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FROM: Bob Leonik

SUBJECT: Trip Report

1. Purpose: M&S Capabilities Requirements Review Board (CCRB) Working Group (WG)
2. Traveler: Bob Leonik
3. Itinerary: DPT 9 Mar 1635L, ARR Orlando FL 1900; DPT 11 Mar 1450L, ARR 1600L.
4. Discussion/Issues.
  - a. This second meeting of the CCRB WG was in preparation for the O-6 Level CCRB meeting scheduled for 7 Apr to review/adjust the revised strategic planning process, and Thrust status. The AFAMS commander (Col Votipka) presented this process (M&S Strategic Planning-enclosed as attachment) to AF/XOIW (Mr Tillotson) on 9 Mar.
  - b. The following issues were discussed:
    - Overall, the majority of participants (primarily ACC, AFSAA, AFMC, AETC AFSPC) were ***upset because they non-concurred on the M&S Strategic Planning presentation at the first CRRB WG meeting last fall, and this was in essence the briefing presented to Mr Tillotson.*** Unfortunately, this discussion consumed all of Day One. Col Votipka briefly joined the meeting for 15 minutes on Day Two and challenged the group to be part of the solution. Specifically, needs help better articulating Warfighter concerns and adding value to the prioritization process, and finding factors to include other than I-CRRA. Perception at the Air Staff is “operators” were not included in the first iteration and need to be more intimately involved.
    - Mr Tillotson made it clear that if M&S requirements are to successfully complete for funding they must be focused on measurable output in support of the Warfighter.
    - The ***primary goal*** is to find ways to ***better articulate the warfighting support provided by M&S in all Thrust Areas.*** Although only one Thrust Area is called “Warfighting Support,” all four areas support warfighting (some indirectly or over a longer period of time than others). Need to modify the MSCR/CCRB process to better match prioritization/funding of MSCRs with the four “Thrust Areas.”
    - **Other issues likely to be raised at the CRRB on 7 Apr.**
      - i. ***AF Funding (new funds for modernization):*** Need to establish options and cost estimates while addressing modernization, transition and sustainment. Educate the

AF on costs of M&S as a deliverable (training, scenarios, configuration management, baseline data.) **Approach: *Investment Strategy*.**

- ii. **Domain Ownership (enlist users to advocate M&S solutions):** Include all M&S users with minimal domain overlap. Link MSCRs to solutions and domain leads. Establish regular domain M&S assessments. **Approach: *IPT's and Domain Leads*.**
- iii. **AF Priorities and Products Concurrence (define the scope of AF M&S funds):** Develop AF goals and objectives leading to core capabilities. Track the gaps and expectations of M&S users, and establish products and deliverables. **Approach: *M&S Strategy and Architecture*.**
- iv. **Progress Checks-Accountability (iteration and review of M&S roadmaps):** Need to establish a process and metrics to trace MSCRs to funded M&S programs. Identify cross-domain needs supporting multiple users. **Approach: *Roadmap Review*.**
- v. **Policy versus Solutions-Sanction and Support (establish a basic toolbox of tools, expertise, and the expertise to use it):** Focus roadmaps on common M&S needs. Establish policy to support shared tools and data while utilizing centers of expertise. **Approach: *Policy and Standards*.**

- A copy of the proposed agenda for the CRRB will not be available until one week prior to the meeting.

5. Conclusions/Recommendations:

- a. In the past, the community assumed that measurable output in support of the Warfighter meant direct, near-term support (DMO, JSB). We need to collectively find a better way to articulate how Accelerating Acquisition, New and Emerging Concepts, and M&S Foundations support the Warfighter, then work to get that message out—critical for highly ranked MSCRs.
- b. Make M&S Strategic Plan more a vision document rather than a prescriptive one. The current M&S Strategic Plan has been criticized as being overly prescriptive, and narrowly focused on the Warfighting Support thrust area. Suggest a document that guides the M&S community and address all domains and thrust areas.
- c. AFAMS lacks resources and is tasked to only forward Air Force-Level issues to the CRRB. Based on their performance last year, number of MSCRs was unmanageable. Plus, AFAMS does not want to get into MAJCOM business. Look for a new process where issues are vetted through the MAJCOMS/CRRB Secretariat to better screen the larger/common issues. The process has the potential to reduce the CRRB workload, help guide POM inputs, and improve investment strategies.
- d. Need to dispel the perception that CRRB process is I-CRRA centric. Can help AFAMS by providing salient factors other than I-CRRA for prioritization, but not sure what Air Staff decision makers feel is important other than I-CRRA. Continue to stay engaged.
- e. The proposed CRRB Charter will be distributed prior to the 7 Apr meeting. AFRC will remain engaged to frame the roadmap to create synergy and help the investment strategy. Recommend adding an AFRC representative to the list of CRRB Advisors to maximize involvement in the process.

Respectfully Submitted, Bob Leonik