

# SECURITY FORCES



## Enterprise Plan



**Making Defenders More Ready - More Lethal**

# 2020



# Security Forces Enterprise Plan

*“The Security Forces Enterprise Plan is designed to focus on the Strategic Goals that are essential in making us More Lethal and More Ready, by prioritizing those things that are essential to our continued success.”*

- Brig Gen Collins, Director Security Forces

## Strategic Environment

Department of the Air Force Security Forces play a pivotal role in protecting and enabling our Nation’s Air and Space Combat Power and Strategic Nuclear Mission. Building the Security Forces that our Department needs to compete, deter and win across the five priority missions of the National Defense Strategy requires continuous evolution; to become more lethal and more ready and to exploit emerging technologies to complement our already highly trained and motivated workforce. This plan builds upon previous work carried out under the banners of the Security Forces Flight Plan and the Reconstitute Defender Initiative that sought to address shortfalls in manpower, equipment and training and is aligned with the Protect the Force enabling capability in the Air Force Basing and Logistics Flight Plan. At the heart of this new plan are four strategic goals that will institutionalize elite Defender *culture*, make Defenders more *proficient*, continuously *modernize* equipment and *standardize* requirements to ensure that Security Forces Squadrons possess the resources and capabilities needed to fight and win.



## Security Forces Mission

*Deliver layered Integrated Base Defense across all Department of the Air Force installations to ensure mission accomplishment*

## Security Forces Vision

*Organize, train, equip and arm our Defenders with technology, capabilities and policy to be the most lethal and ready force on the planet*

## Security Forces Shared Purpose

*Work together as a career field, at all levels, to achieve the responsibilities outlined in the National Defense Strategy and Air Force Priorities*



# Security Forces Strategic Goals

*“Leadership has always been, and remains, the foundation to the success of our ability to ensure the safety of our personnel, warfighting resources and our installations at home and abroad” – Brig Gen Collins*

1) **Institutionalize Elite Defender Culture.** Regardless of the equipment or training we provide our Defenders, they will carry the fight to the enemy and defend our National interests. We must continue to instill an elite Defender Culture across the enterprise in order to be successful. However, we cannot take this fighting-spirit for granted and we will continue to work tirelessly to ensure Defenders are well-led, well equipped, well supported and they and their families know we care.



**Build Effective Command Teams.** Successful squadrons are led by effective command teams. We will continue to leverage the Civilian, Enlisted and Officer Developmental Teams to identify the right people to lead our units and then train them to establish relationships and trust. We aim to improve our Civilian Defender programs and introduce new leadership positions to better execute our mission led by talented and well-trained personnel. These personnel are essential to the career field and provide capacity to effectively lead Defenders.

**Continue Investment in Dignity and Respect for Defenders and their Families.** We recognize



that people are our greatest asset and that Defenders will be even more successful when they and their families are treated with dignity and respect. We will consider family issues during future Development Team vectoring and matching, while continuing to support Air Force priorities (e.g. Exceptional Family Member Program, High School Deferment, Join Spouse). We will be transparent in our feedback and practices, and incorporate individual desires

into our decisions, when possible. We will work with our support services to ensure that Defenders and their families get the support they need at every level. The efforts of senior leaders will continue to focus on activities that provide us with tools and programs to promote dignity and respect.

**Make Squadrons More Effective.** The way we have historically organized our squadrons may not be the way we should organize for future tasks at home station or deployed. Consequently, we are already testing new squadron structures to identify best practices that focus our efforts at defending the base, developing our Defenders, and effectively utilizing our resources. We will evaluate feedback from the trial squadrons with the successful elements exported to other units. This may require changes to our enterprise organizational structure and policy.



## **Institutionalize Elite Defender Culture through Performance Optimization.** Defender

Performance Optimization (DPO) takes a holistic view of the factors that are important in enhancing the performance of Defenders. These factors are wide-ranging, and the program provides a series of tools that Defenders and squadron leadership can apply to increase operational and individual effectiveness. Incorporating elements of DPO into an organization will contribute to creating an atmosphere of connectedness and belonging.



It is essential that we communicate the benefits of DPO to individual Defenders and the chain of command. These benefits include mental, physical, occupational fitness, nutrition, rehabilitation, and resilience to promote optimal health at home and in the workplace. The key to successful delivery is the effectiveness of DPO coaches. As the program matures, we will create a process to validate coach effectiveness and correct insufficiencies.

**Balance Security Forces Career Field.** It is important that our personnel have the opportunity to take part in career broadening and/or developmental opportunities. These opportunities allow



Defenders to understand how other organizations operate; develops their professional knowledge; and advances the career field. However, this should not be to the detriment of our primary mission or personnel. It will require a disciplined approach by our Career Field Managers and Developmental Teams to balance the needs of the DAF, our units, our career field, our Defenders and the broader Joint Force.

*“We must raise our Defenders to a level where they perform at their best. We can only accomplish this performance level by setting high expectations and investing in them through training, leading and coaching. Being qualified is the foundation on which we start building proficiency, proficiency is where Defenders are their best.”*

*- CMSgt Tamala L. Hartz, Career Field Manager*

2) **Proficiency Focused Training.** Our Defenders already receive world-class training, but we must continue to outpace our adversaries. This requires high levels of competency that can only be achieved through repetition and a culture of continuous improvement. The Air Force Competency-Based Approach will provide a framework to enable Defenders to become more proficient, skilled, and advanced. We need to focus on becoming proficient at our core skills to include marksmanship, maneuver, law and order, and command and control.



**Transition Training from Qualified to Proficient.** By continuing to improve the training that we conduct at the squadron level and within tiered training, our Defenders will transition from



being qualified, to highly proficient. This will require trained leaders conducting and validating training within our units. To further these initiatives, the enterprise will continually evaluate the SF Continuum of Learning (CoL) to ensure it is responsive to the increased proficiency levels of our personnel.

**Improve and Validate Leader Led Training Integration.** The introduction of Leader Led Training empowers our NCOs to deliver effective training to their personnel at times and places to suit the mission. We need to ensure that every squadron has sufficient Leader Led Trainers and integrate them into the training plan. The program will continue to evolve to meet future needs and eventually become self-sustaining. The enterprise will accomplish evolution by creating the ability to train selected NCOs to become Leader Led Trainers at the squadron level increasing the unit's training capability.

**Integrate Technology into the Training Enterprise to Increase Repetitions.** Increasingly we will come to rely on technology to complement and support our training plans. In the near term, we will focus on providing units small arms simulators to help improve marksmanship, weapon handling and advance decision-making. We will continue to evaluate emerging technologies, such as virtual reality to support training. Additionally, we will expand our electronic learning courses and tools to make training more accessible to Defenders and improve the ability to document, track and manage it.



**Continue Tier Training Evolution Based on Feedback and Lessons Learned – Validate Impact on Improving Proficiency.** We have transitioned from just-in-time training to a



technique that provides Defenders training aligned with the duties and responsibilities commensurate with their rank and experience. Completing tiered training periodically throughout a Defender's career provides gates at every rank to ensure continued professional growth. This investment in our Defenders is critical to moving them from qualified to proficient. We will continue to evolve the training to meet the needs of the force. To that end, we will implement entry

and exit evaluation of students and conduct annual evaluations of the training each Readiness Training Center conducts.

*“Modernization means moving away from the dry erase board and integrating personnel and technology into a seamless defense, providing a collective view of the battlespace. The objective is to provide a common operating picture necessary to make decisions faster and more accurately so the right level of force can be applied to counter an enemy threat.” – Mrs. Heidi L. Scheppers, Deputy Director Security Forces*



3) **Modernize Enterprise Capabilities.** We cannot leave the exploitation of emerging technologies to our enemies allowing them to gain an advantage over us. These technologies have



the ability to enhance our situational awareness, increase the speed and accuracy of our decision-making, and provide force multipliers. The enterprise must constantly seek out the equipment and technologies that may prove decisive on the battlefield. Systems that leverage Cloud-based technologies and artificial intelligence to intuitively link sensors, decision-makers, and effectors, are important at all levels of warfare (tactical,

operational, and strategic). Without them, our power projection platforms will be unable to generate the combat power required by our Combatant Commanders. We need to become demanding customers of industry and internally, as well as disciplined but agile planners within the Department's corporate processes if we are to be successful.

**Modernize Integrated Base Defense.** We currently do not possess an analytic foundation for the missions required of us by the Department of the Air Force and National Defense Strategy. A Security Forces Capabilities Based Assessment will facilitate a better understanding of our missions now and in the future. This analysis will provide the framework and justification for modernization and resourcing of strategies going forward. Concurrently, we will capitalize on the Chief of Staff's Year of Integrated Base Defense to

advocate for required resources. These resources will ensure the Security Forces enterprise and the wider Department of the Air Force are capable of protecting Power Projection Platforms in a contested environment against near-peer adversaries. Part of this will focus on how we deliver multi-domain air base defense and in particular drive forward the Doctrine, Organization, Training, Material, Logistics, Personnel, Facilities and Policy (DOTmLPF-P) recommendations for future and current Counter-small Unmanned Air Systems (C-sUAS) capabilities. Additionally, from an installation perspective, commanders need to understand and mitigate a myriad of risks. Providing a fully functioning automated risk assessment tool will assist commanders in allocating resources, developing contingency plans and understanding residual risk more effectively.



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**Modernize Nuclear Security Capabilities, Integrate Technology and Increase Nuclear Security Effectiveness Through Data-linked Risk Process Analysis.** Nuclear weapon security remains the top priority as we continuously assess and modernize capabilities. Utilizing the Air Force Weapons and Tactics Program to guide policy and technology procurement decisions will enhance nuclear security capabilities through data and risk informed decisions. Ultimately, this will lead to better management and execution of the Integrated Base Defense Security Systems (IBDSS) portfolio through the re-established IBDSS Working Group. This group will drive synchronization of Department of the Air Force, Air Force Life Cycle Management Center, and Air Force Installation Mission Support Center efforts.



**Utilize the SF Enterprise Governance Process to Prioritize and Drive Career-field Equipment and Technology Requirements.**



We need to get better at responding to the needs of our squadrons. As an enterprise, we will strengthen our business processes to enable Defenders to identify and articulate gaps in capability and help shape the equipment and policy changes needed to make us more lethal and ready. We also need to get better at communicating what our priorities are, so that everyone in the enterprise can be an advocate for what is important to us. Starting with this plan, we will shape our message to influence our numerous stakeholders and partners. A single coherent message will ensure we gain the necessary advocacy within the Department's corporate processes. Our priorities include:

**Modernizing Integrated Base Defense Security Systems.** We will improve our ability to see first, understand first and act first by modernizing our communications and sensor networks at the installation, through the Defender Multi-domain Command, Control & Communications (DMDC3) initiative.

**Multi-domain Air Base Defense.** We will continue to evolve C-sUAS capabilities, understand the full spectrum of air threats to our installations and how the Joint Force will defend against them.

**Combat Ready Airmen (CRA).** CRA will provide standardized personal protective equipment to all airmen and Defenders will lead the way.

**Facilities.** We will better articulate our requirements for Installation Access Control Points, small arms ranges and training facilities and improve how we prioritize and advocate for funding.

**Joint Light Tactical Vehicle (JLTV).** Mobility, firepower and protection are key to success and we will field JLTV to the Nuclear Security Enterprise and to LOGDET and War Reserve Material to meet Combatant Commanders' requirements.

**Small Arms.** The SF Enterprise will continue to modernize our small arms and increase lethality.

Finally, we must be consistent in messaging our priorities across the FYDP so the vehicles, weapons, personal equipment, and communications systems we are seeking to modernize now remain our priorities over the near to long term. Technology is likely to provide our greatest force multiplier in the future. In order to lock in that advantage we will develop an Information Technology strategy that drives a disciplined approach to acquisition, and recognizes sustainment of our systems is an integral part of our strategy.



### **Design, Test, Field and Evaluate Integrated Base Defense Systems to Meet Defender Multi-Domain Command, Control and Communications.**

How we sense our bases in the future will change as new technologies better process data and link sensors with effectors. However, there are age-old lessons that teach us about the importance of unified command and decision making



when faced with a crisis such as a complex attack against an airfield. CSAF's Year of Integrated Base Defense places the Installation Operations Center at the heart of this decision-making. Security Forces in coordination with other functionals will lead and shape the design so that we can better defend our installations against future adversaries as envisioned in the National Defense Strategy. In the near term, we are working to

exploit new technologies by building a cloud-based platform to link our sensors and communications. Current efforts are focused on the Persistent Integrated C3 and Responsive Defense (PICARD) system. The intent is to establish PICARD at one base in each MAJCOM to act as pathfinders for the remainder of the enterprise. Concurrently, we are fielding artificial intelligence capabilities to consolidate data and speed-up accurate decision making. DMDC3 is the tactical foundation for Joint All-Domain Command and Control (JADC2) and complementing CSAF's Year of Integrated Base Defense will synchronize with the Installation Operations Center (IOC) enabling shared data and enhancing decision-making. Security Forces, in coordination with other stakeholders, will lead and shape the design of the IOC so that we can better fight and defend our installations against future adversaries as envisioned in the National Defense Strategy. The cost of being at the cutting edge of such technologies will be unknown technical challenges and failures as we prove the concept. These setbacks will not stop our initiatives as we seek innovative solutions to address the complexities of air base defense.

### **Modernize Security Forces Criminal Data Reporting.**

Security Forces must comply with federally mandated regulations for the gathering, recording and distribution of criminal data, but have historically lacked modern systems to do so efficiently and effectively. The Air Force Justice Information System (AFJIS) addresses this shortfall, and fielding the equipment with appropriate sustainment across the enterprise is expected by 30 September 2020. Simultaneously, we have integrated this into the SF CoL so Defenders are trained to understand their



responsibilities and can properly gather the required data. Furthermore, we will obtain authorities to close criminal indexing gaps and field the Evidence Management Portal (EMP) and Evidence Collection Management Exchange (ECMx) across the Enterprise to standardize collection and management. In partnership with AFOSI, we established the Department of the Air Force Criminal Justice Information Cell (DAF-CJIC) to review cases for criminal and National Instant Criminal Background Check System (NICS) indexing. In doing so, we seek to comply fully with federal law and prevent prohibited personnel from legally purchasing firearms. Additionally, attainment of full operational capability of DAF-CJIC will modernize criminal data reporting for the Department's law enforcement enterprise.



*“Process and standardization is about making the enterprise effective. Our Defenders exist in an ever-changing environment and for them to be ready and lethal they must be able to seamlessly transit from one dynamic situation to another. Standardizing our narrative takes a strategic look and, when appropriate, applies what is best for mission accomplishment at the enterprise level.” – CMSgt Tamala L. Hartz*

- 4) **Standardize Requirements.** Where it makes sense to do so, we will standardize our equipment, facilities and technology to achieve efficiencies in scale for funding, training and procurement. By improving and streamlining our processes and better leveraging the Department’s corporate processes, we will develop mechanisms to ensure a systematic and disciplined approach. We will gain sufficient knowledge to be agile and responsive to Squadron needs and exploiting emerging technologies before they become obsolete.



**Institutionalize Processes to Align Policy and Doctrine from the Strategic to the Tactical Level, and Cross-level Governance.** The Security Forces Executive Board is the senior enterprise-level decision-making body that directs our strategy, sets our priorities, and oversees the initiatives that will enable us to become the most lethal and ready defense force on the planet. We will continue to strengthen this Board to make decisive and effective decisions to drive increased advocacy for enterprise programs and initiatives. We will capture this in a set of business rules that reflect the relationships with stakeholders and ensures we are both an honest partner and a demanding customer. This is particularly true of technology policy and doctrine. We will continue to assess the current state with the aim of redefining and improving our business processes relating specifically in this area. More broadly, we will continue to update our policy, training and guidance, ensuring it is intuitive, instructive and useful to our Squadron Commanders.

**Increase Strategic Alignment of Resources and Priorities.** The criticality of Integrated Base Defense to the generation of combat power is widely recognized by Air Force senior leaders and they increased resources for Reconstitute Defenders Initiative addressing manpower shortfalls, enhancing our training and modernizing weapons and communications. However, we can do more and are often inconsistent in establishing our priorities and creating a coherent narrative that advocates can support on our behalf. Strengthening our internal SPPBE processes will force discipline and an institutional approach into the development of our priorities thereby laying the foundation to promote strong advocacy. In doing so, we aim to improve resourcing of battle-winning equipment, facilities and technology.





**Standardize the Management of our Programs and Acquisition Processes.** To become competitive in acquisition, Security Forces will need to change with the rapid evolution of technology. This includes growing the ability to identify technologies that are right for our needs, followed by timely acquisition and fielding. We must employ an agile acquisition process and empower program managers to accomplish this objective. It also means growing industry partnerships, identifying innovative solutions, and changing the way we conduct business. Further, standardizing approaches to program management and acquisitions processes will enable a digitally capable and lethal enterprise, powered by Information Technology service management, agile software development, and integrated security.

*“Our SF enterprise is in the stone age of cyber security, our medieval castle is a raid away and we must proactively position ourselves to withstand a breach of its walls. We can build it from the tallest and strongest stone, but it remains vulnerable to attack without archers and sentries; an effective cybersecurity posture.”*

– Mrs. Heidi L. Scheppers, Deputy Director Security Forces

**Implement a Cyber Security Strategy and Ensure Adequate Cyber Hardening of Technology.** Increasing use of technologies requires us to operate securely in a contested cyber environment. As part of this initiative, the Security Forces Directorate established an Information Technology and Cybersecurity capability to ensure we capitalize on emerging technologies and are compliant with cybersecurity standards. Information Technology/Operational Technology/Platform Technology (IT/OT/PT) within the Security Forces Portfolio with an Authorization to Operate (ATO) will follow the A4 CIO Risk Frame, Information Security



Continuous Monitoring (ISCM) Guide and Assessment & Authorization (A&A) Guide, unless directed differently by the Authorizing Official (AO) or the AO Designated Representative (AODR). Continuous Authorizations replaces the traditional approach to authorization decisions where a broad set of tests are conducted on a recurring basis, usually three years, with a process of fewer tests conducted at a greater

frequency. Continuous Authorizations focus energies on attacking risk where it exists based on the unique security needs of IT/OT/PT. A critical component to Continuous Authorizations is the ability of the system to maintain a level of risk that is within the AO’s risk tolerance through Continuous Monitoring. The AO will define risk tolerance Risk Frame or in the ATO. A critical element within A4S of continuous monitoring is the inclusion of independent Red Team Assessments, Bug Bounties, or threat-based assessments by the Security Control Assessor (SCA) on a recurring basis.



**Strengthen the core responsibilities of the Department of Defense Military Working Dog (MWD) Executive Agent.** As the Executive Agent for the DoD program, we will re-establish the core responsibilities of that office to ensure strong leadership of the program on behalf of all partners. Specifically, we will work to establish a single line of accounting for the DoD MWD program; collaborate with industry to foster an environment capable of producing military working dogs bred in the United States; and complete a Capability Based Assessment to provide a strong analytical foundation for the program now and in the future.



## Conclusion

*“In order to remain elite Defenders we will make changes that seek to build upon our culture, proficiency, modernization and standardization that ensure our Defenders are organized, trained and equipped to detect, deter and defeat any threat.”*

– Brig Gen Collins

The purpose of this plan is to place Security Forces on a trajectory that aligns with the force design envisioned by the Air Force Warfighting Integration Capability and help build the Air Force We Need. It has a 0-3 year time horizon building on the Reconstitute Defender Initiative and the Year of Integrated Base Defense effort, focusing on human capital, training proficiency and the modernization and standardization of equipment and processes. Despite the time horizon, the goal is to institutionalize the way we do our business into the future and provide an enduring framework through which our successors can continue to respond to the security and protection needs of the Department of the Air Force. This plan sets out the four areas we believe are important to Security Forces Enterprise and our mission. We need your help to deliver the narrative and become an advocate for it. Together we can organize, train, equip, and arm our Defenders with the technology, capabilities, and policies required to be the most lethal and ready defense force on the planet.



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