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Command Policy

AIR MOBILITY STRATEGIC PLANNING



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFD 90-1, Strategic Planning and Policy Formulation and provides guidance on the Mobility Air Forces (MAF) planning process. It provides definitions and establishes HQ AMC staff agency responsibilities in the preparation, coordination, and dissemination of the MAF Strategic Plan. Although participation is highly encouraged, this instruction does not directly apply to Air National Guard (ANG) or Air Force Reserve Command (AFRC) units and members. Comments on ways to improve this product should be provided to AMC/XPX, 402 Scott Drive, Unit 3L3, Scott AFB IL 62225-5307, DSN 779-4671

1. General.

1.1. Purpose. HQ AMC is lead command for Air Mobility and is responsible for managing the process that identifies future needs for the Mobility Air Forces (MAF). Future needs include material solutions obtained through the requirements generation and modernization processes and nonmaterial solutions such as process improvements and policy changes. The Air Mobility Strategic Planning Process is the vehicle employed to communicate and incorporate those needs into the AF and joint modernization planning process. MAF CC/CVs use the plan to assess the future operating environment, identify critical mission areas, mission categories, and support processes required of the MAF to support National Security Strategy (NSS) and National Military Strategy (NMS). The plan outlines critical deficiencies that negatively impact the MAF's ability to meet mission requirements. Roadmaps explain the impact of deficiencies and provide detailed solutions (material and nonmaterial) to overcome them. The plan is also used to spur Research and Development (R&D) for innovative solutions to deficiencies. Based on the outcome of the planning process, the commander's assessment provides an overall picture of the state of air mobility today, in the short, mid, and long term within the Air Force Program Projection (AFPP).

1.2. Definitions.

1.2.1. Planning Guidance. Any senior leadership guidance providing direction. These documents include, but are not limited to: National Security Strategy; National Military Strategy; Defense Planning Guidance; Joint Vision 20XX; Air Force Vision; Air Force Strategic Plan (AFSP); Annual Planning and Programming Guidance; and Air Force Program Projection.

1.2.2. Office of Primary Responsibility (OPR). Functional expert responsible for providing information on their area of expertise.

1.2.3. Office of Collateral Responsibility (OCR). Points of contact (POCs) who have not been identified as OPRs, but who have additional information in their area of expertise to add clarity to information provided by the OPR. OCRs may be sought out by OPRs for their particular area of expertise.

1.2.4. Mission Area Assessment (MAA). Assessment process designed to identify the future operating environment, mission categories and support processes and capabilities necessary to accomplish the mission.

1.2.5. Mission Needs Analysis (MNA). Analysis process used to identify required capabilities, current capabilities, and deficiencies.

1.2.6. Mission Solution Analysis (MSA). Analysis process used to identify solutions to overcome deficiencies.

1.2.7. Emerging Issues. Issues identified either too late in the planning process to be included in the published plan or new issues that arise after publication of the plan. Emerging issues will be explored and validated.

1.2.8. Goals. Overarching, broad direction for the long-term future of air mobility.

1.2.9. Roadmaps. Executive summaries for key areas and weapon systems.

2. Roles and Responsibilities.

2.1. MAF Council. Chaired by the AMC/CV, membership on the MAF council is the AMC council as described in AMCI 90-103 with additional 2-digit representation from each of the MAF components (ACC/XP, ACC/DR, AETC, AFSOC, AFRC, ANG, PACAF, USAFE, AFMC, AC2ISRC, USSOUTHAF, CENTAF and 3 FIR/CC). The council provides 2-digit coordination of strategic planning products and documents.

2.2. Planning Review Board (PRB). Chaired by HQ AMC/XPX, this board serves as 3-digit coordination for all strategic planning process products and documents produced by the strategic planning Mission Area Teams (MAT)/Mission Support Team (MST). Primary members each have one vote. The chairperson will vote only in case of a tie. Advisory members are subject matter experts. Primary members of the PRB are identified in [Table 1](#). Advisory members are shown in [Table 2](#). PRB responsibilities are shown in [Table 3](#). The PRB will meet quarterly, or more frequently if required.

Table 1. PRB Primary Members

3 FIR/CC	AMC/INY
AC2ISRC/C2M	AMC/LGX
ACC/XPX, ACC/DRP	AMC/SCX
AETC	AMC/SFX
AFMC	AMC/SGX
AFRC	AMC/XPR
AFSOC	ANG/XPX
AMC/CEP	PACAF
AMC/DOX	TACC/XON
AMC/DPX	USAFE

Table 2. PRB Advisory Members

12 AF/USSOUTHAF	AMC/DOR	AMC/LGB
15 AF	AMC/DOT	AMC/LGF
21 AF	AMC/DOV	AMC/PAR
9 AF/CENTAF	AMC/DOW	AMC/SVX
AFSPC	AMC/DOY	AMC/TEA
AMC/DOA	AMC/DOZ	AMC/TEP
AMC/DOF	AMC/FMP	AMC/XPB
AMC/DOG	AMC/HCX	AMC/XPL
AMC/DOK	AMC/IGI	AMC/XPM
AMC/DON	AMC/IGP	AMC/XPP
AMC/DOO	AMC/JAV	AMC/XPY
AMC/DOP	AMC/LGA	AMWC
TACC/XOC	TACC/XOB	TACC/XOG
TACC/XOO	TACC/XOP	TACC/XOR
TACC/XOW	TACC/XOZ	

Table 3. PRB Responsibilities

PLANNING PROCESS PHASE	TASK
Mission Area Assessment (MAA)	Approve mission capability statement(s) developed by the MAT/MST
	Approve mission categories and support processes developed by the MAT/MST
Mission Needs Analysis (MNA)	Approve current capabilities developed by the MAT/MST

PLANNING PROCESS PHASE**TASK**

Approve deficiencies developed by the MAT/MST

Approve categorization of deficiencies based on risk developed by the MAT/MST

Approve deficiencies developed by the MAT/MST

Approve objectives developed by the MAT/MST

Mission Solution Analysis (MSA)

Approve prioritization of solutions identified by MAT/MST

Approve Commander's Assessment developed by the MAT/MST

Approve Strategic Planning process products prepared by MAT/MST for coordination and presentation when directed by AMC/XPX and forward to MAF Council where appropriate

2.3. Mission Area Team (MAT)/Mission Support Team (MST). The MATs/MST serve as the focal point for all strategic planning activities pertaining to the Airlift and Air Refueling mission areas and the Air Mobility Support processes. The MATs/MST shall meet quarterly or more frequently if required. The MATs/MST responsibilities are shown in [Table 4](#).

Table 4. MAT/MST Responsibilities.

PLANNING PROCESS PHASE	TASK
Mission Area Assessment (MAA)	<p>Develop mission capability statement(s) for applicable Mission Area or Air Mobility Support Process</p> <p>Develop mission categories or support processes as applicable</p>
Mission Needs Analysis (MNA)	<p>Assess current Mission Area or Air Mobility Support Process capabilities as applicable</p> <p>Identify Mission Area or Air Mobility Support Process deficiencies as applicable</p> <p>Categorize Mission Area or Air Mobility Support Process deficiencies based on risk as applicable</p> <p>Develop Mission Area or Air Mobility Support Process objectives as applicable</p>
Mission Solution Analysis (MSA)	<p>Identify Mission Area or Air Mobility Support Process solutions as applicable</p> <p>Prioritize Mission Area or Air Mobility Support Process deficiencies as applicable</p> <p>Develop Commander's Assessment for Mission Area or Air Mobility Support Process as applicable</p>

2.3.1. Airlift MAT. The Airlift MAT is the focal point for all strategic planning activities pertaining to the Airlift mission area. The Airlift MAT shall consist of a minimum of the following Working Groups: cargo airlift, passenger airlift, combat delivery, aeromedical evacuation, and special operations. The Airlift MAT Chairperson may organize additional Working Groups as required to meet the responsibilities outlined in para 2.3. above. Leadership of the Working Groups will be directed by the Airlift MAT Chairperson. The Working Groups report directly to the Airlift MAT Chairperson. Chaired by AMC/XPX, membership of the Airlift MAT consists of action officers from the following divisions/organizations.

Table 5. Airlift MAT Membership

12 AF/USSOUTHAF	AMC/DOR	AMC/SGX
15 AF	AMC/DOT	AMC/TEA
21 AF	AMC/DOV	AMC/TEP
9 AF/CENTAF	AMC/DOW	AMC/XPB
AC2ISRC	AMC/DOX	AMC/XPL
ACC/DR	AMC/DOY	AMC/XPM
AETC	AMC/DOZ	AMC/XPP
AFMC	AMC/DPA	AMC/XPR
AFRC	AMC/FMP	AMC/XPX
AFSOC, AFSOC-720 STG	AMC/IGI/IGP	AMC/XPY
AMC/DOF	AMC/INY	AMWC
AMC/DOG	AMC/LGA	ANG/XPX
AMC/DOK	AMC/LGB	PACAF
AMC/DON	AMC/LGX	TACC/XON
AMC/DOO	AMC/SEF	USAFE
TACC/XOO		

2.3.2. Air Refueling Mission Area Team (MAT). The Air Refueling MAT is the focal point for all strategic planning activities pertaining to the Air Refueling mission area. The Air Refueling MAT shall consist of a minimum of the following Working Groups: air refueling and SIOP. The Air Refueling MAT Chairperson may organize additional Working Groups as required to meet the responsibilities outlined in para 2.3. above. Leadership of the Working Groups will be directed by the Air Refueling MAT Chairperson. The Working Groups report directly to the Air Refueling MAT Chairperson. Chaired by AMC/XPX, membership of the Air Refueling MAT consists of action officers from the following divisions/organizations.

Table 6. Air Refueling MAT Membership.

12 AF/USSOUTHAF	AMC/DOR	AMC/TEA
15 AF	AMC/DOT	AMC/TEP
21 AF	AMC/DOV	AMC/XPB
9 AF/CENTAF	AMC/DOW	AMC/XPL
AC2ISRC	AMC/DOX	AMC/XPM
ACC/DOTV	AMC/DPA	AMC/XPP
AETC	AMC/FMP	AMC/XPR
AFMC	AMC/IGP/IGI	AMC/XPX
AFRC	AMC/INY	AMC/XPY
AFSOC	AMC/LGB	AMWC
AMC/DOG	AMC/LGF	ANG/XPX
AMC/DOK	AMC/LGX	PACAF
AMC/DOO	AMC/SEF	TACC/XON
TACC/XOO	AMC/SGX	USAFE
TACC/XOP		

2.3.3. Mission Support Team (MST). The MST is the focal point for all strategic planning activities pertaining to Air Mobility Support Processes. The MST shall consist of a minimum of the following Working Groups: Global Air Mobility Support, Force Protection, IRM/C4I Systems, Cargo and Passenger Handling, Command and Control, Operations Support, Logistics, Information Operations, Base Operating Support, Medical, Intelligence, and Training. The MST Chairperson may organize additional Working Groups as required to meet the responsibilities outlined in para 2.3. above. Leadership of the Working Groups will be directed by the MST Chairperson. The Working Groups report directly to the MST Chairperson. Chaired by AMC/XPX, membership of the MST consists of action officers from the following divisions/organizations.

Table 7. MST Membership.

12 AF/USSOUTHAF	AMC/DOR	AMC/SEG
15 AF	AMC/DOT	AMC/SEW
21 AF	AMC/DOW	AMC/SFX
3FIR	AMC/DOZ	AMC/SGS
9 AF/CENTAF	AMC/DPA	AMC/SGX
AC2ISRC	AMC/DPF	AMC/SVX
ACC/DRMC	AMC/DPX	AMC/TEP
AETC	AMC/FMP	AMC/XPB
AFMC	AMC/HCP	AMC/XPL
AFRC	AMC/IGP	AMC/XPM
AFSOC, AFSOC-720 STG	AMC/INY	AMC/XPP
AMC/CEH	AMC/JAV	AMC/XPR
AMC/CEO	AMC/LGB	AMC/XPX
AMC/CEP	AMC/LGC	AMC/XPY
AMC/CEV	AMC/LGS	AMWC
AMC/DOA	AMC/LGT	ANG/XPX
AMC/DOG	AMC/LGX	PACAF
AMC/DOK	AMC/PAM	TACC/XOC
AMC/DON	AMC/SCR	TACC/XON
AMC/DOO	AMC/SCX	TACC/XOR
AMC/XOP	USAFE	

2.4. AMC/XPX. Facilitates the strategic planning process. Responsible for oversight, publication, and distribution of the Air Mobility Strategic Plan. Maintains the MAF Strategic Planning database.

2.5. AMC/XPR. Advocate for funding and implement funded materiel solutions identified through the Strategic Planning process and assists in solution identification during MSA, including facilitating technology development. Develops and administers a methodology for prioritization of acquisition programs and produces the MAF Acquisition Priority List (APL).

2.6. AMC/XPP. Ensures requirements identified for funding in the AMC and TWCF POM submissions are included in the strategic planning process.

2.7. AMC/LGQ. Facilitates AF Form 1067, Modification Proposal, process. Ensures all AF Form 1067s that provide solutions for deficiencies identified in the strategic plan are reviewed and the mission need validated by the appropriate MAT.

2.8. AMC/SC. Facilitates Communication Systems requirements process. Ensures all communications requirements that provide solutions for deficiencies identified in the strategic plan are reviewed and the mission need validated by the appropriate MAT/MST.

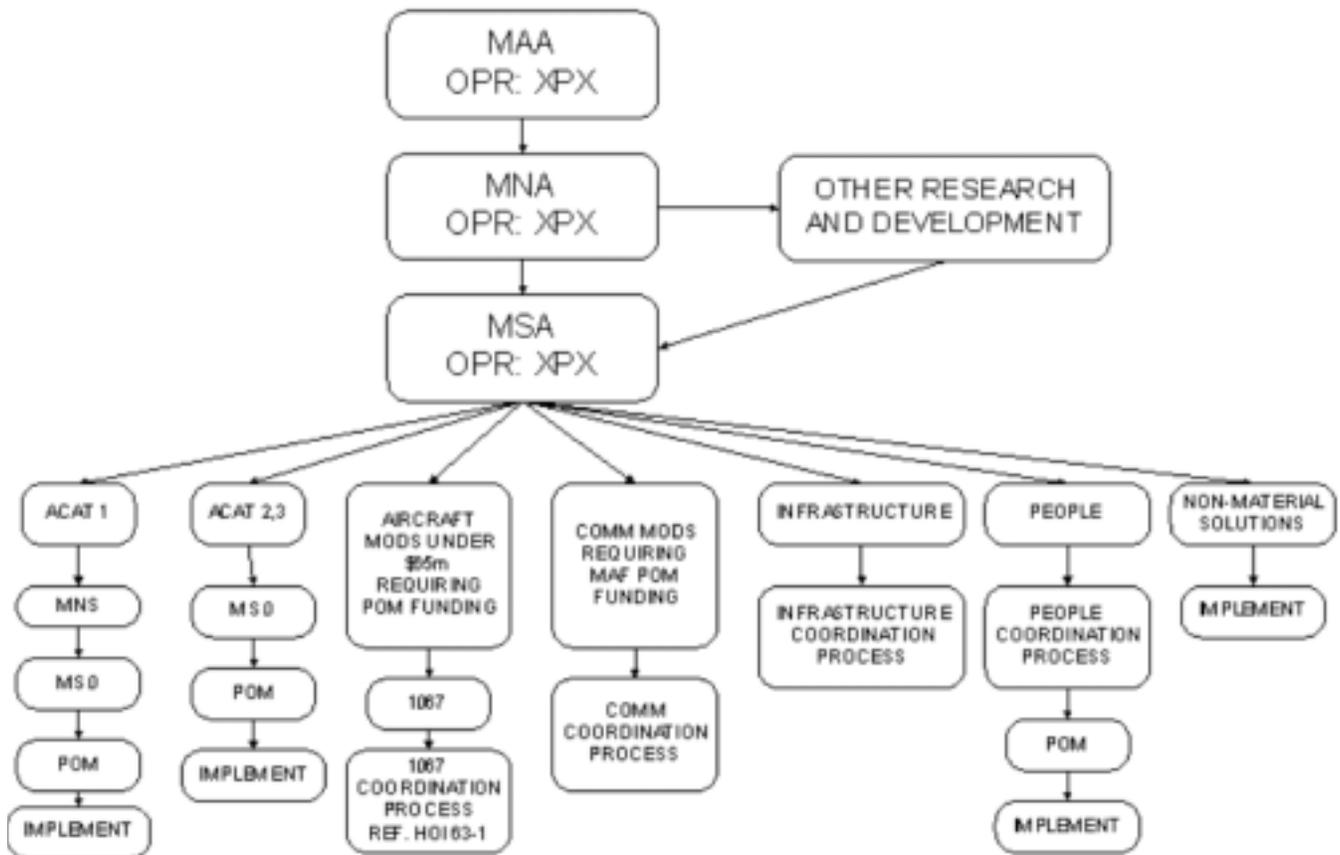
2.9. AMC/CE. Facilitates Infrastructure requirements process. Ensures all infrastructure requirements that provide solutions for deficiencies identified in the strategic plan are reviewed and the mission need validated by the appropriate MAT/MST.

2.10. AMC/DP/XPM. Facilitates Manpower and Manning requirements process. Ensures all manpower and manning requirements that provide solutions for deficiencies identified in the strategic plan are reviewed and the mission need validated by the appropriate MAT/MST.

3. Customers and Users of this Instruction. MAF planners, programmers, and program element monitors; numbered air force, group, wing planners, USTRANSCOM strategic planners, and Central CR registered contractors.

4. Strategic Planning Process. Figure 1. illustrates the Air Mobility Strategic Planning Process.

Figure 1. Air Mobility Strategic Planning Process.



4.1. Mission Area Assessment (MAA). MAA is based on a strategy hierarchy that flows from the National Security Strategy, down through National Military Strategy and Operational Strategy. During MAA, the future operating environment for Air Mobility is identified, as well as mission categories and support processes required for the Air Force Core Competency of Rapid Global Mobility. The major steps of the MAA are:

4.1.1. Reviewing all future environmental trends, reports, and studies.

4.1.2. Conducting a National Strategy Review that includes, but is not limited to, a review of National Security Strategy and National Military Strategy.

4.1.3. Defining broad categorization of Rapid Global Mobility Mission from National Strategy Review.

4.1.4. Developing required capability statements for Air Mobility missions categories and support processes. These will be the basis for the Mission Needs Analysis (MNA) described in para 4.2.

4.2. Mission Needs Analysis (MNA). MNA is based on assessing current and future capabilities against the required capabilities. Where current or future capabilities do not meet required capabilities, a deficiency exists. Each MAT/MST prioritizes deficiencies for their area. The major steps of MNA are:

4.2.1. Assess Capabilities

4.2.2. Validate existing deficiencies and advocacy issues.

4.2.3. Identify new deficiencies and advocacy issues.

4.3. Mission Solution Analysis (MSA). During the MSA, solutions are identified for deficiencies. Roadmaps describe how the MAF will correct deficiencies through materiel and nonmateriel solutions. Commander's assessment, or "stoplight charts," are produced to show the projected readiness of mission categories and support processes. It is important to note that the Strategic Plan is developed and published from a resource-unconstrained perspective. The Acquisition Priority List (APL) is used to identify those areas given priority in allocating our limited resources to fund solutions to our deficiencies. The major steps of MSA are:

4.3.1. Identify solutions for deficiencies.

4.3.2. Prioritize solutions.

4.3.3. Categorize deficiencies/solutions by roadmap.

4.3.4. Build Roadmaps.

4.3.5. Produce Commanders Assessment.

5. Air Mobility Strategic Plan. The Air Mobility Strategic Plan is published biannually. The Air Mobility Strategic Plan is composed of three volumes: Volume 1) Air Mobility Future Environment; Volume 2) Air Mobility Performance Plan; and Volume 3) Air Mobility Modernization Plan. AMC/XPX is responsible for editing, coordination, publication and distribution of the plan, and maintenance of the strategic planning database. The published plan is a snapshot in time based on approved information contained in the strategic planning database. Updates to the database can be made by authorized users at any time and are approved by the PRB quarterly, or as required.

6. Classification. The Air Mobility Strategic Plan is designated For Official Use Only (FOUO). When required, a classified annex to the Air Mobility Strategic Plan and the strategic planning database will be maintained in AMC/XPX. The Air Mobility Strategic Plan is available to all Department of Defense

employees. Contractors must formally request the Air Mobility Strategic Plan from AMC/XPX via the AMC/XPX Homepage at <http://public.scott.af.mil/hqamc/>.

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