tempo and persistent conflict.

**CHAMPIONS:** AF/A7SM

| Objective   |               | Tasks          |   |
|---|---------------|----------------|---|
|   |               | 2.7c           | Evaluate, establish and implement any additional fitness requirements SF career field if needed<br><i>OPR: AFSFC/SFXI</i><br><i>A7S Priority #3</i> |
|   |               | 2.7d           | Evaluate, establish and implement validation process for civilian fitness requirements<br><i>OPR: AF/A7SX</i><br><i>A7S Priority #3</i>             |
| Objective   | Sub-Objective | Tasks          |   |
| 2.8 (4.1) Achieve a sustainable 1:2 dwell.<br><br>Champion:<br>AF/A7SM                                      |               | 2.8a<br>(4.1e) | Implement Phase 2 of SF Deployability “Return-to-Core” Initiative<br><i>OPR: AF/A7SX</i><br><i>A7S Priority #3</i>                                  |
| 2.9 (4.2) Understand and mitigate the effects of combat stress on SF airmen.<br><br>Champion:<br>AFSFC/SFXI |               | 2.9a<br>(4.2b) | Operational Resilience in Sustained Combat (OpRiSC)<br><i>OPR: AFSFC/SFXI</i><br><i>A7S Priority #3</i>   |



## GOAL / OBJECTIVES / TASKS

**Goal 3:** Develop and internalize the “Air-minded” concept relevant to prosecution of the SF mission in order to highlight our unique roles and contributions to the war-fighter.

**CHAMPIONS:** AFSFC/SPC

| Objective  | Tasks |  |
|--|-------|--|
| 3.1 Define the concept of SF Air-mindedness.<br><br>CHAMPION: AFSFC/SPC  | 3.1a  | Develop definition of “air-minded SF” for universal understanding and accurate application/integration into SF training courses<br><br><i>OPR: AFSFC/SPC                      A7S Priorities #2 &amp; #4</i>   |
|  | 3.1b  | Gain approval of SF air-mindedness definition in New MAP<br><br><i>OPR: AFSFC/SPC                      A7S Priorities #2 &amp; #4</i>  |
|  | 3.1c  | Publish definition of SF air-mindedness in New MAP and appropriate documents<br><br><i>OPR: AFSFC/SPC                      A7S Priorities #2 &amp; #4</i>  |
| 3.2 In collaboration with SFO policy branches, inject/integrate concept of Air-minded SF throughout SF training continuum.<br><br>CHAMPION: AFSFC/SFOT | 3.2a  | Provide a copy of AF/A7S PGM to AFSFC/SFOT outlining SF Core Competencies, new common SF Mission and Vision and concept of <b>Air-minded SF</b> (Related to Tasks 1.1a, 3.3a & 5.3a)<br><br><i>OPR: AFSFC/SFOT</i><br><br><i style="text-align: right;">A7S Priorities #2 &amp; #4</i> |



## GOAL / OBJECTIVES / TASKS

**Goal 3:** Develop and internalize the “Air-minded” concept relevant to prosecution of the SF mission in order to highlight our unique roles and contributions to the war-fighter.

**CHAMPIONS:** AFSFC/SPC

| Objective   | Tasks |  |
|---|-------|--|
|   | 3.2b  | Provide copy of AF/A7S PGM to AETC/A3T outlining SF Core Competencies, new common SF Mission and Vision and concept of <b>Air-minded SF</b> for incorporation in all SF courses (e.g. Basic/Advanced Officer & Apprentice courses, CDCs, IDC3, Craftsman course etc.) (Related to Tasks 1.1a, 3.3b & 5.3b)<br><i>OPR: AFSFC/SFOT      A7S Priorities #2 &amp; #4</i> |
|   | 3.2c  | Incorporate AF/A7S PGM outlining SF Core Competencies, new common SF Mission and Vision and concept of <b>Air-minded SF</b> into all AFSFC/SFOT controlled technology, training products and AFIs. (Related to Tasks 1.1a, 3.3c & 5.3c)<br><i>OPR: AFSFC/SFOT      A7S Priorities #2 &amp; #4</i>  |
| 3.3 In collaboration with SFO policy branches, inject/integrate new SF Mission and Vision throughout SF training continuum.<br><br>CHAMPION: AFSFC/SFOT | 3.3a  | Provide AF/A7S PGM to AFSFC/SFOT outlining SF Core Competencies, new common <b>SF Mission and Vision</b> and concept of Air-minded SF (Related to Tasks 1.1a, 3.2a, & 5.3a)<br><br><i>OPR: AFSFC/SPC      A7S Priorities #2 &amp; #4</i>   |



## GOAL / OBJECTIVES / TASKS

**Goal 3:** Develop and internalize the “Air-minded” concept relevant to prosecution of the SF mission in order to highlight our unique roles and contributions to the war-fighter.

**CHAMPIONS:** AFSFC/SPC

| Objective | Tasks   |
|-----------|---|
|           | <p>3.3b Provide copy of AF/A7S PGM to AETC/A3T outlining SF Core Competencies, new common <b>SF Mission and Vision</b> and concept of Air-minded SF for incorporation in all SF courses (e.g. Basic/Advanced Officer &amp; Apprentice courses, CDCs, IDC3, Craftsman course etc.) (Related to Tasks 1.1a, 3.2b, &amp; 5.3b)<br/> <i>OPR: AFSFC/SFOT</i></p> <p style="text-align: right;"><i>A7S Priorities #2 &amp; #4</i></p> |
|           | <p>3.3c Incorporate AF/A7S PGM outlining SF Core Competencies, new common <b>SF Mission and Vision</b> and concept of Air-minded SF into AFI 36-2225 (Related to Tasks 1.1a, 3.2c &amp; 5.3c)<br/> <i>OPR: AFSFC/SFOT</i></p> <p style="text-align: right;"><i>A7S Priorities #2 &amp; #4</i></p>   |



## GOAL / OBJECTIVES / TASKS

**Goal 4:** Reorganize authorizations (military/civilian) in order to proportionally align SF in support of the strategic resources and combat capabilities of the Air Force relative to the threat.

**CHAMPIONS:** AF/A7SX

| Objective   | Tasks |   |
|---|-------|---|
| <p>4.1 Engage AF A3/5 on strategic priorities of AF power projection capabilities.</p> <p>CHAMPION: AF/A7SO</p>   | 4.1a  | <p>Provide SF examples of mismatch of protection given to power projection capabilities to demonstrate inadequacy of current policy (e.g. level of protection given to C-130s vs. F-22s)</p> <p><i>OPR: AF/A7SO</i> <span style="float: right;"><i>A7S Priority #4</i></span></p> |
|   | 4.1b  | <p>Socialize Goal #4 with MAJCOMs for their input/feedback</p> <p><i>OPR: AF/A7SX</i> <span style="float: right;"><i>A7S Priority #4</i></span></p>   |
|   | 4.1c  | <p>Shift manpower authorizations and funding between WSS program elements and match to strategic priorities given to power projection capabilities</p> <p><i>OPR: AF/A7SX</i> <span style="float: right;"><i>A7S Priority #4</i></span></p>                                       |
| <p>4.2 Investigate process to establish authorizations through expeditionary planning assumptions vs. weapon systems and in-garrison post manning factors.</p> <p>CHAMPION: AF/A7SX</p> | 4.2a  | <p>Determine feasibility/applicability to USAF SF</p> <p><i>OPR: AF/A7SX</i> <span style="float: right;"><i>A7S Priority #4</i></span></p>  |
|   | 4.2b  | <p>After analysis develop and present COAs to Director of Security Forces</p> <p><i>OPR: AF/A7SX</i> <span style="float: right;"><i>A7S Priority #4</i></span></p>  |
| <p>4.3 Explore opportunities for increased efficiencies in manpower and resource allocation.</p> <p>CHAMPION: AF/A7SX</p>   | 4.3a  | <p>Explore consolidation of staff functions at Joint Bases (e.g. Reports &amp; Analysis)</p> <p><i>OPR: AF/A7SX</i> <span style="float: right;"><i>A7S Priority #4</i></span></p>   |



## GOAL / OBJECTIVES / TASKS

**Goal 4:** Reorganize authorizations (military/civilian) in order to proportionally align SF in support of the strategic resources and combat capabilities of the Air Force relative to the threat.

**CHAMPIONS:** AF/A7SX

| Objective | Tasks  |   |
|-----------|--|---|
|           | 4.3b   | Re-baseline MWD based on AF mission requirements<br><i>OPR: AFSFC/SFOK</i> <span style="float: right;"><i>A7S Priority #4</i></span>  |
|           | 4.3c   | Evaluate resources dedicated to detection and response in restricted areas to include the validity of a single line of detection at PL3 restricted areas<br><i>OPR: AFSFC/SFO</i> <span style="float: right;"><i>A7S Priority #4</i></span> |
|           | 4.3d   | Explore the consolidation of corrections<br><i>OPR: AFSFC/SFC</i> <span style="float: right;"><i>A7S Priority #4</i></span>   |
|           | 4.3e   | Complete PAD to consolidate RTCs<br><i>OPR: AFSFC/SFO</i> <span style="float: right;"><i>A7S Priority #4</i></span>   |
|           | 4.3f   | Assess ratio of LE patrols to base population then compare and contrast to civilian LE<br><i>OPR: AFSFC/SFOP</i> <span style="float: right;"><i>A7S Priority #4</i></span>  |
|           | 4.3g   | Fully assess response time requirements<br><i>OPR: AFSFC/SFOZ</i> <span style="float: right;"><i>A7S Priority #4</i></span>   |
|           | 4.4 Fully integrate law and order civilians into SF workforce<br><br>CHAMPION: AF/A7SX | 4.4a  |



## GOAL / OBJECTIVES / TASKS

**Goal 4:** Reorganize authorizations (military/civilian) in order to proportionally align SF in support of the strategic resources and combat capabilities of the Air Force relative to the threat.

**CHAMPIONS:** AF/A7SX

| <b>Objective</b>  |  | <b>Tasks</b>    |  |
|---|--|-----------------|--|
|   |  | 4.4b            | Redevelop and reclassify all squadron-level civilian law and order positions as GS-0083, use the PFPA model<br><br><i>OPR: AF/A7SX</i> <span style="float: right;"><i>A7S Priority #4</i></span> |
| <b>Objective</b>  | <b>Sub-Objective</b>   | <b>Tasks</b>    |  |
| 4.5 (1.3) Develop organizational structures and processes which improve efficiency and effectiveness.<br><b>CHAMPION:</b><br>AF/A7SX              | 4.5.1 (1.3.1) Define organizational and manpower structures and processes                                | 4.5.1a (1.3.1a) | Develop Missile Field Security Capability Manpower Standard<br><br><i>OPR: AF/A7SX</i> <span style="float: right;"><i>A7S Priorities #1 &amp; #4</i></span>                                      |
| 4.6 (2.5) Assess Security Forces capability needs to meet future threats and operate in future environments.<br><br><b>CHAMPION:</b><br>AFSFC/SFX | 4.6.1 (2.5.3) Define/analyze Security Forces organizational, training and equipping to meet future needs | 4.6.1a (2.5.3a) | Provide Report on Integrated Unit, Base, Installation Protection<br><br><i>OPR: AF/A7SX</i> <span style="float: right;"><i>A7S Priority #4</i></span>  |
|   |  | 4.6.1b (2.5.3b) | Provide Report on Joint Force Protection Advanced Security System<br><br><i>OPR: AFSFC/SFXI</i> <span style="float: right;"><i>A7S Priority #4</i></span>  |



## GOAL / OBJECTIVES / TASKS

**Goal 4:** Reorganize authorizations (military/civilian) in order to proportionally align SF in support of the strategic resources and combat capabilities of the Air Force relative to the threat.

**CHAMPIONS:** AF/A7SX

| Objective   | Sub-Objective  | Tasks              |  |
|---|--|--------------------|--|
|   |  | 4.6.1c<br>(2.5.3i) | Provide Report on Mobile Eyes<br><i>OPR: AFSFC/SFXI A7S Priority #4</i>                                  |
|   |  | 4.6.1d<br>(2.5.3j) | Develop ForcePRO Courses of Action Modeling and Simulation<br><i>OPR: AFSFC/SFOM A7S Priority #4</i>     |
| 4.7 (3.1) Deliver organizational structures and processes which improve efficiency and effectiveness.<br><br>Champion:<br>AF/A7SX | 4.7.1 (3.1.1) Develop organizational and manpower structures and processes | 4.7.1a<br>(3.1.1a) | Develop Combat Arms Capability Manpower Standard (CMS)<br><i>OPR: AF/A7SX A7S Priority #4</i>            |
|   |  | 4.7.1b<br>(3.1.1b) | Develop Ground Combat Training Capability Manpower Standard (CMS)<br><i>OPR: AF/A7SX A7S Priority #4</i> |
|   |  | 4.7.1c<br>(3.1.1e) | Develop Air Provost Model/Roadmap<br><i>OPR: AF/A7SX A7S Priority #4</i>                                 |
|   |  | 4.7.1d<br>(3.1.1g) | Develop Joint Basing SF Requirements and Policy<br><i>OPR: AF/A7SO A7S Priority #4</i>                   |



## GOAL / OBJECTIVES / TASKS

**Goal 4:** Reorganize authorizations (military/civilian) in order to proportionally align SF in support of the strategic resources and combat capabilities of the Air Force relative to the threat.

**CHAMPIONS:** AF/A7SX

| Objective | Sub-Objective  | Tasks            |  |
|-----------|--|------------------|--|
|           | 4.7.2 (3.1.2) Deliver organizational and manpower structures and processes | 4.7.2.a (3.1.2c) | Establish Guard Unit to Support 820th BDG<br><i>OPR: AF/A7SO</i><br><br><i>A7S Priority #4</i> |



## GOAL / OBJECTIVES / TASKS

**Goal 5:** Develop and foster a new internal and external culture that appropriately prioritizes SF training.

**CHAMPIONS:** AFSFC/SFO

| Objective  | Tasks |   |
|--|-------|---|
| 5.1 Integrate content/material into all SF courses that conveys the importance and impact of proactive, comprehensive, mission-focused SF training programs.<br><br>CHAMPION: AFSFC/SFOT | 5.1a  | Mature SF Nuclear Security Certification Training Program<br><i>OPR: AFSFC/SFOT      A7S Priorities #1 &amp; #4</i>   |
|  | 5.1b  | Convert Nuclear Security Inspector Course MTT to fielded CBT/ADL<br><i>OPR: AFSFC/SFOT      A7S Priorities #1 &amp; #4</i>  |
|  | 5.1c  | Review/validate AETC's Electronic Security System (ESS) Sensor NCO training requirements<br><i>OPR: AFSFC/SFOT      A7S Priority #4</i>   |
|  | 5.1d  | Develop and field updated ESS Sensor NCO in-residence and ADL courses<br><i>OPR: AFSFC/SFOT      A7S Priority #4</i>  |
|  | 5.1e  | Outline and inform SF Airmen of the importance and impact of effective individual, collective and unit training as it relates to unit readiness reporting, individual career progression, promotions, evaluations and skill-level upgrades and integrate all into Total Forces SF leadership courses<br><i>OPR: AFSFC/SFOT      A7S Priority #4</i> |



## GOAL / OBJECTIVES / TASKS

**Goal 5:** Develop and foster a new internal and external culture that appropriately prioritizes SF training.

**CHAMPIONS:** AFSFC/SFO

| Objective  | Tasks |  |
|--|-------|--|
|  | 5.1f  | Indoctrinate USAF senior leaders via presentations at Group and Wing CC's courses to stress the importance and priorities of the SF training mission and its overall affect enabling the Wg/Base force protection objectives<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span> |
|  | 5.1g  | Reinstigate SF sustainment skills training at all RTCs, which is not replaced by the AEF pre-deployment training events<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>  |
| 5.2 Incorporate funding requirements into POM/PPBE cycle for standardized SF home-station and specialty training programs developed by HQ AFSFC.<br><br>CHAMPION: AFSFC/SFOT | 5.2a  | Conduct MAJCOM-wide data call for additional training and courses (e.g. e-TTPGs, Active Shooter, ADLs) for standardization and development by AFSFC/SFOT<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>   |
|  | 5.2b  | Conduct research and pricing for identified training programs<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>  |
|  | 5.2c  | Submit SFOT requirements into POM cycle<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>  |



## GOAL / OBJECTIVES / TASKS

**Goal 5:** Develop and foster a new internal and external culture that appropriately prioritizes SF training.

**CHAMPIONS:** AFSFC/SFO

| Objective   | Tasks |  |
|---|-------|--|
|   | 5.2d  | Obtain DAFC manpower support (or contract for in-house services or obtain in-place) for ADL courseware development<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>   |
| 5.3 In collaboration with SFO policy branches, socialize SF Core Competencies throughout SF training continuum.<br><br>CHAMPION: AFSFC/SFOT | 5.3a  | Provide AF/A7S PGM to AFSFC/SFOT outlining <b>SF Core Competencies</b> , new common SF Mission and Vision and concept of Air-minded SF (Related to Tasks 1.1a, 3.2a & 3.3a)<br><i>OPR: AFSFC/SPC</i> <span style="float: right;"><i>A7S Priorities #2 &amp; #4</i></span>  |
|   | 5.3b  | Provide copy of AF/A7S PGM to AETC/A3T outlining <b>SF Core Competencies</b> , new common SF Mission and Vision and concept of Air-minded SF for incorporation in all SF courses (e.g. Basic/Advanced Officer & Apprentice courses, CDCs, IDC3, Craftsman course etc.) (Related to Tasks 1.1a, 3.2b & 3.3b)<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priorities #2 &amp; #4</i></span> |



## GOAL / OBJECTIVES / TASKS

**Goal 5:** Develop and foster a new internal and external culture that appropriately prioritizes SF training.

**CHAMPIONS:** AFSFC/SFO

| Objective  | Tasks |  |
|--|-------|--|
|  | 5.3c  | Incorporate AF/A7S PGM outlining <b>SF Core Competencies</b> , new common SF Mission and Vision and concept of Air-minded SF into all SF RTC and specialty training programs and products (Related to Tasks 1.1a, 3.2c & 3.3c)<br><i>OPR: AFSFC/SFOT      A7S Priorities #2 &amp; #4</i> |
| 5.4 Deliver Virtual Training Technologies (VTT) such as Virtual Battlespace Simulation 2 (VBS2) to enhance training.<br><br>CHAMPION: AFSFC/SFOT | 5.3d  | Develop/standardize SF-wide Active Shooter instructor/trainer skills and implement into appropriate training programs<br><i>OPR: AFSFC/SFOT      A7S Priorities #2 &amp; #4</i>  |
|  | 5.3e  | Update AF-wide AT Level I & II training programs, to include periodic reviews and needed updates to ADL courses<br><i>OPR: AFSFC/SFOT      A7S Priorities #2 &amp; #4</i>  |
|  | 5.4a  | Evaluate requirement for VTT across the SF enterprise training spectrum<br><i>OPR: AFSFC/SFOT      A7S Priorities #2 &amp; #4</i>  |



## GOAL / OBJECTIVES / TASKS

**Goal 5:** Develop and foster a new internal and external culture that appropriately prioritizes SF training.

**CHAMPIONS:** AFSFC/SFO

| Objective  |   | Tasks           |  |
|--|---|-----------------|--|
|  |   | 5.4b            | Once task 5.4a is complete and it is determined VTT is required, re-search and evaluate existing technologies such as VBS2 to meet this requirement<br><i>OPR: AFSFC/SFOM A7S Priorities #2 &amp; #4</i> |
|  |   | 5.4c            | Implement VTT that best meets the VTT requirements for the SF enterprise<br><i>OPR: AFSFC/SFOT A7S Priorities #2 &amp; #4</i>  |
| Objective  | Sub-Objective   | Tasks           |  |
| 5.5 (1.4) Deliver training capabilities which improve war fighter effectiveness and efficiencies.<br><br>CHAMPION:<br>AFSFC/SFOT | 5.5.1 (1.4.1) Deliver new training technologies and capabilities that allow AF Security Forces to better meet current and future operational requirements | 5.5.1a (1.4.1a) | SF Nuclear Security Training Accountability<br><br><i>OPR: AFSFC/SFOT A7S Priority #1</i>  |
|  |   | 5.5.1b (1.4.1b) | Publish SF Nuclear Mission Essential Task List (METL)<br><br><i>OPR: AFSFC/SPC A7S Priority #1</i>   |
|  |   | 5.5.1c (1.4.1c) | Maintain AF Blue Coach Nuclear Security Training Contract<br><br><i>OPR: AFSFC/SFOT A7S Priority #1</i>  |



## GOAL / OBJECTIVES / TASKS

**Goal 6:** Optimize training life cycle in order to deliver progressive and coherent operationally focused training.

**CHAMPIONS:** AFSFC/SFO

| Objective   | Tasks |   |
|---|-------|---|
| 6.1 Conduct head-to-tail training review that integrates SF Core Competencies, and aligns SF training programs with approved USAF career progression timelines.<br><br>CHAMPION: AFSFC/SFOT | 6.1a  | Contract for Life Cycle Training Needs Analysis, examining gaps in current training and new training requirements<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>           |
|   | 6.1b  | Conduct occupational survey of SF Officer career field<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>  |
|   | 6.1c  | Conduct “head-to-tail” training reviews on all current SF Officer courses (Basic, Advanced & ID3)<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>                           |
|   | 6.1d  | Obtain AF Career Field Manager (AFSFC/CC) approval for directed changes in select officer courses<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>                           |
|   | 6.1e  | Obtain FM approval for SF Officer courses<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>   |
|   | 6.1f  | Conduct occupational survey of SF enlisted career field<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>   |
|   | 6.1g  | Conduct “head-to-tail” training reviews on all current SF Enlisted courses (Apprentice, CDCs, Combat Leaders and Craftsman)<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span> |



## GOAL / OBJECTIVES / TASKS

**Goal 6:** Optimize training life cycle in order to deliver progressive and coherent operationally focused training.

**CHAMPIONS:** AFSFC/SFO

| Objective | Tasks |  |
|-----------|-------|--|
|           | 6.1h  | Obtain AF Career Field Manager (AF/A7SM) approval for directed changes in select enlisted courses<br><i>OPR: AFSFC/SFOT</i> <i>A7S Priority #4</i>   |
|           | 6.1i  | Obtain FM approval for SF Enlisted courses<br><i>OPR: AFSFC/SFOT</i> <i>A7S Priority #4</i>  |
|           | 6.1j  | Conduct “head-to-tail” training reviews on all current SF Civilian courses<br><i>OPR: AFSFC/SFOT</i> <i>A7S Priority #4</i>  |
|           | 6.1k  | Obtain AF Career Field Manager (AF/A7SM) approval for directed changes in select civilian courses<br><i>OPR: AFSFC/SFOT</i> <i>A7S Priority #4</i>   |
|           | 6.1l  | Obtain FM approval for SF Civilian courses<br><i>OPR: AFSFC/SFOT</i> <i>A7S Priority #4</i>  |
|           | 6.1m  | Obtain AFCENT & MAJCOM vetted analysis of operational LL/AARs from AFSFC/SFOP for timely incorporation into SF initial skills, home-station, sustainment and pre-deployment training programs<br><i>OPR: AFSFC/SFOT</i> <i>A7S Priority #4</i> |



## GOAL / OBJECTIVES / TASKS

**Goal 6:** Optimize training life cycle in order to deliver progressive and coherent operationally focused training.

**CHAMPIONS:** AFSFC/SFO

| Objective   | Tasks |   |
|---|-------|---|
| 6.2 In collaboration with MA-JCOMs, review, validate and identify shortfalls in unit level Phase I/ Orientation Training requirements and with SFN, include nuclear security-specific requirements.<br><br>CHAMPION: AFSFC/SFOT | 6.2a  | Review, validate and identify shortfalls in Phase I training standards per AFI 36-2225<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>  |
|   | 6.2b  | Revise/update Phase I training standards via AF/A7S PGM, then AFI 36-2225<br><i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>   |
|   | 6.2c  | Review, validate and identify shortfalls in Phase I nuclear-specific training standards (related to Obj 1.8)<br><i>OPR: AFSFC/SFN</i> <span style="float: right;"><i>A7S Priorities #1 &amp; #4</i></span>  |
|   | 6.2d  | Update/document nuclear-specific Phase I training standards via AF/A7S PGM, then AFI 36-2225 and/or AFMAN 31-108 (related to Obj 1.8)<br><i>OPR: AFSFC/SFN</i> <span style="float: right;"><i>A7S Priorities #1 &amp; #4</i></span>   |
| 6.3 In collaboration with MAJCOMs, establish SF nuclear specialized and sustainment training standards.<br><br>CHAMPION: AFSFC/SFN  | 6.3a  | Review MAJCOM training requirements to encompass identified nuclear training standards, provided by or collaborated on with MAJCOMs, then assist in development and ensure they fully satisfy the training requirements<br><i>OPR: AFSFC/SFN</i> <span style="float: right;"><i>A7S Priorities #1 &amp; #4</i></span> |



## GOAL / OBJECTIVES / TASKS

**Goal 6:** Optimize training life cycle in order to deliver progressive and coherent operationally focused training.

**CHAMPIONS:** AFSFC/SFO

| Objective | Tasks   |
|-----------|---|
|           | <p>6.3b Review/Update current SF training policy, which mandates SF attend RTC every 3 years to ensure it accurately supports MAJCOM-directed nuclear security missions and availability for personnel “Deployed-in-Place” to attend RTCs<br/> <i>OPR: AFSFC/SFN A7S Priorities #1 &amp; #4</i></p> |
|           | <p>6.3c Convene nuclear security training standards working group<br/> <i>OPR: AFSFC/SFN A7S Priorities #1 &amp; #4</i></p>   |
|           | <p>6.3d Develop training standards for specialized and supplemental nuclear security courses<br/> <i>OPR: AFSFC/SPN A7S Priorities #1 &amp; #4</i></p>  |
|           | <p>6.3e Publish and implement nuclear security training standards<br/> <i>OPR: AFSFC/SPN A7S Priorities #1 &amp; #4</i></p>   |
|           | <p>6.3f Develop policy and institute process of conducting periodic evaluations of specialized and supplemental nuclear security training<br/> <i>OPR: AFSFC/SFN A7S Priorities #1 &amp; #4</i></p>   |



## GOAL / OBJECTIVES / TASKS

**Goal 6:** Optimize training life cycle in order to deliver progressive and coherent operationally focused training.

**CHAMPIONS:** AFSFC/SFO

| Objective   | Tasks |   |
|---|-------|---|
| 6.4 In collaboration with MAJCOMs migrate AFSFC's contracted Blue Coach (force-on-force) training to an organic, SF-centric training capability at select nuclear security training site(s).<br><br>CHAMPION: AFSFC/SFN | 6.4a  | Research resources needed (manpower, funding, facility, training location, etc.) to establish Nuclear Security Field Training Det. (FTD)<br><i>OPR: AFSFC/SFN      A7S Priorities #1 &amp; #4</i>   |
|   | 6.4b  | Obtain HAF/A7S Approval for plan<br><i>OPR: AFSFC/SFN      A7S Priorities #1 &amp; #4</i>   |
|   | 6.4c  | Submit to PPBE process<br><i>OPR: AFSFC/SFN      A7S Priorities #1 &amp; #4</i>   |
|   | 6.4d  | Institutionalize via HAF/A7S PGM, then AFI 36-2225 and/or AFMAN 31-108<br><i>OPR: AFSFC/SFN      A7S Priorities #1 &amp; #4</i>   |
| 6.5 In collaboration with MAJCOMs and SFN, conduct analysis and implement Nuclear Security Orientation training at select training site(s).<br><br>CHAMPION: AFSFC/SFN  | 6.5a  | Work with MAJCOMs to develop Nuclear Security Orientation training for personnel TDY enroute to first duty station after initial skills graduation and/or in conjunction with personnel PCS enroute to member's first nuclear duty station<br><i>OPR: AFSFC/SFN      A7S Priorities #1 &amp; #4</i> |
|   | 6.5b  | Field and evaluate Nuclear Security Orientation training to be conducted at MAJCOM/A7S-owned FTD<br><i>OPR: AFSFC/SFN      A7S Priorities #1 &amp; #4</i>   |



## GOAL / OBJECTIVES / TASKS

**Goal 6:** Optimize training life cycle in order to deliver progressive and coherent operationally focused training.

**CHAMPIONS:** AFSFC/SFO

| Objective  | Sub-Objective   | Tasks           |   |
|--|---|-----------------|---|
| 6.6 (3.2) Deliver training capabilities which improve war-fighter effectiveness and efficiencies.<br><br>CHAMPION:<br>AFSFC/SFOT | 6.6.1 (3.2.1) Develop clear training policy and guidance allowing AF Security Forces to better meet current and future operational requirements           | 6.6.1a (3.2.1c) | Publish SF Training Reference Manuals/Handbooks<br><i>OPR: AFSFC/SFOT</i><br><br><i>A7S Priority #4</i>   |
|  | 6.6.2 (3.2.2) Deliver new training technologies and capabilities that allow AF Security Forces to better meet current and future operational requirements | 6.6.2a (3.2.2a) | Develop Electronic Tactics, Techniques and Procedures Guides (e-TTPGs)<br><i>OPR: AFSFC/SFOT</i><br><br><i>A7S Priority #4</i>                        |
|  | 6.6.3 (3.2.3) Standardize and enhance SF pre-deployment and agile combat skills training programs   | 6.6.3a (3.2.3a) | Restructure SF Craftsman Course<br><i>OPR: AFSFC/SFOT A7S Priority #4</i>   |
|  |   | 6.6.3b (3.2.3b) | Restructure SF Combat Leaders Course<br><i>OPR: AFSFC/SFOT A7S Priority #4</i>  |
|  |   | 6.6.3c (3.2.3c) | Enhance Intel LP content and add Intel instructor to SF Tech Training courses (BOC, AOC, GDCC, 7-Lvl & CLC)<br><i>OPR: AFSFC/SFOT A7S Priority #4</i> |



## GOAL / OBJECTIVES / TASKS

**Goal 6:** Optimize training life cycle in order to deliver progressive and coherent operationally focused training.

**CHAMPIONS:** AFSFC/SFO

| Objective | Sub-Objective | Tasks              |  |
|-----------|---------------|--------------------|--|
|           |               | 6.6.3d<br>(3.2.3d) | Develop Air Provost (Civ<br>Guards/Police) master train-<br>ing plan<br><i>OPR: AFSFC/SFOT</i><br><i>A7S Priority #4</i> |



## GOAL / OBJECTIVES / TASKS

**Goal 7:** Standardize the requirements process through development selection, acquisition and sustainment.

**CHAMPIONS:** AFSFC/SFX

| Objective   | Tasks |   |
|---|-------|---|
| <p>7.1 Ensure acquisition excellence for Security Forces by centrally managing career-field requirements.</p> <p>CHAMPION: AFSFC/SFXR</p> | 7.1a  | <p>Re-establish SF Requirements Working Group (SFRWG) as central management and standardization tool for all SF requirements</p> <p><i>OPR: AFSFC/SFXR</i> <span style="float: right;"><i>A7S Priority #5</i></span></p>  |
|   | 7.1b  | <p>Re-accomplish and re-staff Equipment and Weapons Configuration Board (EWCB) charter and bring in-line with SFRWG and Force Protection Commodities Council (FPCC) duties and responsibilities</p> <p><i>OPR: AFSFC/SFXR</i> <span style="float: right;"><i>A7S Priority #5</i></span></p> |
|   | 7.1c  | <p>Identify and catalogue the SF Enterprise Information Technology Data Repository (EITDR) portfolio for A7S</p> <p><i>OPR: AFSFC/SFXR</i> <span style="float: right;"><i>A7S Priority #5</i></span></p>  |
|   | 7.1d  | <p>Build process to manage EITDR portfolio</p> <p><i>OPR: AFSFC/SFXR</i> <span style="float: right;"><i>A7S Priority #5</i></span></p>  |
|   | 7.1e  | <p>Update Integrated Defense Capabilities Document (CDD) to provide for future system acquisitions for the SF career field across the spectrum of security operations</p> <p><i>OPR: AFSFC/SFXR</i> <span style="float: right;"><i>A7S Priority #5</i></span></p>                           |



## GOAL / OBJECTIVES / TASKS

**Goal 7:** Standardize the requirements process through development selection, acquisition and sustainment.

**CHAMPIONS:** AFSFC/SFX

| Objective | Tasks |   |
|-----------|-------|---|
|           | 7.1f  | Develop Non-Lethal Weapons (NLW) CDD to provide for future system acquisitions for the SF career field across the spectrum of security operations<br><i>OPR: AFSFC/SFXN</i> <span style="float: right;"><i>A7S Priority #5</i></span>   |
|           | 7.1g  | Design, build and field SF automated requirements submission process providing access at every level and with complete visibility/transparency throughout the requirements staffing process <ul style="list-style-type: none"> <li>• Develop and field web-based ID toolkit</li> </ul> <i>OPR: AFSFC/SFXR</i> <span style="float: right;"><i>A7S Priority #5</i></span> |
|           | 7.1h  | Codify requirements process within guiding instructions for compliance<br><i>OPR: AFSFC/SFXR</i> <span style="float: right;"><i>A7S Priority #5</i></span>  |
|           | 7.1i  | Develop automated feedback mechanism for fielded equipment/systems <ul style="list-style-type: none"> <li>• Maintain web-based ID toolkit</li> </ul> <i>OPR: AFSFC/SFXR</i> <span style="float: right;"><i>A7S Priority #5</i></span>   |



## GOAL / OBJECTIVES / TASKS

**Goal 7:** Standardize the requirements process through development selection, acquisition and sustainment.

**CHAMPIONS:** AFSFC/SFX

| Objective  | Tasks |  |
|--|-------|--|
| 7.2 Provide appropriate security for PL1N resources via a robust electronic sensor system refresh/ security modernization program.<br><br>CHAMPION: AFSFC/SFXR | 7.2a  | Deliver a modernized WSA refresh to Minot AFB<br><i>OPR: AFSFC/SFXR A7S Priorities #1 &amp; #5</i>   |
|  | 7.2b  | Deliver a modernized system refresh for KUMMSC<br><i>OPR: AFSFC/SFXR A7S Priorities #1 &amp; #5</i>  |
|  | 7.2c  | Deliver a modernized WSA system refresh to Whiteman AFB<br><i>OPR: AFSFC/SFXR A7S Priorities #1 &amp; #5</i>   |
|  | 7.2d  | Provide expertise/support to WS3 modernization effort<br><i>OPR: AFSFC/SFXR A7S Priorities #1 &amp; #5</i>   |
|  | 7.2e  | Complete Remote Tactical Engagement System (Gen 3) certification and approve technology for future WSA refresh efforts<br><i>OPR: AFSFC/SFXR A7S Priorities #1 &amp; #5</i>  |
|  | 7.2f  | Provide expertise to help fix existing Remote Visual Assessment (RVA) systems to allow for greatest capability in supporting PL1N assets and to test, certify and guide future RVA acquisitions<br><i>OPR: AFSFC/SFXR A7S Priorities #1 &amp; #5</i> |
|  | 7.2g  | Complete R&D on Identify Friend or Foe for ground based RADARs and certify installation solution for WSA use<br><i>OPR: AFSFC/SFXR A7S Priorities #1 &amp; #5</i>  |



## GOAL / OBJECTIVES / TASKS

**Goal 7:** Standardize the requirements process through development selection, acquisition and sustainment.

**CHAMPIONS:** AFSFC/SFX

| <b>Objective</b>   |                      | <b>Tasks</b>   |  |
|--|----------------------|----------------|--|
|  |                      | 7.2h           | Codify modernization/refresh process and post on SF CoP<br><i>OPR: AFSFC/SFXR      A7S Priorities #1 &amp; #5</i>  |
| <b>Objective</b>   | <b>Sub-Objective</b> | <b>Tasks</b>   |  |
| 7.3 (5.1) Ensure policy and strategy are in place to maximize resources.<br><br>Champion:<br>AFSFC/SFX |                      | 7.3a<br>(5.1a) | Central Procurement of Dye-Marking Cartridge Weapon Adapters<br><i>OPR: AFSFC/SFXW</i><br><br><i>A7S Priority #5</i>   |
|  |                      | 7.3b<br>(5.1b) | Standardize SF equipment buys (does not include physical security equipment)<br><i>OPR: AFSFC/SFXX</i><br><br><i>A7S Priority #5</i>                                     |
|  |                      | 7.3c<br>(5.1c) | Field a process that integrates FP Commodity Council initiatives with the A4L Combat Airman Initiative<br><i>OPR: AFSFC/SFXX</i><br><br><i>A7S Priority #5</i>           |
|  |                      | 7.3d<br>(5.1d) | Provide an update PMD that redefines ESC role in physical security and effectively uses ESC in acquisition/fielding<br><i>OPR: AF/A7SX</i><br><br><i>A7S Priority #5</i> |



## GOAL / OBJECTIVES / TASKS

**Goal 8:** Deliver enduring Integrated Defense (ID) in order to enable the war-fighter mission(s).

**CHAMPIONS:** AFSFC/SFO

| Objective  | Tasks |  |
|--|-------|--|
| 8.1 Write/revise policy and guidance, and associated evaluative processes to promulgate Integrated Defense (ID).<br><br>CHAMPION: AFSFC/SFOZ | 8.1a  | Rewrite/revise the following directives <ul style="list-style-type: none"> <li>• AFPD 31-1</li> <li>• AFI 31-109</li> <li>• AFI 31-101</li> </ul> <i>OPR: AFSFC/SFOZ</i> <span style="float: right;"><i>A7S Priority #4</i></span>   |
|  | 8.1b  | Establish evaluative ID processes/ checklists <ul style="list-style-type: none"> <li>• Establish appropriate IG checklists</li> <li>• Incorporate ID constructs into AF Vulnerability Assessment processes</li> </ul> Incorporate ID training into SF/IG and AF Vulnerability Assessment (AFVA) Team training programs: Establish IG/ AFVA ID training template; Conduct initial IG ID training; Conduct ID training with AFVA Teams<br><br><i>OPR: AFSFC/SFOZ</i> <span style="float: right;"><i>A7S Priority #4</i></span> |
|  | 8.1c  | Create/implement AFPDs 31-1 and 31-2 migration plan<br><br><i>OPR: AFSFC/SFOZ</i> <span style="float: right;"><i>A7S Priority #4</i></span>  |
|  | 8.1d  | Incorporate ID principles into AFI 31-200 series<br><br><i>OPR: AFSFC/SFOP</i> <span style="float: right;"><i>A7S Priority #4</i></span>   |



## GOAL / OBJECTIVES / TASKS

**Goal 8:** Deliver enduring Integrated Defense (ID) in order to enable the war-fighter mission(s).

**CHAMPIONS:** AFSFC/SFO

| Objective  | Tasks |   |
|--|-------|---|
| 8.2 Infuse core ID principles/ concepts into AF training curriculums commensurate with an Airman’s perspective roles and responsibilities.<br><br>CHAMPION: AFSFC/SFOZ | 8.2a  | Incorporate ID into appropriate SF training curriculums <ul style="list-style-type: none"> <li>• 7-Level Course</li> <li>• Combat Leader’s Course</li> <li>• Officer’s Courses (Basic and Advanced)</li> </ul> <i>OPR: AFSFC/SFOT</i> <span style="float: right;"><i>A7S Priority #4</i></span>       |
|  | 8.2b  | Advocate inclusion of ID principles into AF PME courses <ul style="list-style-type: none"> <li>• Identify courses best suited for inclusion</li> <li>• Create desired ID template for inclusion into courses</li> </ul> <i>OPR: AF/A7SM</i> <span style="float: right;"><i>A7S Priority #4</i></span> |
| 8.3 Develop, maintain and sustain ID technologies.<br><br>CHAMPION: AFSFC/SFOZ   | 8.3a  | Solicit ID contract for software development/sustainment<br><br><i>OPR: AFSFC/SFOZ</i> <span style="float: right;"><i>A7S Priority #4</i></span>  |
|  | 8.3b  | Field ForcePRO v2.1<br><br><i>OPR: AFSFC/SFOZ</i> <span style="float: right;"><i>A7S Priority #4</i></span>   |
|  | 8.3c  | Identify the best web-based IDRMP software solution and submit funding request<br><br><i>OPR: AFSFC/SFOZ</i> <span style="float: right;"><i>A7S Priority #4</i></span>  |



## GOAL / OBJECTIVES / TASKS

**Goal 8:** Deliver enduring Integrated Defense (ID) in order to enable the war-fighter mission(s).

**CHAMPIONS:** AFSFC/SFO

| Objective  | Tasks |  |
|--|-------|--|
| 8.3 Develop, maintain and sustain ID technologies.<br><br>CHAMPION: AFSFC/SFOZ | 8.3d  | Develop, test and field IDC2COP to enhance SF C2 and manage the response to incidents<br><br><i>OPR: AFSFC/SFXR</i> <span style="float: right;"><i>A7S Priority #4</i></span>  |
|  | 8.3e  | Acquire latest Small Unmanned Aerial Systems (SUAS) systems for SF enterprise, maintain a current configuration control, and ensure system sustainment for fielded platforms<br><br><i>OPR: AFSFC/SFXR</i> <span style="float: right;"><i>A7S Priority #4</i></span>                 |
|  | 8.3f  | Acquire and field latest SF Common Remote Operating Weapons Systems (CROWS) for SF enterprise, maintain a current configuration control, and ensure system sustainment for fielded platforms<br><br><i>OPR: AFSFC/SFXR</i> <span style="float: right;"><i>A7S Priority #4</i></span> |
|  | 8.3g  | Acquire and field latest SF Combat Vehicles and Roll-Over Trainers (MRAP/HMMWV/etc.), maintain a current configuration control, deployment, sustainment and overall management of program<br><br><i>OPR: AFSFC/SFXR</i> <span style="float: right;"><i>A7S Priority #4</i></span>    |



## GOAL / OBJECTIVES / TASKS

**Goal 8:** Deliver enduring Integrated Defense (ID) in order to enable the war-fighter mission(s).

**CHAMPIONS:** AFSFC/SFO

| Objective  | Tasks |  |
|--|-------|--|
| 8.3 Develop, maintain and sustain ID technologies.<br><br>CHAMPION: AFSFC/SFOZ | 8.3h  | Sustain current Tactical Automated Security System (TASS) <ul style="list-style-type: none"> <li>• Re-open production line for end-of-life critical components and fill critical shortfalls</li> <li>• Reconsolidate TASS, re-furbish components, and re-field fully-capable TASS LOGDETs to units with verified FAM requirements</li> </ul> <i>OPR: AFSFC/SFXR                      A7S Priority #4</i> |
|  | 8.3i  | Develop and field the next generation of tactical sensor system <ul style="list-style-type: none"> <li>• Develop and staff requirements for the next generation of tactical sensor system to replace TASS</li> </ul> <i>OPR: AFSFC/SFXR                      A7S Priority #4</i>   |
|  | 8.3j  | Fund, purchase and sustain Defense Biometrics Identification System (DBIDS) for all AF bases<br><i>OPR: AFSFC/SFXR                      A7S Priority #4</i>  |
|  | 8.3k  | Participate in the Defense Installation Access Control (DIAC) testing to assist in developing a DoD-wide solution(s) for installation access control<br><i>OPR: AFSFC/SFXR                      A7S Priority #4</i>  |



## GOAL / OBJECTIVES / TASKS

**Goal 8:** Deliver enduring Integrated Defense (ID) in order to enable the war-fighter mission(s).

**CHAMPIONS:** AFSFC/SFO

| Objective | Tasks |  |
|-----------|-------|--|
|           | 8.3l  | Complete testing of Automated Installation Entry Control System (AIECS) at MacDill AFB, FL and Barnes ANGB, Westfield, MA<br><i>OPR: AFSFC/SFXR      A7S Priority #4</i>                                 |
|           | 8.3m  | Install Army Automated Installation Entry (AIE) system at Site C-3 and formally test and evaluate utility for future AF entry control system architecture<br><i>OPR: AFSFC/SFXR      A7S Priority #4</i> |

| Objective   | Sub-Objective | Tasks       |  |
|---|---------------|-------------|--|
| 8.4 (1.1) Provide enhanced nuclear physical security capability.<br>CHAMPION: AFSFC/SFXR  |               | 8.4a (1.1d) | Deliver Nuclear Sensor Systems through recurring refreshes<br><i>OPR: AFSFC/SFXR      A7S Priorities #1 &amp; #4</i> |
| 8.5 (1.5) Deliver capabilities that improve war-fighter equipment (enhance and standardize operational SF equipment and requirements programs).<br>CHAMPION: AFSFC/SFXN |               | 8.5a (1.5a) | Field Improved Flash Bang Grenade<br><i>OPR: AFSFC/SFXN      A7S Priority #4</i>                                     |
|   |               | 8.5b (1.5b) | Provide Report on Virtual Battlespace Simulation 2<br><i>OPR: AFSFC/SFOM      A7S Priority #4</i>                    |



## GOAL / OBJECTIVES / TASKS

**Goal 8:** Deliver enduring Integrated Defense (ID) in order to enable the war-fighter mission(s).

**CHAMPIONS:** AFSFC/SFO

| Objective   | Sub-Objective  | Tasks           |  |
|---|--|-----------------|--|
| 8.6 (2.1) Deliver improved military working dog (MWD) capability to DoD.<br><br>CHAMPION:<br>AFSFC/SFOD | 8.6.1 (2.1.1) Deliver a DoD MWD program that provides a full range of MWD capabilities | 8.6.1a (2.1.1b) | Implement a Joint Service MWD Research and Development (R&D) activity focused on improving MWD Team capabilities, training techniques and utilization practices.<br><br><i>OPR: AFSFC/SFOD A7S Priority #2</i> |
|   | 8.6.2 (2.1.2) Deliver improved DoD MWD training programs                               | 8.6.2a (2.1.2a) | Revise the DoD MWD Center's handler courses curricula to meet the near and long term needs of installations and Combatant Commanders<br><br><i>OPR: AFSFC/SFOD A7S Priority #2</i>                             |
| 8.7 (2.2) Implement integrated defense capability.<br><br>CHAMPION:<br>AF/A7SO                          | 8.7.1 (2.2.1) Create/update antiterrorism and force protection guidance                | 8.7.1a (2.2.1b) | Publish AFPD 10-38 (FP)<br><i>OPR: AF/A7SO A7S Priority #2</i>   |
|   |  | 8.7.1b (2.2.1d) | Enhance AT Training<br><i>OPR: AFSFC/SFOZ A7S Priority #2</i>  |
|   |  | 8.7.1c (2.2.1e) | Centralize/Consolidate the AF Vulnerability Assessment Programs<br><i>OPR: AFSFC/SFOZ A7S Priority #2</i>  |



## GOAL / OBJECTIVES / TASKS

**Goal 8:** Deliver enduring Integrated Defense (ID) in order to enable the war-fighter mission(s).

**CHAMPIONS:** AFSFC/SFO

| Objective | Sub-Objective   | Tasks              |   |
|-----------|---|--------------------|---|
|           | 8.7.2 (2.2.2) Create/update integrated defense guidance | 8.7.2a<br>(2.2.2c) | Standardize EC Procedures (Including Implementing DoD Access Control Policy Mandated by NDAA 2008, Sec 1069)<br><i>OPR: AF/A7SO A7S Priority #2</i> |
|           |   | 8.7.2b<br>(2.2.2d) | Publish SF guidance to implement HSPD-12<br><i>OPR: AF/A7SO A7S Priority #2</i>   |
|           |   | 8.7.2c<br>(2.2.2e) | Develop Policy to Accommodate removal of SSN from CAC<br><i>OPR: AFSFC/SFOZ A7S Priority #2</i>   |
|           |   | 8.7.2d<br>(2.2.2f) | Publish AFI 31-101 as a Regulation<br><i>OPR: AFSFC/SFOZ A7S Priority #2</i>  |
|           |   | 8.7.2e<br>(2.2.2j) | Provide Input to AFDD 3-10, <i>Force Protection</i><br><i>OPR: AF/A7SO A7S Priority #2</i>  |



## GOAL / OBJECTIVES / TASKS

**Goal 8:** Deliver enduring Integrated Defense (ID) in order to enable the war-fighter mission(s).

**CHAMPIONS:** AFSFC/SFO

| Objective  | Sub-Objective | Tasks                              |  |
|--|---------------|------------------------------------|--|
| <p>8.8 (2.6) Develop clear non-lethal weapon (NLW) policy and guidance allowing AF and Security Forces to better meet current and future operational requirements.</p> <p>CHAMPION:<br/>AFSFC/SFXN</p> |               | <p>8.8a<br/>(2.6a, 2.6c, 2.6d)</p> | <p>Update AF NLW Capabilities CONOPS &amp; SF CONEMP for NL Capability Set and develop appropriate CDDs for the use of counter-personnel and counter-material application of NLWs (Publish SF document on Employment and Use of NLW)</p> <p><i>OPR: AFSFC/SFXN A7S Priority #2</i></p> |
| <p>8.9 (3.3) Deliver capabilities which improve war-fighter equipment (enhance and standardize operational SF equipment and requirements programs)</p> <p>CHAMPION:<br/>AFSFC/SFXR</p>                 |               | <p>8.9a<br/>(3.3f)</p>             | <p>Demonstrate Immediate Vascular Access (IVA) (Bone IV)</p> <p><i>OPR: AFSFC/SFXI A7S Priority #4</i></p>   |
|  |               | <p>8.9cb<br/>(3.3g)</p>            | <p>Field Integrated Defense Command &amp; Control Common Operating Picture</p> <p><i>OPR: AFSFC/SFXR A7S Priority #4</i></p>   |
|  |               | <p>8.9c<br/>(3.3k)</p>             | <p>Acquire AF Force Protection Intelligence (FPI) Facilities (start project in 2009)</p> <p><i>OPR: AF/A7SO A7S Priority #4</i></p>  |



## GOAL / OBJECTIVES / TASKS

**Goal 8:** Deliver enduring Integrated Defense (ID) in order to enable the war-fighter mission(s).

**CHAMPIONS:** AFSFC/SFO

| Objective  | Sub-Objective  | Tasks               |  |
|--|--|---------------------|--|
|  |  | 8.9d<br>(3.3L)      | Provide report on technology to replace AF Form 1109s<br><i>OPR: AFSFC/SFXR A7S Priority #4</i>          |
|  |  | 8.9e<br>(3.3n)      | Defense Biometric Identification System (DBIDS) implementation<br><i>OPR: AFSFC/SFXR A7S Priority #4</i> |
| 8.10 (3.4) Deliver improved small arms capabilities<br><br>CHAMPION:<br>AFSFC/SFXW | 8.10.1 (3.4.1) Develop clear small arms policy and guidance allowing AF and Security Forces to better meet current and future operational requirements | 8.10.1a<br>(3.4.1b) | Update AFMAN 31-229<br><i>OPR: AFSFC/SFXW A7S Priority #4</i>  |
|  |  | 8.10.1b<br>(3.4.1c) | Update AFMAN 36-2227, Volume I<br><i>OPR: AFSFC/SFXW A7S Priority #4</i>                                 |
|  |  | 8.10.1c<br>(3.4.1d) | Update AFMAN 36-2227, Volume II<br><i>OPR: AFSFC/SFXW A7S Priority #4</i>                                |
|  |  | 8.10.1d<br>(3.4.1e) | Update Weapons Qualification Lesson Plans<br><i>OPR: AFSFC/SFXW A7S Priority #4</i>                      |
|  |  | 8.10.1e<br>(3.4.1f) | Publish Shoot, Move and Communicate (SMC) Course<br><i>OPR: AFSFC/SFXW A7S Priority #4</i>               |
|  |  | 8.10.1f<br>(3.4.1g) | Publish Rifle/Carbine and Handgun Courses<br><i>OPR: AFSFC/SFXW A7S Priority #4</i>                      |



## GOAL / OBJECTIVES / TASKS

**Goal 8:** Deliver enduring Integrated Defense (ID) in order to enable the war-fighter mission(s).

**CHAMPIONS:** AFSFC/SFO

| Objective  | Sub-Objective  | Tasks            |   |
|--|--|------------------|---|
|  | 8.10.2 (3.4.2) Enhance and standardize AF and SF small arms capabilities | 8.10.2a (3.4.2a) | Develop Standardized Small Arms Range Design Template<br><i>OPR: AFSFC/SFXW A7S Priority #4</i>                 |
|  |  | 8.10.2b (3.4.2b) | Develop AF Standardized Indoor Small Arms Range<br><i>OPR: AFSFC/SFXW A7S Priority #4</i>                       |
| 8.11 (3.5) Deliver new training and equipment in non-lethal weapons (NLW) to provide capabilities that allow AF security forces to better meet current and future operational capabilities.<br><br>CHAMPION:<br>AFSFC/SFXN |  | 8.11a (3.5a)     | Publish NLW Requirements Documents with MAJCOMs Based Off CBA Process<br><i>OPR: AFSFC/SFXN A7S Priority #4</i> |
|  |  | 8.11b (3.5c)     | Provide Report on OC Pepper Spray for SF<br><i>OPR: AFSFC/SFXN A7S Priority #4</i>                              |
|  |  | 8.11c (3.5d)     | Provide Report on New Escalation of Force Kits<br><i>OPR: AFSFC/SFXN A7S Priority #4</i>                        |



## GOAL / OBJECTIVES / TASKS

**Goal 8:** Deliver enduring Integrated Defense (ID) in order to enable the war-fighter mission(s).

**CHAMPIONS:** AFSFC/SFO

| Objective   | Sub-Objective | Tasks           |   |
|---|---------------|-----------------|---|
| 8.12 (3.6) Determine and implement any necessary personnel/force protection improvements resulting from the Ft Hood follow-up review.<br><br>CHAMPION:<br>AF/A7SO |               | 8.12a<br>(3.6a) | Implement active Shooter Response Training<br><i>OPR: AFSFC/SFOP</i><br><br><i>A7S Priority #4</i>  |
|   |               | 8.12b<br>(3.6b) | Develop AFI 31-2X on Access control Procedures<br><i>OPR: AF/A7SO</i><br><br><i>A7S Priority #4</i>   |
|   |               | 8.12c<br>(3.6c) | Defense Biometric Identification System (DBIDS) on track for installation at 90% bases<br><i>OPR: AF/A7SO</i><br><br><i>A7S Priority #4</i> |
|   |               | 8.12d<br>(3.6d) | Revise AFI 10-245<br><i>OPR: AFSFC/SFOZ</i><br><br><i>A7S Priority #4</i>   |



## GOAL / OBJECTIVES / TASKS

**Goal 9:** Establish and sustain a process to identify and understand near and long term specified threats to the war-fighter mission(s) in order to deliver effects.

**CHAMPIONS:** AFSFC/SPC

| Objective   | Tasks |   |
|---|-------|---|
| 9.1 Promulgate and sustain a tailored Integrated Defense (ID) threat assessment to the SF career field to include near and long term specified threats, conditions and environmental challenges.<br><br>CHAMPION: AFSFC/SPC | 9.1a  | Recruit and hire a dedicated Intelligence Specialist<br><i>OPR: AFSFC/SPC      A7S Priorities #2 &amp; #4</i>   |
|   | 9.1b  | Develop threat assessment for the SF career field from all available sources to be used as a near and long term planning tool<br><i>OPR: AFSFC/SPC      A7S Priorities #2 &amp; #4</i>                              |
|   | 9.1c  | Conduct weekly Intelligence briefings for AFSFC and A7S staffs and other periodic Intelligence briefings as directed<br><i>OPR: AFSFC/SPC      A7S Priorities #2 &amp; #4</i>                                       |
|   | 9.1d  | Provide advice to A7S, AFSFC and MAJCOM A7S staffs to support planning and support for Challenge Analysis phase of the Deliberate Planning Framework (DPF)<br><i>OPR: AFSFC/SPC      A7S Priorities #2 &amp; #4</i> |
|   | 9.1e  | Establish a systematic process to continuously assess and address the conventional, nuclear and deployed security environments<br><i>OPR: AFSFC/SPC      A7S Priorities #2 &amp; #4</i>                             |



## GOAL / OBJECTIVES / TASKS

**Goal 9:** Establish and sustain a process to identify and understand near and long term specified threats to the war-fighter mission(s) in order to deliver effects.

**CHAMPIONS:** AFSFC/SPC

| <b>Objective</b>  |  | <b>Tasks</b>    |  |
|---|--|-----------------|--|
|   |  | 9.1f            | Conduct SF specific Intelligence briefings for the semi-annual Executive Council Meetings and Annual SF World-Wide Conference<br><i>OPR: AFSFC/SPC      A7S Priorities #2 &amp; #4</i> |
| <b>Objective</b>  | <b>Sub-Objective</b>   | <b>Tasks</b>    |  |
| 9.2 (1.2) Assess Security Forces capability needs to meet future threats and Operate in future environments.<br><br>CHAMPION:<br>AFSFC/SFOM | 9.2.1 (1.2.1) Define/analyze Security Forces organizational, training and equipping to meet future needs | 9.2.1a (1.2.1a) | Support AVERT data collections and VV&A<br><i>OPR: AFSFC/SFOM</i><br><br><i>A7S Priority #4</i>  |



## GOAL / OBJECTIVES / TASKS

**Goal 10:** Enhance and sustain advocacy for SF air centric expertise in order to increase recognition as the organization of choice to deliver air-minded ID.

**CHAMPIONS:** AFSFC/SPC

| Objective   | Tasks |   |
|---|-------|---|
| 10.1 Develop and execute an AF/ A7S Communications Plan to inform and gain advocacy for the SF career field.<br><br>CHAMPION: AFSFC/SPC | 10.1a | Design an engagement strategy framework document and implement corresponding communications plan<br><i>OPR: AFSFC/SPC</i><br><i>A7S Priority #2, 3 &amp; 4</i>                  |
|   | 10.1b | Identify key audiences to engage with the SF Communications Plan<br><i>OPR: AFSFC/SPC</i><br><i>A7S Priority #2, 3 &amp; 4</i>  |
|   | 10.1c | Develop tailored messages and delivery mechanisms within the SF Communications Plan for each of the key audiences<br><i>OPR: AFSFC/SPC</i><br><i>A7S Priority #2, 3 &amp; 4</i> |



# REFERENCES

HQ Security Forces Master Action Plan 2010-2015

CSAF Vector 2010

USAF Agile Combat Support (ACS) Core Function Master Plan 2010

2010 Quadrennial Defense Review (QDR)

2010 National Security Strategy (NSS)

2008 National Defense Strategy (NDS)

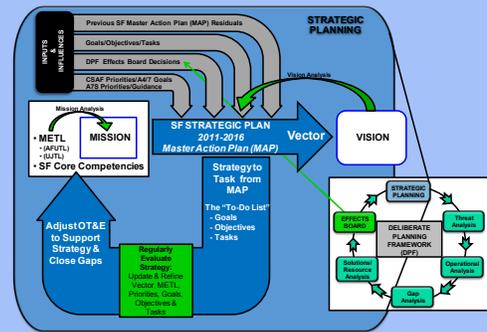
2011 National Military Strategy (NMS)

2010 Joint Operating Environment (The 2010 JOE)

2010 Combat Air Force Strategic Plan



## Where we've been...



## Where we're going...

- Alignment
- Common Mission and Vision Statements
- Deliberate Planning Framework
- Effects Based planning
- Gap Analysis and Effects Based Resolutions
- Long term Strategic Planning and Guidance
- Increased Resiliency