

Strategic Plan United States Air Force Centennial of Flight

May 2002



The United States Air Force Centennial of Flight Strategic Plan is dedicated to the memory of:

MAJOR GENERAL ROBERT F. SWARTS

Retired: September 1st 1995
Passed Away: October 31st 2001

Major General Robert F. Swarts entered the United States Air Force in 1961 as a distinguished graduate of the Officer Training School, Lackland Air Force Base, Texas. He held numerous logistics and financial management command positions at all levels of the Air Force throughout his 34 years of dedicated service. Major General Swarts graduated as a distinguished graduate of the Air War College in 1981 and since became the only Air Force Officer to have commanded both parts of the military resale system – the commissary and the base exchange. Throughout his Air Force career Major General Swarts was sought after as a leader with foresight and ingenuity. His vision and leadership in the logistical and financial community greatly contributed to the improved quality of life enjoyed by US military forces and their families world-wide. Major General Swarts was awarded the Distinguished Service Medal for his dedicated and selfless service. Major General Swarts retired in September of 1995, but continued to be a thought leader and active participant in Air Force initiatives. In his most current position as the Director of Air Force Programs with KPMG Consulting, Inc., Major General Swarts provided invaluable leadership and direction to both the Air Force community and to commercial industries.

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Executive Summary

This executive summary of the United States Air Force *Centennial of Flight Strategic Plan* is organized according to the titles of individual Strategic Plan chapters.

Introduction

This Strategic Plan for the United States Air Force Centennial of Flight Office (USAF/CVAH) has been prepared to establish expectations for involvement of the Air Force, both internally and externally, in the Centennial of Flight celebration. The mission of USAF/CVAH is to research, plan, and coordinate the United States Air Force's participation in events commemorating the Centennial of Flight. This Strategic Plan was prepared by KPMG Consulting, Inc.

Goals and Measures of Success

The Centennial of Flight Office has developed the following four objectives to be achieved by the Air Force through the activities and celebrations surrounding the Centennial of Flight:

- Promote a deeper understanding and positive public awareness of the USAF
- Promote and enhance recruiting goals
- Promote and enhance retention goals
- Strengthen relationships within the world-wide aviation community

In accomplishing these objectives, CVAH will “do it right and do it well”. At the end of the Centennial Year celebration, every man and woman wearing Air Force blue and all civilian employees of the Air Force will be proud of the Air Force's contribution to the celebration of the 100th anniversary of flight. The nation's citizens will have a deeper appreciation for the Air Force's contribution of the history of manned flight and its current role in the defense of the nation. Global partnerships with the air forces of other nations will be greatly enhanced. The Goals and Metrics described in further detail in this Strategic Plan will facilitate the evaluation of success.

Events/Programs and Product Development

The Centennial of Flight Office has been established as the coordination and support office for the Air Force's participation in the 100th Anniversary of powered flight. The efforts of the Air Force during the Centennial of Flight celebration can be divided into two categories—events/programs and product development. The events and programs will include efforts both internal and external to the Air Force. They will require various levels of participation or supporting resources from all levels of the Air Force organization. Product development includes resources, objects, and souvenirs that the Air Force will create, sponsor, or make available to participants in Centennial events in support of ongoing Air Force missions including recruiting, retention and public awareness.

Staffing and Organizational Structure

The Centennial of Flight Office will be responsible for managing the production of events and products the Air Force will sponsor for the Centennial Year. They will also be the central clearinghouse for Air Force participation in or sponsorship of events sponsored by external agencies. To perform these duties, CVAH will adopt the following organizational structure:

Director's Office: This office is comprised of the director, deputy, and other administrative support staff.

Program Management Office: This office will serve as the focal point for legal, public affairs, operations, logistics, funding, resource management, and other similar infrastructure type support. The purpose of this office is to facilitate the actions of the Project Management Teams by anticipating and coordinating specialized support.

Project Management Teams: These teams will perform the basic operational functions for CVAH. They will plan, organize and implement the Air Force's participation in Centennial events. If legal or media relations support is required, the Project Management Teams will rely on the Program Management Office for support. If coordination or information is required from an outside agency not directly involved in planning or implementation of a Centennial event, the Project Management Teams will turn to the Liaison Team.

Web Site Management: CVAH will develop and maintain an Internet web site to publicize Air Force and related Centennial events and to educate the general public. This organizational element will operate and maintain that site.

TeamCenter Administration: CVAH is planning to use TeamCenter, a web-based, customizable project management, collaboration, and document management tool. To manage access to this application, back up data, and oversee configuration control, a TeamCenter administrator position is required.

Liaison Team: There are many organizations with interests in the Centennial. The purpose of the Liaison Team is to learn who is involved, and who needs to be involved. This will allow the Air Force to work with all organizations, such as the National Centennial of Flight Commission, National Park Service, or the Smithsonian Institution's National Air and Space Museum to fulfill the Air Force's

obligations under the applicable statutes, and to further the Air Force's objectives for the Centennial.

Generally, the positions in CVAH do not need a specific Air Force specialty. A good understanding of project management techniques and reasonable computer skills, coupled with good interpersonal skills are the traits that are required. Specific expertise required in the Program Management Office includes skills in public affairs, logistics, communications and computers.

Program Management Tools

The Centennial of Flight Office will serve as the Air Force's clearinghouse for all requests for Air Force support of Centennial of Flight events. To effectively perform this role, the office requires the use of integrated program management tools. In addition to using program management tools in their clearinghouse role, CVAH will need to use these tools to determine which events would most optimize the achievement of Air Force objectives. Tools recommended for use include: TeamCenter for project management and Expert Choice TM for decision modeling.

Information/Communication Plan

CVAH has developed an information/communication plan as a central means of managing and distributing information relating to Air Force activities and events associated with the Centennial of Flight celebration and to the roles the Air Force will have in each will be vital to the success of CVAH's mission. This plan also provides an opportunity to broaden awareness both inside and outside of the Air Force of the tremendous contributions the organization has made to the history of flight and scientific advances outside the military arena.

Archives/Historical Records

The Centennial of Flight Office will need to capture and archive records to ensure ease of retrieval by those planning and coordinating similar future events. The archiving of records will take the form of both electronic retention and a hardcopy-filing plan. These two methods of archiving should provide thorough coverage to ensure that the appropriate records and lessons learned are preserved and available for retrieval. This activity will be vital in creating a historical document of Air Force participation in the Centennial of Flight celebration.

Office "Close-out" Strategy

The CVAH Office “Close-out” Strategy begins at the end of the Centennial of Flight celebration. All activities will be completed and closed out in a manner for CVAH to comply with Air Force policies and guidelines. This includes finalizing, capturing project knowledge, and closing out the program management office.

I. Introduction/Mission/Vision

"Success four flights thursday morning all against twenty one mile wind started from Level with engine power alone average speed through air thirty one miles longest 57 seconds Inform Press home Christmas. Orville Wright"

This simple telegram announced the beginning of a new era in human achievement, dividing the period after December 17, 1903 from all the eras that came before. The United States has been a leader in powered flight since its inception. At the forefront of that American leadership in flight has been the United States Air Force and its predecessors. The Air Force continues to lead the way.

The United States Air Force Centennial of Flight Office (USAF/CVAH) has produced this Strategic Plan for its overall operation. In 2003, the hundred-year anniversary of the Wright Brothers' first powered flight on the sands of Kitty Hawk, North Carolina, on December 17, 1903 will occur. As this anniversary approaches, local, national, and international events are being planned to commemorate the Wright Brothers' achievement. This milestone presents the Air Force with a singular opportunity to showcase its aviation leadership through its participation in Centennial events. Participation in the Centennial celebration represents a golden opportunity to enhance public awareness of the Air Force's missions and to promote vital recruiting and retention programs. The purpose of this plan is to aid CVAH in providing a framework for the USAF's participation in the world-wide celebration.

The Strategic Plan for the Air Force Centennial of Flight Office (referred to hereafter as the *COF Strategic Plan* or simply “Strategic Plan”) has been prepared to provide information to the national US Centennial of Flight Commission and its Advisory Board, and to provide a framework in which to coordinate all Air Force activities and participation with all federal, state, and local stakeholders and the general public.

Strategic Plan Organization

This document is divided into eight chapters that have three principal themes of “Why” the Air Force is celebrating the Centennial of Powered Flight, “What” the Air Force will be doing to participate in the celebration, and “How” the Air Force will manage the multiple events and activities to accomplish its objectives. Figure I-1, Strategic Plan Organization, shows the Strategic Plan’s overall structure.

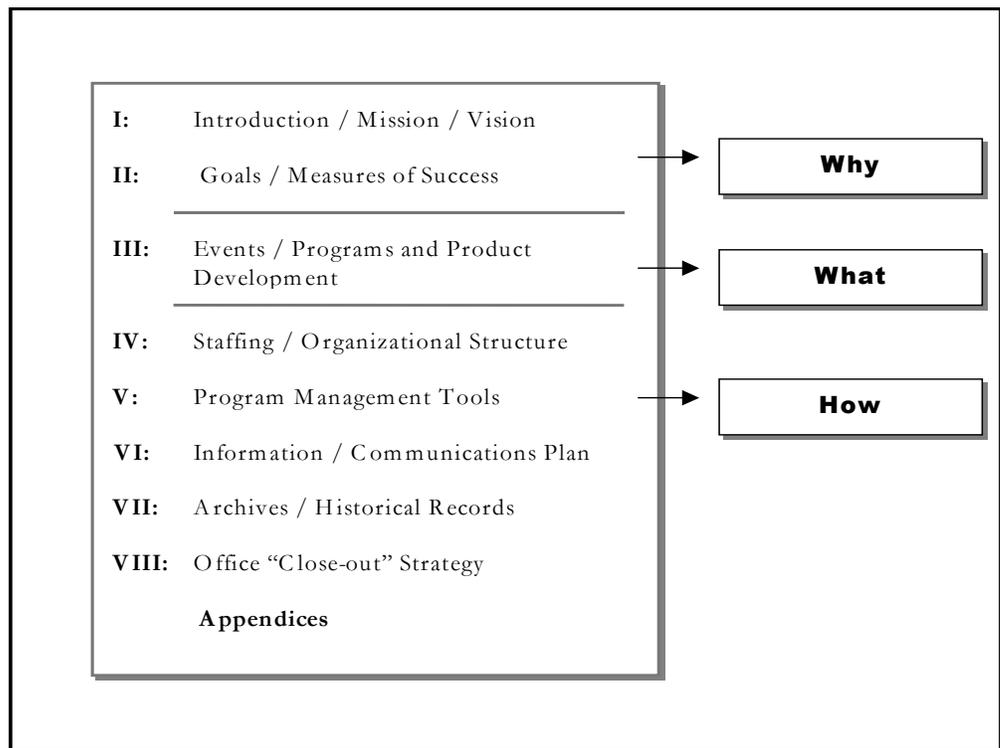


Figure I-1 Strategic Plan Organization

Background

History of the Centennial of Flight

The success of the Wright brothers on December 17, 1903 stands like a beacon of triumph of American ingenuity and know-how. Orville and Wilbur Wright made four flights on the sand dunes of Kitty Hawk, North Carolina that afternoon in the aircraft they called *The Flyer*. As the 100th anniversary of the Wright brother's flight approaches, local, national, and international events and activities are being planned that will honor the event.

Bicycle manufacturers Orville and Wilbur Wright are credited with the invention of the first powered, heavier than air flying machine. However, before developing their powered aircraft, the Wright brothers devised a kite that reproduced mechanically, the method that birds use to keep their lateral balance. The Wrights' observed that birds accomplish this by twisting their wings, essentially allowing the bird to roll one way or the other as desired. This experimentation with the kite led to the Wright brothers being the first to develop a method of control for a flying machine. The Wright brothers believed that power could be added and flight could be sustained only with a fully controllable aircraft; therefore, in their minds control of the machine had to come first. The Wright brothers succeeded in their experimentation and later achieved their dream of a powered flying machine.

Without minimizing the Wright brothers' achievements, the modern world of flight is the culmination of efforts spanning many decades. Flying has been a source of fascination for man since the dawn of time. To the ancient Greeks, flight was an ability attributed to the gods and, repeatedly throughout history winged objects of worship are found in paintings and architecture as proof of the belief that flight was a result of supernatural powers. Not until the invention of the hot air balloon did man successfully break the bounds of earth, and raise the first real possibility of transoceanic travel by air. From that time forward, the gradual evolution of flying machines and scientific advancements have resulted in modern aircraft serving nearly every facet of human existence.

History of the US Centennial of Flight Commission

In 1999 (see also following subsection), the US Congress enacted the legislation which created the Centennial of Flight Commission ("Commission"). The purpose of the Commission to serve as a national and international source of information about activities to commemorate the centennial of the Wright brothers' first powered flight on the sands of Kitty Hawk, North Carolina, on December 17, 1903. There will be much centennial excitement in 2003, with heightened enthusiasm in both North Carolina and in Dayton, Ohio, home of the Wright brothers. In addition to these celebrations, the Centennial of Flight Commission anticipates numerous historical and educational projects about aviation and aeronautics that will provide an important legacy of the centennial of powered flight.

Summary of Enabling Legislation (1998-2001)

The Centennial of Flight Commemoration Act, as passed by the 105th Congress (Public Law 105-389) on November 13, 1998, and amended by Public Law 106-68 of the 106th Congress on October 6, 1999, to establish a commission to assist in commemoration of the centennial of powered flight and the achievements of the Wright brothers. See Appendix C of this plan for the text of the enabling legislation.

According to its enabling statute, the Centennial of Flight Commission "...shall provide recommendations and advice to the President, Congress, and Federal agencies on the most effective ways to encourage and promote national and international participation and sponsorships in commemoration of the centennial of powered flight..." The Centennial of Flight Commemoration Act also stated additional goals including increasing the visibility of centennial activities (educational, civic, and commemorative) and the Wright brothers' achievements, providing coordination for celebration dates to take place throughout the United States during the centennial year, and the identification of ways in which organizations and individuals can be encouraged to participate in the centennial. Under its statutory authority, the Centennial of Flight Commission is directed to work in coordination with organizations such as the First Flight Centennial Commission, the First Flight Centennial Foundation of North Carolina, and the 2003 Committee of Ohio to commemorate the 100th anniversary of powered flight.

Section 12 of the Centennial of Flight Commemoration Act establishes an Advisory Board, which includes 19 members. By statute, one of the members of the Advisory Board is the Secretary of the Air Force. Additionally, the Secretary of the Navy is a statutorily named appointee to the Centennial of Flight Commission Advisory Board.

History of the US Air Force Centennial of Flight Office (CVAH)

The United States Air Force Centennial of Flight Office (USAF/CVAH; used hereafter as CVAH) was established in January 2001 to research, plan, and coordinate the Air Force's active participation in the world-wide celebration of the anniversary of the Wright brothers' first flight. The US Air Force Centennial of Flight Office will continue to maintain a supportive working relationship with the US Centennial of Flight Commission and all other organizations and entities that plan programs and activities related to the Centennial of Flight.

CVAH functions are to:

- Research, develop, coordinate and support opportunities (both internal and external) to promote a deeper understanding of America's Air Force—our proud heritage and our vision for the future
- Ensure Air Force Centennial activities promote positive public awareness, recruiting, and retention

- Build, maintain and strengthen relationships within the world-wide aviation community through support of and participation in Centennial of Flight activities
- Work with USAF representatives world-wide to coordinate and plan Air Force activities commemorating the Centennial of Flight
- Coordinate requests for USAF involvement in all Centennial of Flight activities
- Document and archive Air Force Centennial of Flight activities
- Serve as a clearinghouse for requests for Air Force resources required to support Centennial of Flight Events
- Provide a centralized location for coordinating support
- Resolve scheduling conflicts
- Balance Air Force resources
- Maintain a public schedule of requests and scheduled events

CVAH Mission

The mission of the United States Air Force Centennial of Flight Office (CVAH) is to establish and manage the expectations of Air Force involvement in the Centennial of Flight celebration. CVAH serves as a clearinghouse of requests for support for Centennial of Flight events. CVAH also provides a centralized location for coordinating Air Force support, such as resolving scheduling conflicts, optimizing the use of available resources, and maintaining a public schedule of requests and scheduled events. The purpose of CVAH is to provide support and coordination at the national level, while determining the most appropriate events and levels of participation that will maximize meeting Air Force objectives.

In addition to the aforementioned goals, an objective of CVAH is to promote a sense of involvement and goodwill from all ranks within the Air Force. This involvement also includes Air Force family members, government employees, and contractors, and all other personnel involved in supporting the Air Force and its mission. Linked to the anticipated success of Air Force Centennial of Flight activities is the need for continuous documentation and archiving of CVAH materials. All related events and the necessary procedures tied to the accomplishment of Centennial of Flight activities should be documented and archived for use by others in the future who will be involved in the planning and execution of similar activities.

CVAH Vision

CVAH is committed to supporting the Air Force's goal of serving our nation through aerospace power. The most effective method of achieving this goal is to celebrate the innovations and adaptations that have enabled the Air Force to become the most respected aerospace force in the world. Orville and Wilbur Wright's achievement of powered flight represents the same kind of inventiveness and diligence in developing new technologies that is still very much an integral part of the Air Force's commitment to excellence today. By enhancing Air Force participation in the celebration of the 100th anniversary of powered flight, CVAH is helping spread awareness of the principles and values of the US Air Force nationally and internationally. The pioneers of flight throughout the last century have been living embodiments of the Air Force's core values of *integrity first, service before self, and excellence in all we do*. CVAH is positioned to disseminate that message to all audiences throughout the upcoming Centennial of Flight celebrations.

The Air Force commitment to provide Global Vigilance, Reach, and Power is demonstrated in the achievements of the past, such as the Berlin Airlift and humanitarian aid to Mozambique and reflected in the more recent successes in Bosnia, Kosovo, and Afghanistan. While all are laudable achievements, it is not the acts themselves that are special; it is the commitment of the men and women that previously served, along with those that currently serve that made these feats possible. CVAH is dedicated to preserving this Air Force heritage by promoting the retention and recruitment of the best and brightest personnel. Ensuring that this branch of the armed services is comprised of exemplary professionals will allow the Air Force to meet the challenges and achieve its vision as we move into the 21st Century.

II. Goals/Measures of Success

Methodology

The methodology for developing this Strategic Plan began with a broad data gathering effort that will continue throughout CVAH's lifecycle. The data gathering was initiated with the development of surveys for distribution to a representative sample of external and internal subject matter experts who could assist in developing expectations for Air Force participation in Centennial events and provide a situational awareness of activities in progress. The goal was to effectively focus the Air Force in its Centennial of Flight planning. Upon receipt of surveys, follow up interviews were conducted, advisory panels were convened, and Centennial-related organizations and sites were visited. In total, the data gathering effort reached almost every organization that is a major participant in Centennial of Flight events. Additionally, persons within the Air Force community, who have a stake in the Centennial or have knowledge of the Air Force 50th Anniversary were consulted, including historians, marketing, public affairs, recruiting, and senior leaders. The data gathering effort resulted in a large volume of information to be compiled and synthesized into a database and integrated into the plan. The following paragraphs describe in more detail the methodology and resultant objectives.

Two groups were selected for data gathering: external and internal. An external survey was developed and distributed to organizations and people outside of the Air Force and asked for input in two areas:

- 1) What level of participation in your events are you requesting from the Air Force, and
- 2) What goals or objectives should the Air Force consider to guide its Centennial of Flight celebration focus?

The surveys were distributed to members of the national US Centennial of Flight Commission, the US Centennial of Flight Advisory Board, the US Centennial of Flight staff, the US Commission's Marketing firm (Carter Ryley Thomas), the National Air and Space Museum, Ohio Organizations (Inventing Flight, Dayton Aviation Heritage Foundation, US Air Force Museum, Ohio Bicentennial Commission, Ohio Senator DeWine), North Carolina's First Flight organization, Air Force Association Panels (Enlisted, Junior Officer, Civilian, Reserve), Experimental Aircraft Association, and the National Park Service. More than 50 surveys and follow up interviews were distributed and conducted. Site visits were made to the Ohio organizations.

An internal survey was also developed and distributed to organizations and people within the Air Force. This survey requested input in the areas of goals, focus, theme, message, and activities in which the Air Force should participate. The surveys were distributed to Air Force leaders on a CVAH Advisory Board, the Secretary of the Air Force, AF/HO (Historian), Air Force News Service, AF Recruiting Service, AF/PA (Public Affairs), AF/PAY (Marketing), AF/CVA, the Chief Master Sergeant

of the Air Force (CMSAF), AF/DP (Personnel Retention), CGO's, Enlisted Members, Reservists, and Civilian Personnel.

Site visits and interviews were conducted with CVAH, the Air Force Museum, AFNEWS, and AFRS to determine requirements and expectations.

Two meetings were convened to review Strategic Plan development. The first was held with senior Air Force leaders in the Pentagon on October 17, 2001. This session provided participants with a general overview of CVAH and the programs it was pursuing. Organizations participating in this meeting include the Assistant Vice Chief of Staff, Public Affairs, Judge Advocate, Marketing, Recruiting, Historian, Personnel, Comptroller, and CVAH. A second meeting was held in San Antonio on November 6, 2001, and consisted of a working group to validate objectives, determine goals, and discuss strategies for obtaining objectives. The working group included AFNEWS, AFRS, CVAH and support contractor representatives. The presentations and minutes from these meetings are included in Appendix D.

The information gathered at these two sessions validated overall CVAH objectives of awareness, recruiting, retention, and strengthening relationships. The input received provided additional insight into ways some of the means or methods of obtaining the objectives (strategies) could increase their impact by reaching a broader audience. For example, recommendations were made to change venues of some events to regions of the country that could use assistance with recruiting.

Air Force Centennial of Flight Objectives

The Air Force will determine its participation in Centennial of Flight activities and events based upon the perceived impact a particular activity or event will have in helping to further one or more of the following four objectives:

- Promote a deeper understanding and positive public awareness of the USAF
- Promote and enhance recruiting goals
- Promote and enhance retention goals
- Strengthen relationships within the world-wide aviation community

Maximizing positive Air Force exposure through Centennial activities is the yardstick of effectiveness for CVAH. It will be responsible for ensuring the Air Force achieves the "maximum exposure," but does not become overly committed in support of numerous events and fails to balance competing resources to achieve the greatest benefit for the Air Force.

Consultations with the CVAH Board of Advisors determined that the primary CVAH objective is to promote a deeper understanding and positive public awareness of the USAF. To measure whether this objective is being met the Board recommended that periodic surveys (not less frequently than quarterly) be conducted over the period of the celebration from early 2002 through early 2004 to determine the level of awareness and public perception of the Air Force.

For its recruiting and retention objectives, the Air Force Recruiting Service sets specific numeric goals. CVAH will support Recruiting through initiating and implementing activities and events that will assist recruiters in penetrating areas

where it has been difficult to reach potential recruits. This includes regions of the country without a military presence or regions that have historically been less favorable toward the military. Comparison of pre- and post-Centennial of Flight recruiting efforts will be compared to measure program effectiveness. It is envisioned that everyone in the Air Force including active duty, guard, reserve, civilians, retirees, and family members will be reached in a positive way by Centennial activities. In an effort to enhance retention. Surveys of Air Force personnel will be periodically conducted to measure achievement of retention goals.

The objective of strengthening relationships within the world-wide aviation community will be measured by the goal of inclusion. This objective includes relationships with foreign governments, defense contractors, aviation enthusiasts, and trade organizations. CVAH will achieve success by working with those aforementioned groups to encourage world-wide participation in the celebration of the Centennial event.

Figure II-1, Summary of Objectives and Goals, summaries the four objectives and the goals identified by the CVAH Advisory Panel.

Objective	Goals
Promote a deeper understanding and positive public awareness of the USAF	Positive survey results indicating increased awareness
Promote and enhance recruiting goals	Assist in increasing the Recruiters reach
Promote and enhance retention goals	Reach all Air Force people through a Centennial event or activity
Strengthen relationships within the world-wide aviation community	Ensure inclusion of all organizations within the celebration from planning to execution

Figure II-1 Summary of Objectives and Goals

Promote a Deeper Understanding and Positive Public Awareness of the USAF

CVAH will use the Centennial of Flight celebrations as a way to more broadly acquaint our country's citizens with the United States Air Force. The Centennial creates an opportunity to reach sections of the population that may have limited or no direct contact with military aviation but who are touched daily by the broader realm of powered flight. As part of the Air Force's celebration, the CVAH will provide an overview of the Air Force's vision and mission and will gear it towards audiences who have less knowledge about the military.

Strategies (events and activities) for accomplishing Awareness include supporting the National Commission, setting an aviation record each month in 2003, developing a "Centennial in a Box" package for base public affairs offices, and participating in local events such as air shows and open houses. Other strategies may include video projects to produce materials for distribution to schools, news organizations, and cable television channels. All members of the Air Force "family" might be

encouraged to tell the Air Force story in venues such as high schools and civic organizations. Promoting public awareness in this manner might become institutionalized and extend beyond the Centennial Year.

The measure of success will be the positive results from periodic surveys conducted over the period of the celebration from 2002 through early 2004 to determine the level of awareness and overall public perception of the Air Force.

Promote and Enhance Recruiting Goals

Recruiting individuals into the service represents one of the Air Force's top priorities. As such, CVAH will use the involvement of the Air Force in the Centennial of Flight celebration to help meet future recruitment goals by giving Total Force recruiting a voice in locations and in the media at large where it might not otherwise be heard. Throughout the lifecycle of CVAH there will be close coordination with the Air Force Recruiting Operations Center and "AF Reserve" equivalent to better assure all opportunities are identified for potential recruiter involvement.

Strategies (events and activities) for assisting in attaining the recruiting goals include initiating and implementing activities and events that will assist Recruiters in gaining access to geographic regions with little Air Force presence. This may include the development of Centennial of Flight teaching materials to assist recruiters in gaining access to schools where they have historically had little or no access. It may also include resurrecting recruiting videos and sending hometown Air Force heroes back to their communities on speaking programs. The CVAH should also team with recruiting services in other branches of the military to hold joint events and/or to create joint products. This strategy would not only lower the cost of providing the public with positive exposure to the Air Force, but could result in reaching audiences that usually have limited exposure to the Air Force. Links on the Air Force Centennial of Flight website (www.centennialofflight.af.mil) will provide easy access for persons to reach an Air Force recruiter or recruiters from the other services. Likewise, the other services will have links back to the Air Force's website.

One measure of success would be improved recruiting results in areas where the Centennial of Flight Office has helped facilitate outreach.

Promote and Enhance Retention Goals

Retention of quality airmen, junior officers, and critical skill civilians is paramount to the future success of the Air Force, Air Reserve and Air National Guard. The Centennial of Flight celebration represents a unique opportunity to remind those already in the Service of their role in the heritage of aviation and to give them a positive feeling about the future.

Strategies (events and activities) for assisting in attaining the retention goal include: "rebluing" activities at every installation for every person during the Centennial celebration and beyond, utilizing existing resources (speakers and outstanding airmen) more effectively by providing them with Centennial materials to use in presentations, and the reintroduction of message modules to help spread the word. CVAH will enlist MAJCOM, AFRC and National Guard support to obtain widespread participation. Some current activities that may be effective for retention,

but are generally limited to a small or unique audience, such as the Gathering of Eagles, should be expanded or moved to a venue or venues that maximize participation.

The measure of success will be reaching everyone in the Air Force with a Centennial activity to include: active duty, guard, reserve, civilians, retirees, and Air Force families.

Strengthen Relationships Within the World-wide Aviation Community

The United States Air Force has an excellent relationship with the aviation community. However, the Centennial of Flight celebration is a perfect opportunity to strengthen and improve upon those relationships. The events centered around the theme of Centennial of Flight give the Air Force the opportunity to develop and participate in themed events, products, and exhibits of great interest to the aviation community. Such participation alongside the larger aviation community will give all parties involved a greater sense of community and help strengthen existing relationships.

Strategies (events and activities) for strengthening relationships include the Global Air Chiefs Conference, participating in major industry events (Paris, Farnborough, and EAA [Experimental Aircraft Association] Air Shows), and leveraging relationships with those organizations that will play a large role in Centennial activities. Involving defense contractors and original equipment manufacturers in the celebration will also aid in promoting the Air Force message. CVAH is already in contact with the National Commission, FAA (Federal Aviation Administration), NASM (National Air and Space Museum), and the Ohio and North Carolina groups. The Board of Advisors also suggests that CVAH actively involve flying organizations including the Guard and Reserve, the Air Force Sergeants Association, the Daedalians and the Old Crows.

The measure of success will be the inclusion of all organizations in celebration activities from planning through execution and the minimization of the number of surprises.

III. Events & Programs, and Product Development

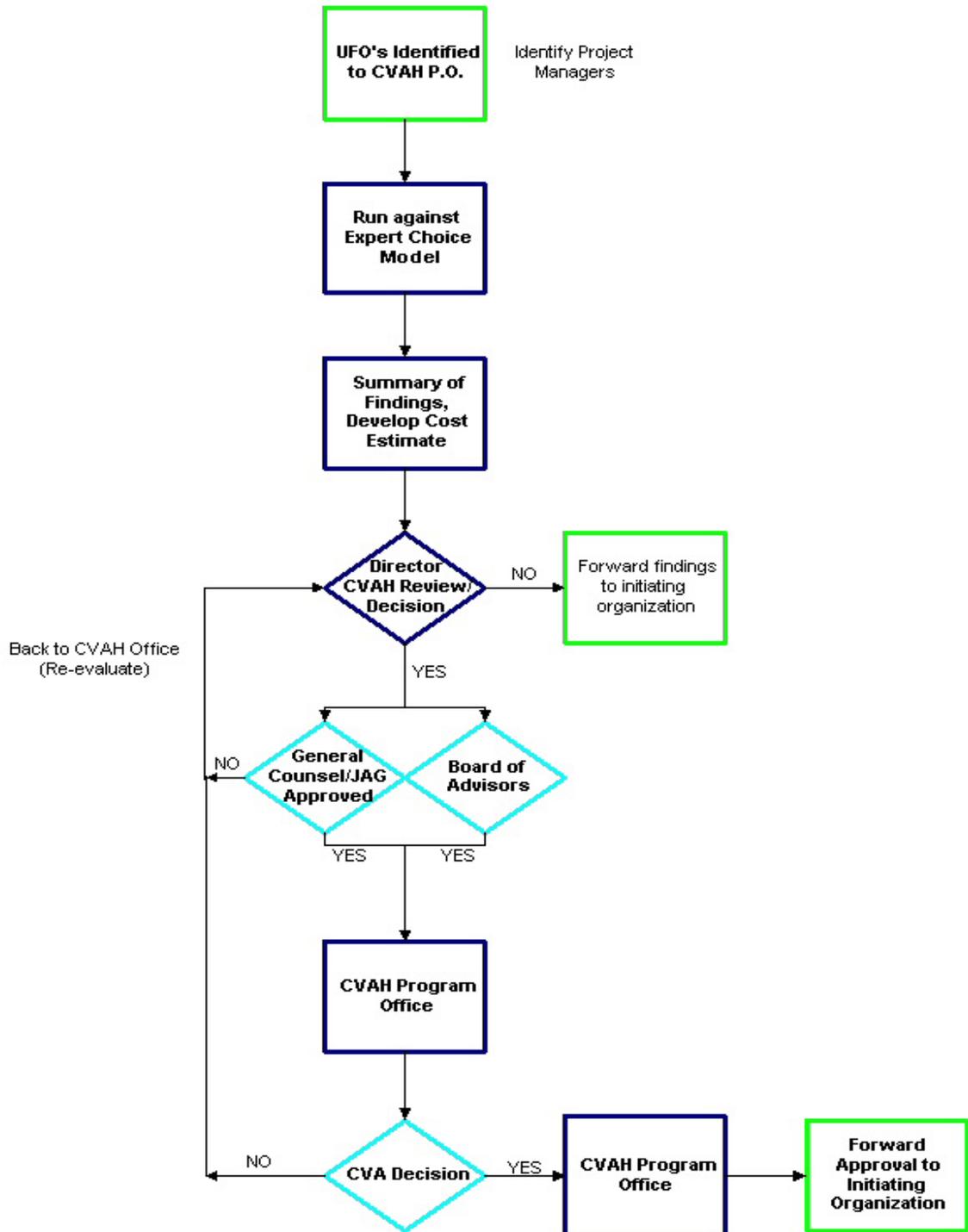
CVAH has been established as a coordinating and support office for the Air Force's participation in the Centennial of Flight celebrations. The efforts of the Air Force can be divided into two major groups: 1) events and programs, and 2) product development. Events and programs consists of those events and activities, both internal and external to the Air Force, in which the Air Force will participate directly or will participate indirectly by providing supporting resources. Product development consists of those resources that the Air Force will create, sponsor, or make available to participants in Centennial events in support of ongoing Air Force missions such as recruiting, retention and public awareness. The end of this section provides a discussion of management of events, programs and products that arise after issuance of this plan.

The enabling legislation for the National Centennial of Flight Commission states: "To ensure the overall success of the Commission's efforts, the Commission may call upon various Federal departments and agencies to assist in and give support to the programs of the Commission. The head of the Federal department or agency, where appropriate, shall furnish the information or assistance requested by the Commission, unless prohibited by law." The National Commission also has the First Flight Centennial Federal Advisory Board. The Secretary of the Air Force or the Secretary's designee is one of 19 members. In addition to the statutory purposes of the National Commission, the Air Force has added additional objectives it seeks to obtain from its participation as described in Chapter II of this Strategic Plan.

The Air Force will focus substantial effort on four sets of events. The Air Force will sponsor two of these events, the Global Air Chiefs Conference (GACC) and the Gathering of Eagles and History Symposium. The Air Force also anticipates requests to provide substantial support to activities of the State of North Carolina, in particular the events at Kitty Hawk and the Festival of Flight, and to the State of Ohio at Huffman Prairie and Dayton.

Throughout this section, each activity is defined in terms of its planned scope, and its relative priority to achievement of CVAH program objectives. A cost estimate is associated with each event or product outlining planned CVAH participation in the event or product development. Estimated costs, in terms of staff-years, for the events, programs, and product development are shown in Figures IV-1 and IV-2 in the next Section. CVAH understands that additional requests for Air Force participation are likely. These requests will be addressed on a case-by-case basis as they are brought to CVAH attention. The planned decision making process to address new requests for Air Force support is diagrammed in Figure III-1.

Unidentified Future Opportunities (UFO's) Process Flow Chart



Figure

Events and Programs

Global Air Chiefs Conference (GACC)

The Global Air Chiefs Conference (GACC) will be a gathering of air chiefs from nations from around the globe. The GACC will be held in Washington DC from 15 – 19 September 2003, in conjunction with the Air Force Association national convention. It will provide a forum for discussions of not only the history of aviation, but for an examination of its future by a group of men and women who will lead aviation into its next century. In addition to strengthening ties with the Air Force's global colleagues, the GACC presents significant potential to interact with members of Congress, industry leaders, and the diplomatic corps.

Priority – Very High (The Global Air Chiefs Conference is envisioned as the premiere Air Force-sponsored event for the Centennial.)

Scope – Resource costs to produce the GACC are estimated based on past GACC events. However, the exact nature of this event could follow many parameters and costs will need to be closely monitored. It is reasonable to estimate that activities that must be completed early, such as venue selections, development of the program, high-level planning, etc. would require four to five action officers. As the date for the GACC approaches it will likely require 20 to 25 personnel to oversee preparations. Resource requirements will rise to several hundred for execution of the conference. CVAH plans to fully utilize all program office personnel to deliver this event. CVAH further envisions using a combination of full-time active duty personnel, reservists, Air National Guard, civilian employees, and contractor personnel for this event.

Gathering of Eagles/History Symposia



The Gathering of Eagles program is a special aviation event that traces its origin back to 1980, when retired Brigadier General Paul Tibbets was invited to visit the Air Command and Staff College (ACSC), Maxwell AFB, Alabama to share some of his experiences with the students. This visit became the genesis for the annual Gathering of Eagles program. The first official Gathering of Eagles occurred in 1982 when the ACSC leadership energized the faculty and students to develop an aviation heritage program for the graduating class. The ACSC faculty, along with four officers from the class, was chartered to design a program that encouraged the study of aviation history and emphasize the contributions of our nation's aviation pioneers. The team selected 15 distinguished aviators and invited them to share their unique personal experiences through a series of teaching interviews and social events with members of the class. They were a diverse group and included aviators who had served in the Air Force, Navy, Marines, Army, and the National Aeronautics and Space Administration. The ACSC Commandant endorsed their efforts and enthusiastically presented it to the AU (Air University) Commander. They became

the first of many ACSC Commandants and AU Commanders to support the Gathering of Eagles program. As part of the celebration of the Centennial of Flight, the Air Force will sponsor a special Gathering of Eagles devoted to the history of aviation as it points to the future of powered flight. This special Gathering of Eagles will be in addition to the annual ceremony

For the Centennial, CVAH will collaborate with ACSC to expand the additional Gathering of Eagles event to include 100 distinguished international aviators. This second event in 2003 will be located in a more accessible venue, such as Washington, D.C., CVAH will work closely with ACSC, but will assume the role of the office of primary responsibility for this event, and will be selecting the venue, arranging logistics support and managing the theme for this event.

Priority –High (Second only to the GACC in priority.)

Scope – With the assistance of experienced personnel from ACSC, CVAH will arrange for the venue and logistics and will manage the Centennial theme of the event.

State of North Carolina



The State of North Carolina, through three separate and independent commissions, (First Flight Society, Festival of Flight 2003, and First Flight Centennial Commission) is organizing a series of events to celebrate North Carolina's place as the home of the first flight and, therefore, as a pioneer in the area of powered flight. The Air Force is authorized by statute to provide support to Centennial events sponsored by the State of North Carolina. A listing of the events scheduled to date can be found at Appendix A. CVAH will serve as the clearinghouse for North Carolina authorities to request Air Force participation in scheduled events. A timeline showing all currently scheduled events from the US National Centennial of Flight schedule is at Appendix B. As more detailed information becomes available regarding North Carolina-specific activities, CVAH will update this strategic plan.

Priority – High (Air Force participation is expected, as a result of the supporting role established for the Air Force in the enabling legislation.)

Scope – CVAH responsibility will be limited to coordinating with State officials and with other Air Force activities supporting North Carolina. CVAH will serve as the Air Force clearinghouse to balance Air Force resources with North Carolina's requests.

State of Ohio



The State of Ohio has scheduled many of its Centennial of Flight events to coincide with and to complement activities celebrating Ohio's Bicentennial of statehood. Most of these events are scheduled in and around Dayton, Ohio and Wright-Patterson AFB. A listing of the events scheduled to date can be found at Appendix A. The Air Force is authorized by statute to provide support to Centennial events sponsored by the State of Ohio. CVAH will serve as the clearinghouse for Ohio

authorities to request Air Force participation in scheduled events. A timeline showing all currently scheduled events from the US National Centennial of Flight is at Appendix B. As more detailed information becomes available regarding Ohio-specific activities, CVAH will update this strategic plan.

Priority – High (Air Force participation is expected, as a result of the supporting role established for the Air Force in the enabling legislation.)

Scope – CVAH responsibility will be limited to coordinating with State officials and with other Air Force activities supporting Ohio events. CVAH will serve as the Air Force clearinghouse to balance Air Force resources with Ohio's requests.

Product Development

CVAH has been established as a coordinating and support office for Air Force participation in various Centennial celebrations (see previous section). While a major function of CVAH is to coordinate Air Force involvement in various Centennial events and activities, CVAH will also develop resources (“products”) for use by the participants in the Centennial celebrations. These products can be divided into two broad categories, new resources and existing resources. The first category will be new or unique items funded by CVAH and used both during and after the Centennial events. A variety of products were discussed with the CVAH advisory panels during the development of this strategic plan. The objective of these products will be to promote the objectives established in section II of this plan. It should be noted that all Centennial-related products will be produced in support of ongoing Air Force missions and will be distributed through the appropriate program such as recruiting, retention or public awareness programs.

New products

A variety of products were discussed during the development of the strategic plan. The following products were among the initial proposals under consideration at the time this plan was originally under preparation. Items considered must have a high potential impact, a direct tie to the Centennial celebrations and potential for post-Centennial continued value to the Air Force. These initial items as well as future projects will be subject to analysis under the evaluation procedures described in the New Resources section of this plan and shown in Figure III-2.

The Signal Corps One Mockup

Description – This exhibit would be centered on a mockup of Signal Corps One, the first military aircraft constructed for the Signal Corps. A pair of flight simulators would surround this full sized mockup at either end, one simulating a Wright flyer and the other simulating a modern Air Force weapon system. This set of the Signal Corps One craft and the attached flight simulators would constitute a traveling exhibit in support of Air Force recruiting, retention and public affairs efforts. This exhibit would demonstrate both the heritage of the Wright brothers together with the simulator that demonstrates the present and future Air Force.

Priority – Low to Medium. During meetings with the CVAH advisory panel, questions have arisen regarding the benefits this product will generate for Air Force objectives as compared to the cost of developing a durable mock-up.

Scope – CVAH would outsource the construction of the mock-up and the operation and maintenance of the simulators. CVAH responsibilities will be limited to scheduling Signal Corps One to various locations and to overseeing the funding required to keep the display operational throughout the Centennial year.

Commemorative Token

Description – CVAH plans to mint a commemorative token to mark the Centennial year. A minting company will have to be selected, artwork will need to be developed and approved, and suitable contracts executed. After the preliminary work is completed, CVAH will be responsible for overseeing the distribution of funds to mint the tokens and for managing their distribution. CVAH will promote the use of the Centennial symbol on other Air Force commemorative coins, such as those distributed by the Air Force Chief of Staff during 2003.

Priority – High

Scope – CVAH will be responsible for developing the token design, acquiring a vendor, maintaining a stock, and distributing the tokens. CVAH will work with the Office of the Chief of Staff to promote the use of the Centennial design on the CSAF coin.

Postage Stamp

Description – The United States Postal Service (USPS) has an established program for the issuance of stamps honoring particular individuals or events. This is accomplished through the Citizen's Stamp Advisory Committee (CSAC). This committee is a group of professional men and women that meet quarterly to evaluate stamp subjects and decide which subjects should be on stamps. Issuance of a special stamp honoring the Centennial of Flight with a special interest for Air Force participation in the first century of flight will require the preparation of a request, selection of existing art or acquisition of new original art, and submission of the request to the USPS and the CSAC for consideration. Once an appropriate stamp has been issued there will follow a series of events including a ceremony for the first day of issuance, a coordinated series of events involving Air Force first day use of the stamp, and availability of the stamp and associated Postal Service products for use throughout the Air Force. Assuming the lead-time requirements of the USPS can be overcome, the Air Force's commemorative stamp is planned for release December 17, 2002. This will likely require the involvement of the Secretary of the Air Force.

Priority – Medium to Low. The USPS has an extensive lead-time for the development of commemorative stamps. This lead-time is typically three years, though it can be compressed if circumstances warrant extra effort. The US Centennial of Flight Commission has contacted the CSAC regarding a commemorative stamp for the Centennial of powered flight. CSAC has recommended to the USPS that such a stamp be made available. Questions have arisen whether a second stamp commemorating the Wright Brothers' achievement would be the best investment of available Air Force resources.

Scope – The USPS bears the cost of developing new commemorative stamps. The resource cost to CVAH cannot be estimated until a decision is made whether to pursue a second stamp with an Air Force theme. Should the Air Force choose to work with the USPS to develop a stamp under a compressed time line, considerable man-hours from CVAH and from other Air Force activities will likely be needed. This would involve developing the theme, requesting USPS support for the project, selecting artwork, and other activities. Should the Air Force choose to leave the stamp to the US Centennial of Flight Commission, the resource cost would be reduced considerably. The Air Force might elect to participate in the stamp project in other ways, such as sharing the unveiling ceremony with the national commission or arranging ceremonies for the first date of issue for the new stamp.

Aviation Art Exhibit

Description – The Air Force possesses a substantial number of aviation related artworks in the Air Force Art Collection, many of which can be used to assemble an art exhibition in honor of the Air Force’s contributions to the Centennial. This exhibit would then be transported to a series of selected venues for display. Venues will be selected based upon the objectives established in section II of this plan. CVAH will work with Carter Ryley Thomas, public affairs coordinators for the National Centennial of Flight Commission, to identify venues and available dates.

Priority – Medium

Scope – SAF/AA will need to assemble an inventory of available artworks and identify suitable items to exhibit. They will need to develop a theme for the art exhibit and coordinate that theme with other interested parties (e.g., the National Centennial of Flight Commission).. It is also possible that a publication depicting the artwork exhibited could be prepared and either provided to the public at no cost or sold to the public at a cost intended to offset publication costs. CVAH will be responsible for theme management and coordination of this exhibit.

Historical Publications



Description – The Air Force maintains a rich aviation history in association with the aviation centers for the Centennial Celebration as well as in its own history in advancing aviation. During the Centennial year, the Air Force will seek to enhance understanding of the Air Force role in aviation history through two publications. CVAH will enhance the documentation of powered flight through support via an update to *Huffman Prairie to the Moon* and *The History of Wright-Patterson Air Force Base*. These books detail the involvement of Dayton and the eventual Wright-Patterson AFB in the earliest history of powered flight. Starting in April 1904, with the efforts of the Wright Brothers to convert their initial flight experiments in North Carolina of December of 1903 to a working model, the two books follow these connections through to the development of Wright-Patterson AFB into a major aviation center.

CVAH will also support the development of a series of pamphlets on advancements in military aviation. These pamphlets will be designed for use individually as they relate to specific events or activities and may be compiled into a chronological set giving an encapsulated history of highlights relating to military aviation.

Air Force Office of History might be asked to research and assemble a catalog of facts, events, and artifacts relating to the life and times of the Wright brothers that

might be available in Air Force archives. This catalog could be made available to event managers for their use or incorporated into the CVAH traveling exhibit.

Priority – Medium

Scope – The development of historical publications will be outsourced, and it is anticipated that CVAH will only be responsible for funding, project coordination, approval of products, and theme management.

Other Publications and Productions

Description – In keeping with the objectives of Air Force outreach, retention and recruiting described in Section II of this plan, a specific effort will be made to create materials that can be used during the Centennial period to further these goals. These materials will include a historical publication series, a video series and an informational video for use by the MAJCOMs and individual Air Force organizations. This video will also be suitable for use in introduction of new audiences, such as users of Channel One used in public schools, to the role of the Air Force in the history of powered flight and in its future. CVAH will also work with Air Force Television in the development of a video series illustrating the role of the Air Force in powered flight and its future. CVAH will be involved with editing material to ensure the publications and productions meet the Air Force objectives of boosting recruiting, fostering retention, and expanding outreach. CVAH will transfer products with value for future recruitment and retention efforts to an Air Force organization that can best ensure their usefulness continues past December 2003.

Priority – High

Scope – These activities will be outsourced. CVAH will only have program management responsibilities to manage the theme and provide funding.

CVAH Traveling Exhibit

Description – There will be many events during the Centennial year at which the Air Force will have a presence. Rather than create a new exhibit for each of these events, CVAH will instead construct an exhibit to be used at multiple functions. Once constructed, this exhibit will be modular in nature and will be capable of being broken down and reconfigured for use in venues of different sizes. The number of events at which the exhibit will be used is yet to be determined. However, the budget for FY02 - FY04 presumes \$1.2 million to operate and maintain this exhibit.

Priority – High to Medium

Scope – Construction and maintenance of the traveling exhibit will be outsourced. CVAH will be responsible for scheduling the exhibit to appropriate venues and for funding operation and maintenance of the exhibit.



Technical Expositions

Description – During the period leading up to the Centennial celebration, CVAH envisions using the traveling exhibits at certain technical expositions. Under consideration at this time are two expositions sponsored by the Experimental Aviation Association (EAA) and two or three expositions sponsored by the Air Force Association (AFA). CVAH will support the Farnborough (England) Air Show

in 2002 and the Paris (France) Air Show in 2003. Plans call for all or part of the traveling CVAH exhibit to be configured to fill this role.

Priority – High to Medium



Scope – Assuming the traveling CVAH exhibit described in a previous section is suitable for this purpose, the only added costs for CVAH would be arranging for the transport, staffing, and scheduling of the exhibit at the required venue. These activities should be managed within the resources planned for the traveling exhibit.

Existing Resources

Existing Air Force organizations also have resources and capabilities that may be used to support the Centennial of Flight events.



Air Force Bands

Description – The Air Force Band based at Bolling AFB serves as one of the premier ambassadors for the Air Force both within and outside the Air Force family. The Air Force band is one of the existing resources that CVAH anticipates will be providing support to Centennial events as requested by various Air Force and outside organizations. CVAH will coordinate requests for Air Force Band support and will incorporate tracking of Air Force Band resources into the CVAH system. CVAH itself will also fund travel and per diem costs for the bands associated with CVAH activities. These are expected to include the Global Air Chiefs' Conference and the 2003 Gathering of Eagles. Other Air Force Bands, under the direction of MAJCOM authorities may be requested to support regional events associated with the Centennial. CVAH will budget for and will provide funding for band support at CVAH-sponsored activities. Funding for band support of other activities will follow the normal means for tasking an Air Force Band has not been taken into account in the CVAH Centennial of Flight operational budget

Priority – Medium

Scope – CVAH will be responsible for scheduling and providing funds for the Bands

Lithographs and Centennial Materials

Description – CVAH will coordinate with Air Force News and the Air Force Art Program to provide Centennial materials at a variety of public and internal Air Force events related to the Centennial. These materials will include a series of Centennial-related lithographs and funding for specific Air Force News support requested by CVAH.

Priority – High

Scope – CVAH will require the assistance of Air Force News and the Air Force Art Program to make the lithographs and Centennial materials available. Coordination of

this effort by CVAH will require one action officer, ideally located in the vicinity of the Air Force News Headquarters.

Aviation Records

Description – The flight of the Wright Brothers on December 17, 1903 established the first of many aviation records that would be set during the first 100 years of powered flight. The Centennial year provides an opportunity to honor this achievement in flight with the accomplishment of additional aviation performance records and/or the staging of commemorative flights during the period leading up to December 17, 2003. MAJCOMs will look into their specific areas to develop command programs in support of establishing and aviation record and/or staging a commemorative flight. The goal will be for an Air Force organization to break an existing aviation record at a rate of one record per month from December 2002 through December 2003. The Air Force Museum staff has compiled a list of aviation records and commemorative flights and has provided this list to the MAJCOMs and to CVAH for use. CVAH will coordinate the selection of aviation records targeted by each MAJCOM and will serve as the clearinghouse to ensure required documentation is developed, maintained and submitted by each MAJCOM that chooses to participate to the appropriate agency with jurisdiction to recognize each aviation record.

Priority – High

Scope – The role of CVAH will be limited to coordinating record breaking or commemorative flight activities with MAJCOM representatives. With a total of eight MAJCOMs involved in breaking aviation records, two action officers will be required to manage these activities for CVAH.

Future Resources

The number and variety of Centennial events will continue to evolve as 2003 approaches. Ideas for additional potential new resources, uses for existing resources and the addition of events and programs to the Centennial schedule are all anticipated. CVAH has prepared its estimates for budget and resources required for Centennial Activities based on the events and products described in the preceding sections. However, CVAH does anticipate requests to expand the list of events and products. As outlined in Section V, Expert Choice Decision Support Software is the tool recommended and currently identified to help evaluate and package these Unidentified Future Opportunities (UFO's). The UFO's will or will not be accommodated as they align or compare to objectives and criteria established by the Air Force for its Centennial activities.

Event/Product Title	Description	Priority
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Global Air Chiefs Conference	Gathering of military aviation chiefs from around the globe. Scheduled in conjunction with AFA convention 15-19 September 2003	Very high
Gathering of Eagles 2003 and Symposia	Held in collaboration with Air University, this will be an aviation heritage event, inviting 100 distinguished international aviators to share their experiences through teaching interviews and social events	High
State of North Carolina Events	See Appendix A for a list of events. See Appendix B for scheduled timeline	High
State of Ohio Events	See Appendix A for a list of events. See Appendix B for scheduled timeline	High
New Products		
Signal Corps I Mockup	CVAH will support the development of a full-scale mockup of the first American military aircraft. The mockup will be made available for public display	Medium to Low
CVAH Traveling Exhibit/Technical Expositions	The CVAH traveling exhibit will support expositions sponsored by EAA and AFA, as well as the Farnborough (England) and Paris (France) air shows. To achieve this, CVAH will support the development of a modular exhibit to be used a various Centennial activities and will schedule its use.	High to Medium
Commemorative Coin and Token	CVAH will mint a commemorative token to distribute at Centennial activities and will promote the use of the Centennial design on the reverse of the CSAF coin for 2003	High
Commemorative Postage Stamp	CVAH will support the issuance of a commemorative postage stamp to mark the Centennial and will arrange suitable events, such as first day of issue ceremonies at Air Force post offices	Medium to Low
Aviation Art Exhibit	CVAH will work with SAF/AA to select art works and venues to showcase the Air Force art collection	Medium
Historical Publications	CVAH will sponsor the revision and update of two books relating to aviation history and a series of pamphlets on the history of military aviation	Medium
Other Publications and Video Productions	CVAH will sponsor the development of educational publications and videos for distribution to public schools	High
Existing Products/Resources		
Air Force Bands	CVAH will coordinate requests for band support and will track Centennial demands on band resources	Medium
Lithographs	AFNEWS and Air Force Art Program will provide Centennial-related lithographs for distribution at public events	High
Aviation Records	The goal will be for an Air Force organization to break at least one existing aviation record each month during 2003	High

Figure III-2 Summary of Events and Products

Funding Resources

The Centennial of Flight Office has proposed an operating budget of \$9million/\$8 million/\$2 million for the fiscal years 2002-2004, consecutively. This budget is contingent on sole funding of projects by CVAH and has been earmarked specifically for sustaining the budget requirements of the program office and the key events and programs that are herein. All potential project participation or event sponsorship of Air Force Centennial of Flight events and activities by outside organizations will meet General Counsel (GC) / Judge Advocate (JA) approval for additional funding. UNDER NO CIRCUMSTANCES CAN CVAH SOLICIT GIFTS OR PARTICIPATE IN FUND RAISING ACTIVITIES.

Understanding the basic guidelines and funding of the CVAH operational budget and the process for identification of future resources for UFO's, there is an additional decision process flow chart for screening, staffing and approving initial funding requests. Figure III-1, depicts the process flow and steps to obtain approval. However, it does not outline the procurement steps or sources of money to obligate funds in support of the UFO's.

UFO's Identified to the CVAH Program Office – Requests to support events not currently identified must flow through the CVAH Program Office. This ensures the request is dealt with through proper channels and is incorporated into the overall support plan. The CVAH responsibility is to identify a Project Manager to gather required information (Who, What, Where, When, Why, How, Funding), move and track the request through entire Decision Cycle.

Evaluate (Run) Against Expert Choice Model – Once the initial packet is put together by the selected project manager, the UFO request will be run against the Expert Choice Model and scored accordingly. This portion of the process will provide a rank order comparison to existing and approved events. It will also begin to identify the impact and possible resource constraints if the project is approved.

Summary of Findings / Cost Estimate – Once modeled and scored, the project manager will complete a summary of findings outlining why the request should or should not be endorsed and accommodated. This decision should be centered on criteria outlined in the Expert Choice model. The summary of findings must identify any issues or concerns requiring the CVAH program manager's consideration. Supporting the findings and recommendations is an initial cost estimate. The cost estimate should identify whether the CVAH has funding responsibility, along with other funding venues identified in the initial data gathering. The project manager must be familiar with and take into account the CVAH operating budget in recommending a course of action.

Director CVAH Review – The Director of the CVAH program office will review the request and make a determination to endorse or disapprove the UFO request. If disapproved a letter will be written to the initiating organization outlining the reason(s) for disapproval. If endorsed, the request needs to move forward for legal review.

General Counsel (GC) / Judge Advocate General (JAG) Review/ Board of Advisors (BOA) – Any request endorsed by the Director of the CVAH must be submitted to the GC/JAG/BOA for legal review and endorsement. If legal ramifications or other reasons for denial are identified, the request will be denied and sent back to the CVAH Director. The Director may elect to address the recommendations and

resubmit, or as in the previous step submit a disapproval letter to the initiating organization outlining the reason(s) for disapproval. If approved, the packet is forwarded to the CVAH Program Office.

CVAH Program Office – Approved by the GC, the packet will be prepared and submitted to the CVA.

CVA Decision – CVA is the next step in the approval process. If the CVA endorses the request, it will be returned to the CVAH Program Office. If denied, it will be addressed back to the Director of the CVAH and processed in the same fashion as the outcome from the GC/JAG step.

CVAH Program Office – Upon receiving an endorsed packet from the CVA Office, the CVAH Program Office will prepare a letter informing the initial organization of the approval. The letter must include any changes, anomalies or conditions associated with the approval.

IV. Staffing/Organizational Structure

This section contains basic information on the Staffing and Organization structure of the AF/CVAH for the Centennial of Flight project. It includes:

- An overview of the Program Office Structure
- A description of the Program Management Office
- A description of the Project Management Teams
- A description of the Web Site Management Team
- A description of Team Center Administration
- A description of the Liaison Team
- Overview information on the human resources of the Centennial of Flight Office

Staffing figures are estimates based upon interviews with CVAH personnel. They take into consideration the expected complexity and degree of Air Force involvement in each project CVAH plans to manage. The staffing requirements for CVAH in total are shown in Figure IV-1. The staffing estimates are shown for each organizational element, with separate estimates given for calendar years 2002, 2003, and 2004. The figures are in terms of full-time equivalents for calendar years 2002 and 2003. The figures for calendar year 2004 also represent full-time positions, but 2004 will only be a partial year, as the office is planned to close by the end of April.

Program Office Structure

The Centennial of Flight Program Office is comprised of the following components:

- The Director's Office, including the Director, Deputy, and administrative support
- The Program Management Office, including public affairs, legal, contracting, and other office infrastructure focal points. This office will not necessarily have legal or public affairs specialists assigned to it, but rather will serve as the regular conduit to obtain this kind of support
- Project Management Teams. These teams will plan and implement Air Force participation actions for the Centennial events
- Web Site Management will be a continuous activity throughout the tenure of CVAH
- TeamCenter Administration will be required as long as a centralized, web-based project management, collaboration, and document management tool is needed
- Liaison Team. This team will be tasked to maintain required contacts with all agencies CVAH will rely upon to implement the Air Force's plans for Centennial activities

Program Management Office

The Program Management Office provides the infrastructure and support services required to integrate, drive and coordinate the individual projects within the AF/CVAH program. It is the center for assembling, tracking, and distributing key program information, such as funding, contracts, legal services, public affairs, etc. Its purpose is not to create a bureaucracy, but rather to bring value to the AF/CVAH by guiding project teams, challenging plans and results, and identifying issues, gaps and leverage points across all projects. The Program Management Office will drive a cross-functional program organization that integrates all functions. In addition, the Program Management Office will be the owner of the overall, integrated work plan. Most of the staffing requirements identified for this office continue into 2004, since this is where close out of accounts, after action reporting, and facility vacate actions will occur. The Program Management Office will require personnel with experience in contracting, public affairs, logistics, communications and computers. The office of the Judge Advocate for the Air Force (AF/JA) provides the legal support for CVAH. No specific legal experience is required on the CVAH team.

Project Plan Development

The Program Management Office will assist each of the Project Teams with project planning and developing the overall project plan for each event. The overall project plan is the formal, agreed upon document used to manage and control the execution of the project. This document will change and evolve over the life of the AF/CVAH program as more events become identified for Air Force participation.

Other Functions Within the Program Management Office

The Program Management Office also serves as the central point for communications, quality assurance, risk management, and resource control for the Centennial of Flight celebration for the Air Force.

Project Management Teams

The Project Management Teams are divided among the various projects CVAH plans to execute during the Centennial. Separate staffing estimates for each of the major projects are shown in Figure IV-2. As the office begins to close in 2004, it is assumed that there would be continuing requirements for many projects. For example, archiving of records from the Global Air Chiefs' Conference and the 2003 Gathering of Eagles; close out of the art exhibit; contract close out of the vehicles used for memorabilia, publications, and lithographs; and final documentation for the aviation records project. No specific Air Force specialties are required for the project management teams, though experience with project management concepts would be beneficial.

Web Site Management

The web site supporting the Centennial of Flight will develop and evolve throughout the project. The CVAH web site managers will need to interface closely and continuously with Air Force News, the Air Force Pentagon Computer Agency, and with Air Force Recruiting until the Program Management office closes and the web site is discontinued or transferred.

TeamCenter Administration

TeamCenter will require regular administration to update users, control access, and manage configuration of the project management tool set. Contractor personnel will most likely provide this support.

Liaison Team

The liaison team is intended to stay abreast of and anticipate CVAH communication and coordination requirements with other agencies. Some of these include the National Park Service, which owns some of the Centennial sites, the US National Centennial of Flight Commission, the Federal Aviation Administration, the Smithsonian Institution and the National Air and Space Museum. There will likely be other agencies with input to the Centennial. The Liaison Team is not intended to interfere with the activities of the Project Management Teams. Rather, this organization should facilitate communication among the project implementers of CVAH and the external organizations that are involved in each project. No specific Air Force specialties are required for the Liaison Team. Good interpersonal skills and good communications skills would be desirable. This support will most likely be provided by contractor personnel in Washington, DC, for support of federal agencies; Dayton, OH, for support of Ohio events; Kitty Hawk, NC; for support of North Carolina events; and San Antonio, TX, for support of Air Force News Service and Air Force Recruiting Service.

Air Force Centennial of Flight Program Management Office

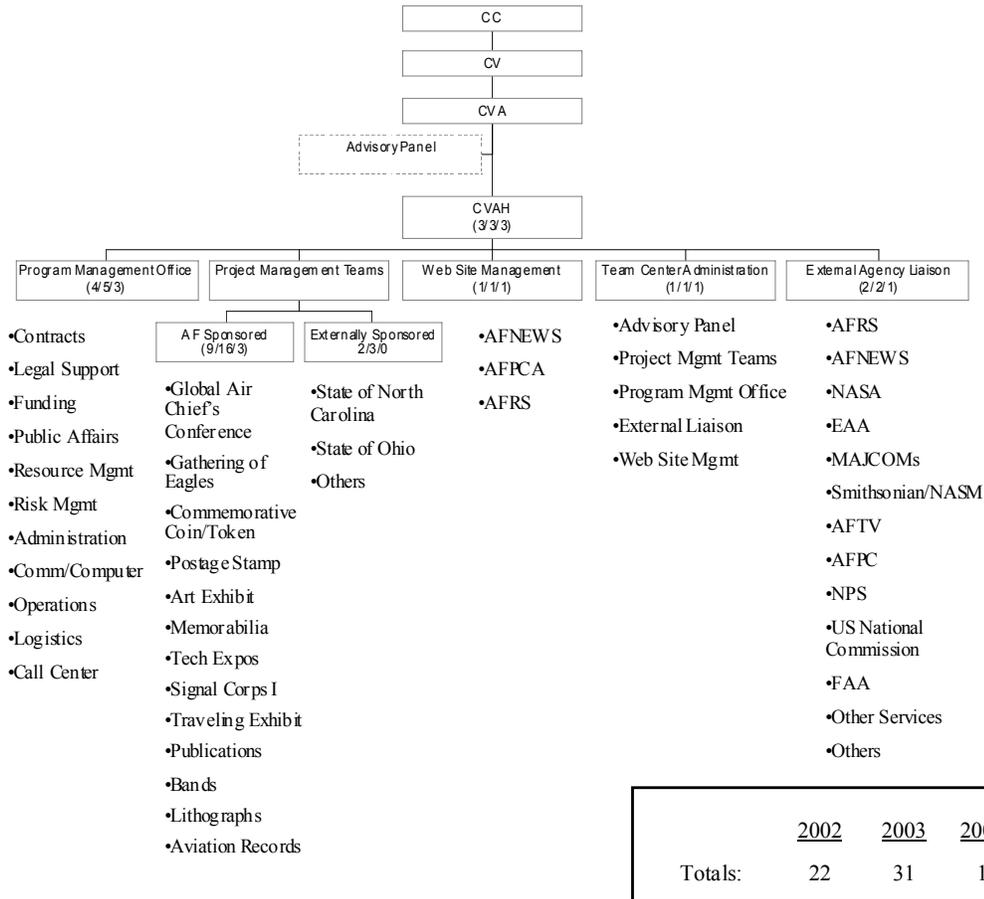


Figure IV-1 Proposed Organization Structure and Staffing

Activities	CY 2002	CY 2003	CY 2004*
Gathering of Eagles 2003 (June 03) and Global Air Chiefs' Conference (Sept 03)	4	9	1
Commemorative Coin/Token and Commemorative Stamp/Other Memorabilia	2	2	1
Art Exhibit and Lithographs	1	1	0
Publications and Videos	0	0	0
Technical Expositions/ Traveling Exhibits/Signal Corps I	1	2	0
Aviation Records/ Other Air Shows	1	2	1
North Carolina and Ohio Events	2	3	0
Total	11	19	3

* Estimates for CY 2004 cover the period through 30 Apr 04, which is the planned closeout date for CVAH

Figure IV-2 Estimated Staffing Requirements for Project Management Teams

V. Program Management Tools

CVAH will serve as the Air Force clearinghouse for all requests for Air Force support of Centennial events. To perform this role effectively, CVAH requires a powerful set of integrated program management, collaboration, and documentation management tools. Scheduling Air Force involvement with externally sponsored events and managing the complexities of the internally sponsored events will be a daunting challenge. Keeping widely dispersed action officers current with the latest schedules and program management documents will also require specialized applications. Further, to set priorities for Air Force participation in competing events, CVAH will require an objective means of determining which event will most fully address the objectives of boosting recruiting, encouraging retention, and promoting awareness of Air Force military aviation. The tools described below meet these needs.

TeamCenter



CVAH requires the means to track Air Force participation in potentially hundreds of externally sponsored events commemorating the Centennial. By taking on the responsibility of Air Force clearinghouse, CVAH can ensure that requests for Air Force support are communicated to the correct office and that requests for flyovers or for static displays are properly balanced. Having a central office coordinating Air Force participation should minimize schedule conflicts and last minute cancellations. In addition to coordinating and balancing Air Force involvement, CVAH will need to share documentation with action officers in widely dispersed locales to ensure the Air Force is responding with consistency. Finally, CVAH needs to be able to store, retrieve, and share pertinent documentation during the Centennial Year and to be able to archive this material effectively and efficiently as the office closes. The internally sponsored events CVAH will direct would also benefit from a central project management, collaboration and document management tool. CVAH will need to consider the best means of encouraging involvement of non-Air Force organizations, such as the National Commission and the state commissions of North Carolina and Ohio in these project management and collaboration tools.

TeamCenter has been selected by KPMG Consulting as the project management and collaboration tool for the Air Force Centennial of Flight Office. *(This selection is the responsibility of KPMG Consulting and implies no endorsement by the United States Air Force.)* Team Center, by EDS and Inovie Software, is preferred over other purely project management software tools located in a client-server environment (e.g., Microsoft Project) because it is an integrated and customizable set of project management, collaboration, and document sharing tools that can be accessed from any computer with an Internet browser and login credentials to the system provided by CVAH. TeamCenter can be used effectively for scheduling and tracking all events for the Air Force's Centennial of Flight involvement, providing a common

framework through which participants can observe or manage individual event timelines and requirements. The project management tools will notify designated personnel via e-mail of the successful completion or of the overdue status of key project milestones. TeamCenter's document management features can track document changes, ensuring that action officers will have access to the latest information regardless of their physical location. TeamCenter's collaboration features allow event participants to stay up to date on their own events and others, to request or to offer input to resolve problems, and to maintain contact lists and descriptions of standard operating procedures. Through TeamCenter features, such as Notebooks, Discussions, and Databases, information can be dispersed through the system along with specific requirements and responsibilities for individual action officers. These features will allow the action officers to report progress, streamlining the communication process. When the project office closes after the Centennial Year, the project management documentation developed using TeamCenter will already be well organized for archive purposes and can be readily transferred to appropriate storage media or printed for reference.

Expert Choice™ 2000

Expert Choice is recommended as the decision support tool for the Air Force Centennial of Flight Office. Expert Choice 2000 has proven to be an effect tool in helping organizations tackle efforts similar to what CVAH faces. This tool is inexpensive, user friendly, and provides a structured methodology in the development, prioritization, weighing, and comparison of hierarchy criteria and associated sub-criteria criteria. Expert Choice 2000 will enable CVAH to develop customized predetermined criteria and weighted values to objectively compare each Centennial Celebration Event (internal, external, or new inputs). The "Model" is easily updated and allows for "what if" exercises as influencing factors, pros and cons and/or criteria require change. Excellent features of Expert Choice 2000 are built in reports and metric assessments. The reports can be easily imported and exported and provide both text and visual comparisons (Bar Charts, Graphs, Line Charts).

For background, Expert Choice 2000 is a multi-criterion or multi-objective Advanced Decision Support Software based on the Analytical Hierarchy Process (AHP), developed by the mathematician Thomas L. Saaty at the Wharton School of the University of Pennsylvania. The AHP allows the user to organize data, thoughts, and experience in a logical, hierarchical structure. This structure enables decision-makers to focus on each and every part of a complex problem, complete pairwise comparisons, and test internal consistency of judgments in reaching an ultimate decision.

Once the "Model" is built, it can be incorporated as a standard tool into the CVAH decision process. The tool's sole purpose is to provide CVAH program managers with the information necessary to make informed decisions. The program manager can override any or all of the criteria used in an Expert Choice model. Final decisions always rest with the Director of CVAH.

Establishment of criteria is an important aspect of the Expert Choice Modeling process. The first stage for CVAH is to participate in a facilitated brainstorming

exercise to develop hierarchy criteria and associated sub-criteria. Figure V-1, below provides some proposed criteria identified as a result of gathering data incorporated in this strategic plan.

PROPOSED CVAH MODEL HIERARCHY CRITERIA AND SUB-CRITERIA								
HIERARCHY CRITERIA	Political Influence	Statutory Req	Fulfills Objectives	Schedule	Cost	Resources	Target Audience	Impact
SUB-CRITERIA	President	Yes	All four	No Conflicts	Low (Range)	None	> 20K	Low
	Congress	No	Three	less than 5 in a month	Medium (Range)	Low	15K-20K	Medium
	DoD		Two	> than 5 in a month	High (Range)	High	10K-15K	High
	Air Force		One					
	Other		None					

Figure V-1 Proposed CVAH Hierarchy Criteria

VI. Information/Communication Plan

World-Wide Web

A central means of managing and distributing information relating to the activities and events associated with the Centennial of Flight and to the roles the Air Force will have in each will be vital to the success of this mission. The Centennial of Flight Year is a significant event for the entire Air Force community. It is also a perfect occasion to expand public awareness of the tremendous contributions the United States Air Force has made to the history of flight and the many ways in which aviation advances have led to technological breakthroughs with benefits outside of military aviation. The Internet can also be used as an avenue to attract potential recruits. An Internet web site supporting the program office should provide the following:

- A means to educate visitors, both military and the public at large (e.g., “This Date in Aviation History,” Centennial News, Aviation Record Book, Frequently Asked Questions)
- For historical content, the Air Force Office of History might be asked to help document aviation achievements during the first hundred years of powered flight
- A tool to facilitate outreach to potential recruits
- An up to date, centralized source of information relating to events (e.g., calendars of scheduled events, points of contact, reference library, e-mail updates, links to other Centennial-related web sites)
- A way to foster customer relationships with long-term users through a subscription component, offering more content than the completely public web page provides
- A means to distribute memorabilia and related merchandise

A secure page on the web site might also be used to administer the Global Air Chiefs Conference and other events.

Video

CVAH will participate in the development and distribution of videos. These videos will reach the public through three channels: Separate distribution (e.g., giveaways through schools), Internet content, and broadcasts media. Videos may be given away at Centennial events or provided free of charge to schools or other educational entities. Video widens the range of content for the CVAH web site. Air Force

Television plans to partner with CVAH to produce a series of videos for broadcast. Each video distributed will include an Air Force commercial.

Other Media

E-mail, telephone, facsimile, and Internet links to CVAH from other Centennial-related web sites will complete the means of information dissemination regarding Air Force involvement in the Centennial of Flight.

Communications Plan Overview

To fulfill its mission, CVAH will establish standard operating procedures for communicating with other organizations participating in the Centennial. These procedures will be captured in a published communications plan, including a database of Centennial contacts that will be regularly updated and maintained throughout the project. Other planned components of the communications plan include:

- A description of required communications (e.g., required reports, addressees, frequency, etc)
- A plan for roles and responsibilities relating to Program Office communications
- An outline of the specific media to be used for each type of communication (e.g., e-mail, TeamCenter, presentation, formal report, etc)

Besides other Air Force activities and vendors involved in developing Air Force products for the Centennial, CVAH will need to interface smoothly with many other bodies. Some of the organizations most likely to require regular communication with CVAH include:

Internal Air Force Organizations:

- Air Force Recruiting Service
- Air Force Directorate of Personnel (AF/DP)
- Air Force News Service
- Air Force Television
- MAJCOM Centennial focal points
- Office of the Vice Chief of Staff
- Marketing (SAF/PAY)
- Public Affairs (SAF/PA)
- Communications (AF/SC)
- General Counsel (SAF/GC)

- Judge Advocate (AF/JA)

External Organizations:

- The Centennial Commissions of the State of Ohio
- The Centennial Commissions of the State of North Carolina (three independent commissions)
- The National Park Service (NPS)
- The US National Centennial of Flight Commission
- Major Exposition Sponsors, such as the Experimental Aircraft Association (EAA)
- Air Force Association (AFA)
- The Federal Aviation Administration (FAA)
- The National Aeronautics and Space Administration (NASA)
- The Smithsonian Institution and the National Air and Space Museum (NASM)
- Event sponsors other than those listed above
- The Board of Advisors

Internal



Air Force Recruiting Service – The Centennial events represent a multi-year opportunity to present the Air Force and its achievements to the public in gatherings that are rarely available in such abundance. This is an excellent opportunity for the Air Force Recruiting Service to reach potential recruits who might otherwise never think of the Air Force as a possible career. To take maximum advantage of this potential to boost recruiting, the Air Force Recruiting Service should designate specific points of contact to work with CVAH. Periodic progress meetings should be scheduled to review the degree to which Centennial participation is helping the recruiters and to investigate ways Air Force participation and theme management might be modified to draw in more recruits.

Air Force Directorate of Personnel (AF/DP) – Similarly, the AF/DP should designate points of contact for retention issues to work closely with CVAH on ways the Air Force can participate in Centennial events, while boosting personnel retention. These focal points should meet regularly with CVAH to assess the effect Centennial events are having on retention and to consider new ways to use those events to foster higher retention rates.



Air Force News Service and Air Force Television – Air Force News and Air Force Television will be reporting on the Centennial and producing video content to support the CVAH mission. CVAH should schedule regular meetings with these

organizations to ensure the Air Force Centennial of Flight theme is maintained, to review upcoming events, and to assess the degree to which news and television coverage are supporting the Air Force objectives (recruiting, retention, awareness, and global connections).

MAJCOMs – A structured means of communication should be established to connect CVAH with the MAJCOM Centennial focal points. E-mail and the Internet appear to be the most effective means of maintaining this communication. This will facilitate MAJCOM participation in Centennial events and will help to ensure that all attempts to break aviation records are recorded, documented, and published.

Offices of the Secretary of the Air Force and Chief of Staff – The Office of the Secretary and the Office of the Chief of Staff should receive periodic progress reports covering achievements, progress related to the Air Force objectives, and financials.

External



State of Ohio and State of North Carolina – CVAH is encouraged to support the Centennial activities of the State of Ohio and of the State of North Carolina. CVAH will take advantage of this opportunity to help the Air Force achieve its aforementioned goals. Regular communication with the Centennial commissions of those states through, e-mail, the Internet, regular postal service and telephone will be required to manage and balance Air Force participation in the myriad of events scheduled for the Centennial Year. Standard operating procedures (SOPs) for CVAH, in the form of a digest of the enabling statutes would help CVAH action officers respond more effectively to State requests for Air Force support. SOPs would also help the State commissions by clarifying the standard areas the Air Force is obliged to support; participation that the States might request and the Air Force might provide, subject to other considerations; and support that is beyond the scope of the enabling legislation.



National Park Service – The National Park Service (NPS) has operational jurisdiction over a number of the historic sites that will be involved in Centennial events. CVAH, as the clearinghouse for Air Force participation in these events, should identify appropriate points of contact within the NPS to facilitate Air Force activities. Since the NPS is an arm of another cabinet department, CVAH should obtain any necessary approval required to permit direct contact between Air Force Centennial of Flight personnel and NPS officials involved in Centennial activities.



The US National Centennial of Flight Commission – This is the body established by Congress to direct the activities culminating in the Centennial celebration on December 17, 2003. Air Force participation in Centennial events should complement the theme of the National Commission and the marketing plan developed for the National Commission by Carter Ryley Thomas. The Air Force

and CVAH should anticipate that the National Commission will rely heavily on USAF support for scheduled events.

Other Organizations – Other organizations will require less frequent and less structured communication during the Centennial Year. The most likely cause for communication with these organizations will be issues relating directly to a specific event. CVAH should identify designated points of contact to facilitate required communication well in advance of the expected need. Some of the organizations requiring this type of communication are listed below:

- Major Exposition Sponsors, such as the Experimental Aircraft Association (EAA)
- Air Force Association (AFA)
- The Federal Aviation Administration (FAA)
- The National Aeronautics and Space Administration (NASA)
- The Smithsonian Institution and the National Air and Space Museum (NSM)
- Event sponsors other than those listed above

Board of Advisors

The Board of Advisors panel is chaired by the Assistant Vice Chief of Staff and is comprised of senior Air Force leaders (AF/HO (Historian), AFRS/CC (Air Force Recruiting Service), SAF/PA (Public Affairs), SAF/PAY (Marketing), the AF/FM (Comptroller), SAF/GC (General Counsel), AF/JA (Judge Advocate), the Chief Master Sergeant of the Air Force (CMSAF), and AF/DP (for personnel retention objectives). This panel is convened in whole or in sub-groups for specific issues to serve as a sounding board for concepts, to contribute ideas and extensions of ideas to proposals, and to extend the network of contacts throughout the community of military and civilian aviation professionals and enthusiasts.

The Board of Advisors should meet with CVAH at least once during early 2002. This meeting should serve as a kickoff session to clarify roles, responsibilities, and expectations. Consideration should be given to including the awareness, recruiting, and retention focal points in this initial meeting as well. During 2002, the Panel should meet quarterly. During the Centennial Year of 2003, the Panel should meet monthly. Minutes of each meeting will be maintained and published. The minutes and action item lists will be provided by e-mail to the panel chairman and to the director of CVAH. With concurrence of both the Panel chairman and the Director of CVAH, the minutes and action items will be provided to all attendees by e-mail and will be formally approved by the group at the next scheduled meeting.

Figure VI-1 illustrates the communications flow for CVAH. Most communication will be via shotgun e-mail. It is to be inferred that communications with the blocks labeled CV and CVA will include appropriate communication with other

Headquarters USAF-level organizations, such as Public Affairs and the General Counsel.

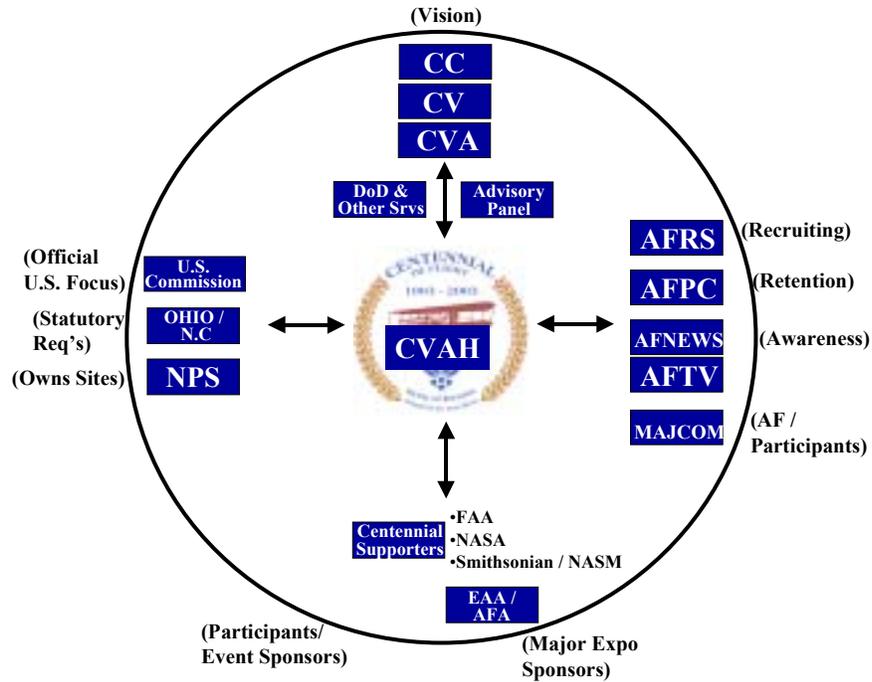


Figure VI-1 Communications Structure

VII. Archives/Historical Records

As the US Air Force Centennial of Flight Office plans, supports, and coordinates activities leading up to the 100th anniversary of powered flight, the office will need to capture and archive records to ensure ease of retrieval as required. This archiving of records will occur in two different forms. The first method of archiving will take the form of electronic retention, and the second method of archiving will use a hardcopy-filing plan. When used in conjunction, these two methods of archiving should provide significant coverage for ensuring that the appropriate records are preserved and available for retrieval even after the Centennial of Flight Office has closed.

Electronic Archiving

In the current technological age, electronic retention of correspondence, briefings, operating guides, etc, will be an essential part of Air Force Centennial of Flight Office archiving activities. Storing this information in an easily accessible electronic medium will allow for routine management of information while the CVAH office is operational, and will also provide a method for historical archiving and retrieval once the office and its functions are completed. An essential ingredient of the document indexing function is the previously mentioned web based tool (TeamCenter) to manage and disseminate Centennial of flight information worldwide. As a centralized repository for up to date information on Centennial of Flight activities, periodic archiving of this web-based information should be scheduled.

Following are some of the benefits to integrating and implementing an electronic based archiving plan:

- Document indexing for ease of retrieval
- Centralized repository for management of Archived records
- Significantly reduced paper-based processes
- Robust tracking capabilities
- Web access to perform querying, viewing and printing functions (TeamCenter)
- Significantly faster processing time satisfying record requests/searches while the CVAH office is in operation, and after the office has closed
- Office space savings and reduced transportation requirements

Hard Copy Filing Plan

The hard copy filing plan should be established from the very beginning of the project, as the initial framework is critical to continued adherence to the filing procedures over time. The CVAH office has already started putting together a permanent file based on the individual sections noted below:

- Strategic Plan
- Policies and procedures
- Personnel
- Board of Directors
- Points of Contact
- Briefings
- Evacuation Plan
- Recall Roster
- Operating Guides

Each major project/event will also have it's own Project Breakdown folder that will be used to keep track of all coordination related to that particular project. For example, the Global Air Chiefs Conference will have it's own folder full of information and related correspondence that will be added to as the Conference plan develops. A folder breakdown should provide the following type of information:

- Points of Contact
- Plan
- Coordination
- Meeting minutes
- Trip Reports
- Products developed
- Partners / Customers
- Names (completed projects)
- Newspaper and magazine articles

VIII. Office “Close-out” Strategy

The end of the Centennial of Flight celebration signifies the end of the office lifecycle and the beginning of its “Close-out” Strategy execution. During this phase, all CVAH management activities and processes will be completed and closed out in a manner for CVAH to comply with Air Force policies and guidelines. This includes settling final billings, conducting final CVAH reviews with project managers, finalizing program records, archiving all appropriate CVAH management documents in accordance with Air Force procedures, and closing out the program management office.

Work Papers

As part of the evaluation for the office close out, the project manager reviews the permanent file to ensure that it is complete and well organized and that related administrative and accounting procedures have been followed.

The permanent file for each Centennial of Flight event will be stored according to the AF/CVAH file plan. The permanent file is prepared for archival storage and retained as described in the aforementioned file plan.

Program Management Office

The project office is disbanded at the end of the engagement. Air Force equipment and supplies will be reallocated. Any vendor or contractor equipment will be returned to its proper owners.

Project Knowledge Capture

Project knowledge captures and documents the history, intellectual capital, and lessons learned from the program. There shall be a project capture document for each of the events the Centennial of Flight office participates in or coordinates. This knowledge shall become part of the permanent work paper for the individual projects/events.

Capturing project knowledge while details are still fresh in the project teams' minds helps build a repository and enhances knowledge sharing within the Air Force. A debriefing should be conducted after the program is completed to assess the success and document lessons learned. The final deliverable from the USAF Centennial of Flight Program Management Office (CVAH) will be a final after action report, detailing the following information:

- What did we do well?
- What could we have done better?
- What were the concerns that arose in running the projects?
- Recommendations for the future based on previous concerns.
- What were the unforeseen problem/situations that presented themselves during the planning and execution of the project?
- How effective were the control systems?
- What were the costs?
- “How To” guide for running, organizing, and developing the events/programs.
- The Centennial of Flight management should review the program’s history to ensure that all documentation is correct and according to Air Force procedures. Once the Air Force leadership has signed off on the completion of the program, it will be officially closed.