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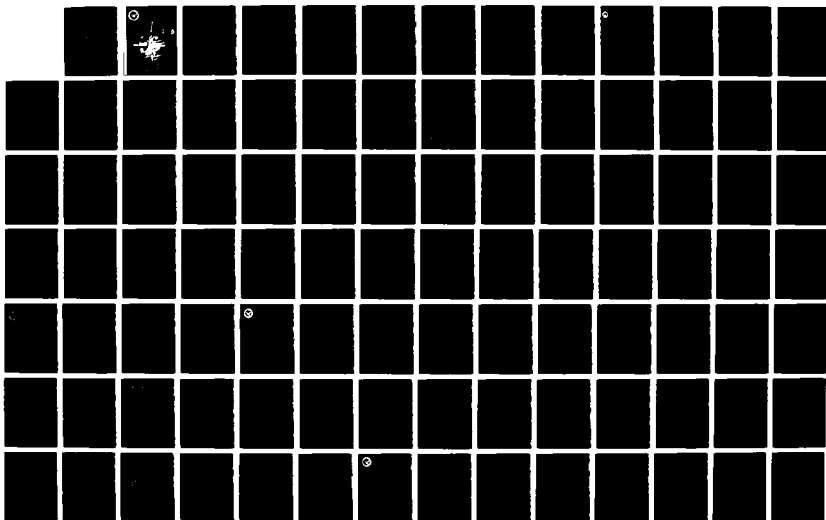
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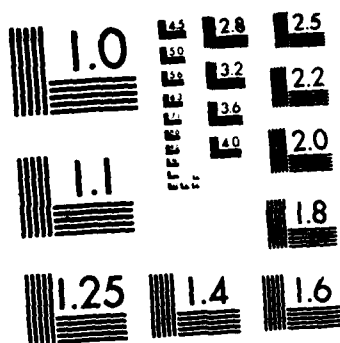
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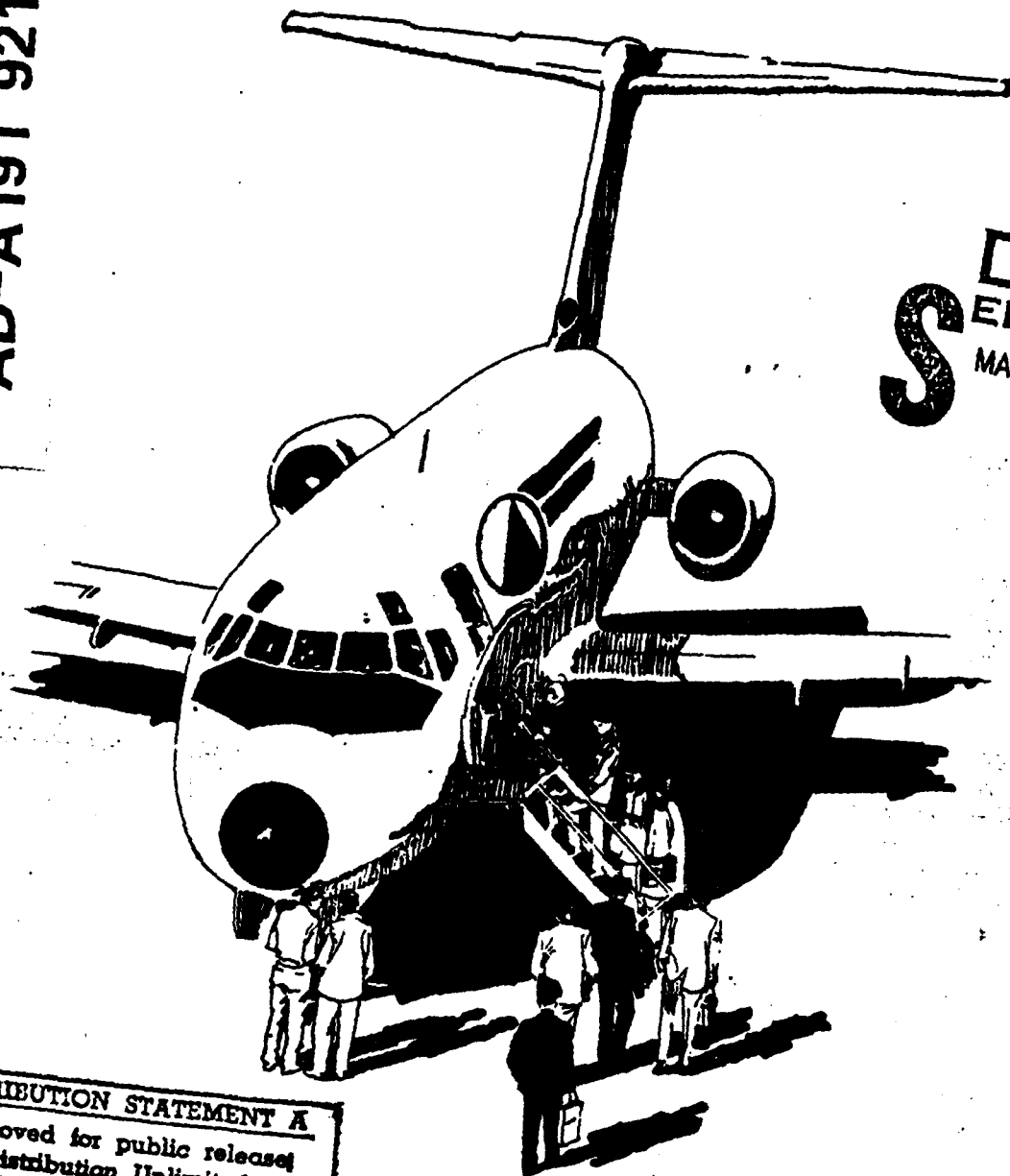


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Volume II

# Passenger Airlift Policies and Procedures Review

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**PASSENGER AIRLIFT  
POLICIES AND PROCEDURES  
REVIEW**

**Volume II**

**APRIL 2, 1986**

**DEPARTMENT OF DEFENSE**



## PREFACE

The "Passenger Airlift Policies and Procedures Review" is published in two volumes.

Volume I constitutes the basic study and is comprised of an executive summary, a section listing the findings and recommendations, and the body of the report.

Volume II contains the appendices identified as Appendix A through Appendix MM, each of which are referred to in Volume I. Also included are Appendix NN, "List of Abbreviations and Acronyms" and Appendix OO, "Definitions."



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## **LIST OF APPENDICES**

### **APPENDIX**

- A. Memorandum from the Assistant Secretary of Defense (Acquisitions and Logistics), Subject: DoD Passenger Airlift**
- B. Terms of Reference for DoD Airlift Policies and Procedures Review**
- C. Memorandum of Understanding Between the Department of Defense and the Department of Transportation Concerning the Civil Reserve Air Fleet Program**
- D. Recommendations of In House Report No. 2011, 85th Congress, 2nd Session**
- E. The Role of the Military Air Transport Service in Peace and War**
- F. DoD Policy on Domestic Commercial Passenger Air Transportation Services, Secretary of Defense, 15 November 1961**
- G. DoD Directive 5126.9, "Exemption Under Title II of the Federal Property and Administrative Services Act – Transportation and Traffic Management"**
- H. DoD Directive 5160.2, "Single Manager Assignment for Airlift Service"**
- I. DoD Directive 5160.53, "Single Manager Assignment for Military Traffic, Land Transportation, and Common-User Ocean Terminals"**
- J. Passenger Airlift Procurement Responsibilities of the Military Traffic Management Command**
- K. DoD Directive 5030.19, "DoD Responsibilities on Federal Aviation Matters"**
- L. DoT/FAA Order 8000.4E, "Coordination with Military Airlift Command (MAC)"**
- M. Passenger Air Service Oversight**
- N. Memorandum from the Office of the Assistant Secretary, Department of the Air Force, Subject: Passenger Airlift Requirements**
- O. MAC's Minimum Peacetime Flying Hour Programs**
- P. Contract Award Procedures for Commercial Airlift Services**

## LIST OF APPENDICES (CONTINUED)

### APPENDIX

- Q.     MAC Procured International Passenger Movements
- R.     Military Air Transportation Agreement
- S.     Military Group Movements via Charter Air Carriers and Number  
          of Moves, Fiscal Years 1983 Through 1985
- T.     Military Group Movements via Scheduled Airline Service (Combined  
          Air Group Fare – Regular Service – Special Discount Fares),  
          Fiscal Years 1983 Through 1985
- U.     Memorandum from the Assistant Secretary of Defense  
          (Installations and Logistics), Subject: Department of Defense (DoD)  
          use of Air Taxi Service and Related Capability Surveys
- V.     Domestic Long-Term Passenger Contracts
- W.     MAC Uniform Negotiated Rate Concept
- X.     HQ MAC/TRCC Capability Survey Checklist  
          (Operations/Safety/Maintenance/FAA)
- Y.     MAC Form 235a, "MAC Contract Inspection  
          Check List – Maintenance"
- Z.     MAC Form 209, "Civil Carrier Ground and Inflight Inspection Report"
- AA.    MAC Form 8, "Civil Aircraft Certificate"
- BB.    MAC Form 166, "Civil Air Carrier Passenger Contract  
          Airlift Checklist"
- CC.    MAC Form 166a, "Civil Air Carrier Cargo Contract Airlift Checklist"
- DD.    MAC Form 166b, "Contract Discrepancy or Violation Notice –  
          Civil Airlift"
- EE.    MAC Form 253, "Air Passenger Comments"
- FF.    DD Form 1341, "Report of Commercial Carrier Passenger Service"
- GG.    Processing Reports of Commercial Carrier Passenger Service  
          (DD Forms 1341)
- HH.    MTMC Quality Assurance Actions in Connection  
          with Passenger Air Carriers

## **LIST OF APPENDICES (CONTINUED)**

### **APPENDIX**

- II. MT-PT Form 110R, "Commercial Air Movements Standards of Service and Surveillance Check List"**
- JJ. Memorandum from Thomas S. Falatko, Deputy for Transportation and Civil Aviation, Department of the Air Force, Subject: DoD Passenger Airlift Study**
- KK. Memorandum from the Department of the Navy, Office of the Chief of Naval Operations, Subject: DoD Passenger Airlift Review**
- LL. Memorandum from the Department of the Army, Office of the Deputy Chief of Staff for Logistics, Subject: Terms of Reference for Review of DoD Passenger Airlift Policies and Procedures**
- MM. Memorandum from Headquarters U.S. Marine Corps, Subject: Review of Passenger Airlift Service**
- NN. List of Abbreviations and Acronyms**
- OO. Definitions**

**APPENDIX A**

**MEMORANDUM FROM THE ASSISTANT SECRETARY OF DEFENSE  
(ACQUISITION AND LOGISTICS)**

**SUBJECT: DoD PASSENGER AIRLIFT**





ACQUISITION AND  
LOGISTICS

LM-TP

ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-6000

20 DEC 1985

MEMORANDUM FOR THE SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN, JOINT CHIEFS OF STAFF  
ASSISTANT SECRETARY OF DEFENSE (FORCE  
MANAGEMENT AND PERSONNEL)

SUBJECT: DoD Passenger Airlift

*is being established*  
~~We are establishing a~~ Working Group *will* to examine policies and procedures relating to the air transportation of Department of Defense (DoD) personnel and their families. The Working Group will assess military and civil air passenger operations, standards of service and safety, and recommend policy changes as needed. The Working Group will be chaired by Mr. Robert H. Moore, Deputy Director, Transportation Programs, of my staff.

*will*  
Please provide representation to this Working Group. Military Department representatives ~~should be prepared to~~ address the adequacy of the passenger airlift system from a customer's perspective. Representatives from the Military Traffic Management Command and the Military Airlift Command ~~are required~~ *will* to address airlift procurement and related matters. We suggest representation from Safety Policy within OASD(FM&P).

We would like to hold our first meeting to define terms of reference and milestones during the week of December 30, 1985. Your early attention to this matter is appreciated. Please provide the name, organization and telephone number of your representative(s) to Lieutenant Colonel David W. Morley, OASD(A&L), at 697-7288.

James P. Wade, Jr.





**APPENDIX B**

**TERMS OF REFERENCE  
FOR DoD AIRLIFT  
POLICIES AND PROCEDURES REVIEW**



**TERMS OF REFERENCE  
FOR DoD AIRLIFT  
POLICIES AND PROCEDURES REVIEW**

13 February 86

1. **Reference:** Assistant Secretary of Defense (Acquisition and Logistics) Memorandum, December 20, 1985.
2. **Purpose:** To establish parameters for an examination of policies and procedures relating to the air transportation of Department of Defense personnel and their families.
3. **Scope:** The working group established by reference will assess military and civil air passenger operations, standards of service and safety, and recommend policy changes as needed. To accomplish this task, the following areas will, as a minimum, be examined:
  - a. The relative service standards and safety of military airlift, scheduled commercial airlift, and chartered commercial airlift.
  - b. The extent to which activities other than MAC and MTMC are chartering commercial airlift for DoD personnel. Should they be permitted to do so, and, if so, under what conditions?
  - c. The degree of satisfaction/dissatisfaction of the Military Departments with the service provided by scheduled commercial and charter airlift operations.
  - d. Responsibilities, policies, requirements, and procedures for procurement of domestic and international airlift, including the effectiveness of penalties/ remedies for carrier nonperformance.
  - e. The importance of commercial airlift (CRAF, WASP, etc.) to peacetime and wartime airlift operations.

f. The relative merits of military and civil options available for providing airlift services to Department of Defense personnel.

g. Types and flow of information between MAC, DoT (FAA), MTMC, and the DoD airlift customers.

h. The adequacy of existing performance and safety assurance programs and the degree of consistency among them.

i. The merits of a standard DoD policy with respect to sanctions against carriers.

4. Administration: The working group will be chaired by the OASD(A&L) and composed of representatives of the Military Departments, the OJCS, the OASD(FM&P), the Military Traffic Management Command (MTMC), and the Military Airlift Command (MAC). The sponsor of each participant on the working group will be responsible for any TDY or other expenses that may be incurred to accomplish this task. The working group will meet weekly and, as required, at the call of the Chairman.

5. Milestones:

a. Initial meeting of the working group and discussion of working terms of reference – January 2, 1986.

b. Approval of working terms of reference – January 8, 1986.

c. Complete initial draft of report with recommendations – March 3, 1986.

d. Final report and recommendations submitted to the ASD(A&L) for approval – March 17, 1986.

**APPENDIX C**

**MEMORANDUM OF UNDERSTANDING  
BETWEEN THE DEPARTMENT OF DEFENSE  
AND THE DEPARTMENT OF TRANSPORTATION  
CONCERNING THE CIVIL RESERVE AIR FLEET PROGRAM**



MEMORANDUM OF UNDERSTANDING

BETWEEN

THE DEPARTMENT OF DEFENSE

AND

THE DEPARTMENT OF TRANSPORTATION

CONCERNING

THE CIVIL RESERVE AIR FLEET PROGRAM

WHEREAS the Secretary of Transportation is responsible under Executive Order 11490, as amended, 3 CFR 820 (1966-1970 Compilation), reprinted in 50 USCA App. 2292 (Supp. 1980), for developing plans to utilize civil air transportation resources to meet civil and military needs during national and defense-oriented emergencies; and

WHEREAS the Secretary of Defense has developed a cooperative plan, entitled the Civil Reserve Air Fleet (CRAF) program, with the civil air carrier industry to augment Department of Defense (DOD) organic airlift capability; and

WHEREAS the CRAF program consists of three stages--Stage III that includes all of the aircraft in the program and Stages II and I that embrace progressively lesser numbers of aircraft--based on plans approved by the Organization of the Joint Chiefs of Staff; and

WHEREAS the CRAF program may be incrementally activated by order of DOD to meet ascending levels of DOD requirements up to and including the most demanding level of military airlift requirements; and

WHEREAS, under the CRAF program, U.S. civil air carriers normally enter into annual contracts with DOD and voluntarily commit their aircraft to the several CRAF stages; and

WHEREAS all the civil air carrier aircraft currently committed to the CRAF Stage III are allocated to DOD by the Department of Transportation (DOT), pursuant to Executive Order 11490, as amended, or may be allocated to DOD by DOT under the provision of DMO-3, as amended (44 CFR Part 322.3, amended):

NOW, THEREFORE, it is agreed between DOT and DOD as follows:

1. The Department of Defense shall:

a. Determine the number and types of civil air carrier aircraft needed in the CRAF program to augment military airlift resources in the most demanding defense-oriented emergencies, such as Stage III, and for less demanding defense-oriented emergencies, Stages II and I.

b. Advise DOT annually of the numbers and types of aircraft needed for allocation to the CRAF Stage III in terms of the most demanding, major case outbound airlift activity that DOD expects to support. The data will be provided in passenger miles and ton-miles for all international long-range passenger and cargo segments, in ton-miles or frequency of service for the international short-range segment, and in numbers and types of aircraft for the Alaskan and domestic segments. In addition, load factors and flying hour utilization rates used in military planning, upon which the requirements for numbers and types of CRAF aircraft were developed, will be provided. The data will indicate the time-phased movement requirement through a 180-day period.

c. Provide timely advice to the Secretary of Transportation of the intention of DOD to activate any stage of the CRAF.

d. On a monthly or more frequent basis, or as otherwise appropriate, advise DOT of:

(1) The number of aircraft committed to each stage of the CRAF by carrier, type, and segment of planned use.

(2) The number of aircraft utilized, identified by their U.S. registration number, carrier, type, and segment of use following activation of any stage of the CRAF.

(3) The availability of any CRAF aircraft, after any stage of the CRAF has been activated, for temporary civil use.

(4) The release of any CRAF aircraft after the CRAF mission or missions for which the aircraft was activated has been accomplished.

(5) Desired adjustments within the existing CRAF allocation, identifying additions or deletions of specific aircraft by type and U.S. registration number, the civil air carrier involved, and segment of use.

e. If advised by DOT that the sizing of Stages I and II will have a significant adverse impact on civil air carrier capability to provide essential service, DOD will adjust the sizing within DOT-determined nonadverse limits, or provide DOT with justification for the adverse impact sizing level.

2. The Department of Transportation shall:

a. Establish priorities and allocate civil air carrier aircraft to CRAF Stage III, in accordance with established national objectives. DOD requirements will be given a high priority in any allocation situation where overall civil and military airlift requirements exceed civil airlift capacity.

b. Use the time-phased movement requirements furnished pursuant to paragraph 1.b. for planning purposes only.

c. Allocate aircraft to CRAF Stage III by manufacturer, model and series, U.S. registration number, the carrier that owns or otherwise controls the aircraft, and the intended CRAF segment of use.



d. Advise DOD in the event that DOT plans to allocate to CRAF Stage III fewer aircraft of any type than the requirement stated by DOD pursuant to paragraph 1.b. and provide the rationale for such reduced allocations.

e. Notify DOD if the size of any CRAF incremental stage, as established by DOD, other than Stage III, will have a significant adverse impact on the civil air carriers' capability to provide essential service. When requested by DOD, provide the maximum number of aircraft by type and/or by individual carrier fleet levels that, if incrementally committed, will not have such an adverse impact.

f. Provide, through the Federal Aviation Administrator, aviation hull and liability insurance coverage for the CRAF program, as appropriate, pursuant to title 13 of the Federal Aviation Act of 1958, as amended, P.L. 85-726, Title XIII, 72 Stat. 800, current version of 49 USCA 1551, et seq. (1976 and Supp 1980).

3. Allocation Arbitration. Either party to this Memorandum of Understanding (MOU) reserves the right to present issues regarding the DOT CRAF allocation or DOD requirement for CRAF aircraft to the Director of the Federal Emergency Management Agency (FEMA) or the head of any successor agency for review and resolution.

4. Activation of CRAF Stage III. CRAF Stage III may be activated by order of the Secretary of Defense or the Secretary's designee:

a. In time of war or during a defense-oriented national emergency declared by the President, or in time of national emergency declared by the Congress of the United States.

b. In a national security situation short of a declared defense-oriented national emergency.

c. Activation of CRAF Stage III presumes that the Secretary of Transportation has been authorized to exercise Presidential priorities and allocations authority.

5. Activation of CRAF Stages I and II. CRAF Stages I and II may be activated during a national security situation, short of a declared defense-oriented emergency, when expanded civil augmentation of military airlift activity is required. If the size of CRAF Stages I and II, as established by the DOD and Military Airlift Command (MAC) Airlift Services Contracts, has been determined by the DOT, in accordance with paragraph 2.e., above, to have an adverse impact on the civil air carriers' capability to provide essential service, activation of that portion of Stages I and/or II declared by the DOT to create an adverse impact will require the prior exercise of priorities and allocation authority by the Secretary of Transportation. Activation of that portion of Stages I and II not previously declared as adversely impacting upon essential services will not require prior exercise of priorities and allocation authority by the Secretary of Transportation. For the purpose of this MOU and in accordance with established CRAF policy arrangements both within the DOD and between MAC and the civil air carriers participating in CRAF, the Secretary of Defense or his designee may activate CRAF Stages I and II.

6. Points of Contact

a. Department of Defense

(1) The Deputy Assistant Secretary of Defense (Supply, Maintenance and Transportation), DOD, will serve as the point of contact with DOT and will implement and administer this MOU for DOD.

(2) The Secretary of the Air Force, as the Single Manager of Airlift Services for DOD, through his designee, the Commander in Chief, MAC, is the point of contact and will administer this MOU for the Air Force.

(3) The Commander in Chief, MAC, is the operational point of contact for all CRAF program activities, including mission control, and will implement the policy set forth in this MOU for DOD.

b. Department of Transportation

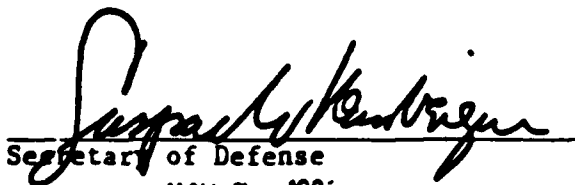
(1) The Research and Special Programs Administrator, DOT, or its successor, will serve as the point of contact with the DOD and will implement and administer this MOU for DOT.

(2) The Director of Emergency Transportation, Research and Special Programs Administration, DOT, or its successor, as the principal departmental staff officer for all civil transportation emergency preparedness matters, is the operational point of contact for all CRAF activities, to include allocations to the CRAF program.

7. Supplemental Agreement. The Deputy Assistant Secretary of Defense (Supply, Maintenance and Transportation), DOD, and the Research and Special Programs Administrator, DOT, or its successor, may enter into a supplemental administrative or operational agreement that will be considered an integral part of, and inseparable from, this MOU.

8. Review and Amendment. This agreement may be amended at any time by mutual agreement. It shall be reviewed every 5 years by the DOD and the DOT.

9. Effective Date. This MOU supersedes the MOU between the Secretary of Defense and the Secretary of Commerce dated August 8, 1963. It will be effective as of the date of execution indicated below for a period of 5 years, unless extended or modified by mutual agreement.

  
\_\_\_\_\_  
Secretary of Defense

MAY 7 1981

\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Secretary of Transportation

5-7-81

\_\_\_\_\_  
Date

AGREEMENT  
BETWEEN

THE DEPUTY ASSISTANT SECRETARY OF DEFENSE  
(SUPPLY, MAINTENANCE AND TRANSPORTATION)

AND

THE RESEARCH AND SPECIAL PROGRAMS ADMINISTRATOR  
DEPARTMENT OF TRANSPORTATION

CONCERNING

THE CIVIL RESERVE AIR FLEET PROGRAM

WHEREAS the Secretary of Transportation and the Secretary of Defense have signed a Memorandum of Understanding (MOU), dated May 7, 1981, concerning the Civil Reserve Air Fleet (CRAF) program; and

WHEREAS the MOU provided for joint Department of Defense (DOD) and Department of Transportation (DOT) implementation of the MOU and such supplemental administrative and/or operational agreement as is deemed essential to the successful implementation of the MOU; and

WHEREAS this responsibility for developing a supplemental agreement was jointly assigned to the Deputy Assistant Secretary of Defense (Supply, Maintenance, and Transportation), DOD, and the Research and Special Programs Administrator, DOT:

NOW, THEREFORE, it is agreed between DOT and DOD that:

1. The CRAF is a program:

a. In which DOD normally makes provision for utilization of aircraft committed to the CRAF by contractual arrangement with certificated U.S. civil air carriers that own or otherwise control such aircraft.

b. In which DOD uses the contractually committed capability of the air carriers to augment the organic airlift capability of the Military Airlift Command (MAC) in a declared defense-oriented national emergency or in defense-oriented situations short of such a declared national emergency, and to satisfy DOD airlift requirements based on plans approved by the Office of the Joint Chiefs of Staff (JCS).

c. Under which DOD arranges for civil airlift augmentation under the categories described below:

(1) Peacetime Commercial Augmentation. Airlift required to support normal day-to-day peacetime augmentation requirements of the DOD. Commander in Chief, MAC, (CINCMAC), obtains this support from the air carriers voluntarily under annual airlift services contracts.

(2) CRAF Stage I. Long-range airlift that the air carriers will furnish to the DOD to support substantially expanded peacetime military airlift requirements. CINCMAC has the authority to order airlift services committed to CRAF Stage I.

(3) CRAF Stage II. Airlift that the air carriers will furnish to the DOD in a time of defense airlift emergency. The Secretary of Defense, or his designee, has the authority to order airlift services committed to CRAF Stage II.

(4) CRAF Stage III. Civil airlift that the carriers will furnish to the DOD in a time of declared national defense-oriented emergency or war, consistent with paragraph 4 of the MOU, or when otherwise necessary for the national security. The Secretary of Defense has the authority to order airlift services committed to CRAF Stage III consistent with the terms of the MOU.

2. The CRAF normally will be composed of U.S.-registered aircraft under control of certificated U.S. civil air carriers that are needed to satisfy varying levels of defense needs. Under peacetime circumstances, civil air carrier aircraft best suited to meet specific DOD needs will be contractually committed by air carriers to the DOD and will be subsequently allocated to CRAF Stage III by DOT. However, during periods of crises, tension, or war the DOT, at the request of DOD, may allocate from available civil carrier resources, such as the War Air Services Program (WASP), additional air carrier aircraft to CRAF Stage III. The DOT allocation will identify each aircraft by manufacturer, model and series, Federal Aviation Administration registration number, the civil air carrier that owns or otherwise controls the aircraft, and the intended operational segment of use, such as international long-range cargo, international long-range passenger, international short-range, domestic, and Alaska.

3. The DOD will determine the number and types of aircraft needed to augment military airlift resources in the most demanding national emergencies, CRAF Stage III, as well as in less demanding defense-oriented emergencies, CRAF Stages II and I.

a. In determining the number and types of aircraft required for CRAF Stage III, DOD will consider three factors:

(1) Personnel and tons of cargo to be transported within various time frames.

(2) The average loads to be achieved per flight.

(3) The potential operating conditions and their impact on aircraft utilization rates.

b. The DOD will advise DOT each January of the number and types of aircraft needed in CRAF Stage III for the ensuing 1-year period. This request for allocation will include time-phased requirements and specific justification data, in accordance with the provisions of paragraph 1.b. of the MOU. If during the year, DOD determines that adjustments to the annual allocation are

necessary, DOD will advise DOT of the desired adjustments and will include specific justification data.

c. The time-phased requirements and specific justification data will be used by DOT for planning purposes only. Since it will not represent specific daily workloads, it will not be used for the preplanned, automatic-phased release of aircraft allocated to CRAF Stage III.

d. In addition to the annual request, DOD may, on a monthly or more frequent basis, request changes to the number and types of allocated aircraft in order to provide for periodic aircraft gains, losses, and withdrawals within the DOT allocation. CINCMAC, reporting through the Secretary of the Air Force, will request such changes.

e. If advised by DOT that the sizing of CRAF Stages I and/or II will have a significant adverse impact on the civil air carriers' capability to provide essential service, DoD will adjust the sizing within DOT determined nonadverse limits or provide DOT with justification for the adverse impact sizing level.

4. The Secretary of Transportation is responsible for allocating specific types of aircraft to DOD for use during national defense-oriented emergencies, based on stated DOD requirements. All allocation actions requested by DOD and made by DOT will include recognition of the broad civil and military mobilization planning guidance prescribed in Presidential Directives.

5. The resource allocation concept had its origin in the Defense Production Act of 1950, as amended (50 U.S.C App. 2061, et seq.). The DOT is charged with assembling and evaluating civil air transportation requirements to determine whether the available U.S. civil air carrier capacity and services (route service, equipment, and facilities) is sufficient to meet overall essential civil and military (including CRAF) needs during a declared national defense-oriented emergency. If a sufficient number of a given type of civil air carrier aircraft is available to meet the total essential civil and military requirements for that type of aircraft, DOT, at the request of DOD, will allocate to CRAF Stage III the aircraft as required. If the total number of such type of aircraft is less than the requirement, DOT will establish priorities and allocate the aircraft in accordance with established national objectives. CRAF requirements will be given a high priority in any allocation situation where overall requirements and those essential military needs not satisfied by CRAF will be recognized.

6. The DOD will provide timely advice to the Secretary of Transportation of the intention of DOD to activate any stage of CRAF before activation.

7. CINCMAC will provide the following information to DOT, on a monthly or more frequent basis:

a. The number of aircraft committed to each stage of the CRAF by carrier, type, and segment of planned use.

b. Following activation of any stage of the CRAF, the number of aircraft utilized, identified by their U.S. registration number, carrier, type, and segment of use.

c. After any stage of the CRAF has been activated, the availability of any CRAF aircraft for temporary civil use.

d. The release of any CRAF aircraft after the CRAF mission or missions for which the aircraft was activated has been completed.

8. DOT may revise the allocation of aircraft by type to the CRAF Stage III, as the overall essential civil and military airlift requirements submitted to DOT by DOD and other federal agencies change. DOT will advise DOD if DOT allocates less aircraft of any type to DOD than the stated CRAF Stage III requirement for that type of aircraft and if aircraft of that type have been allocated to other users. If DOD determines that the DOT allocation jeopardizes the execution of JCS-approved plans, DOD will request that the original DOD request be honored.

9. DOT will notify DOD if the size of any CRAF incremental stage established by DOD, other than Stage III, will have a significant adverse impact on the civil air carriers' capability to provide essential service. When requested by DOD, DOT will provide information regarding the maximum number of aircraft by type and by carrier distribution levels that, if incrementally committed, will not have such an adverse impact.

10. In the event of activation of CRAF Stage III, DOD may not immediately need all of the aircraft allocated to it. Such aircraft will remain with the air carrier in civil operation and be available to the DOT if the need for them exists elsewhere. In this case, the allocation authority of the DOT will prevail should reallocation of civil aircraft become necessary to meet other agencies' requirements during the emergency. Normally, however, CRAF aircraft will be only temporarily assigned to other emergency roles and will remain allocated to the CRAF. Conversely, the DOD may need more civil aircraft for CRAF Stage III than those previously allocated. In this case, the DOD will specify to the DOT its additional requirements, in accordance with paragraph 1.b. of the MOU. Finally, conditions may arise after the activation of CRAF Stage III when airlift requirements, other than DOD airlift requirements, may have an overriding national priority. In such cases, the DOT will advise DOD that civil aircraft allocated to CRAF Stage III are being withdrawn for reallocation.

11. Either party to this agreement may present issues regarding the allocation or reallocation of aircraft committed or withdrawn from CRAF to the Director of the Federal Emergency Management Agency (FEMA) or the head of any successor agency for review and resolution.

12. The DOD understands and agrees that CRAF aircraft, when activated, are only under the "mission control" of the DOD; further, that CRAF aircraft remain a civil resource and are always under the operational control of the civil air carrier.

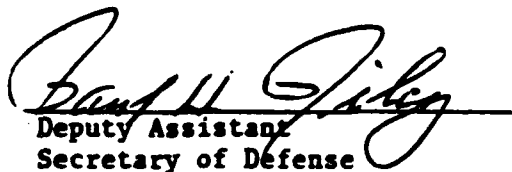
13. In the event of CRAF Stage III activation, all civil air carrier aircraft not allocated to the CRAF have been allocated by DOT to the WASP, currently administered by the Civil Aeronautics Board or any successor program or agency.

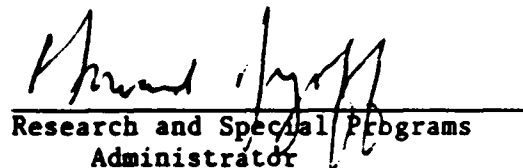
14. Administration

a. The Director of Emergency Transportation, Research and Special Programs Administration, DOT, will implement and administer this agreement for DOT and serve as liaison with DOD.

b. The Deputy Assistant Secretary of Defense (Supply, Maintenance and Transportation), DOD, will implement and administer this agreement for DOD in all matters other than operational and mission control matters, for which CINCMAC will be the point of contact.

15. Effective Date. This agreement is effective as of the date of execution indicated below and may be amended by mutual consent of the parties identified in paragraph 14 of this agreement.

  
Deputy Assistant  
Secretary of Defense

  
Research and Special Programs  
Administrator

MAY 11 1961

Date

- 981

Date

## Fact Sheet

### CIVIL RESERVE AIR FLEET (CRAF) PROCEDURES

1. The CRAF program is a voluntary civil/military partnership in which civil air carrier industry commits selective airlift resources to the Department of Defense (DoD) in time of emergency. This partnership has been in existence since 1952, and although never formally activated, has proven effective in various levels of emergencies while operating in a peacetime mode. The basic authority for CRAF is contained in Executive Order 11490 which provides for the allocation of civil airlift resources to the DoD in time of an emergency.

2. The CRAF program may be incrementally activated by order of DoD to meet ascending levels of DoD requirements. Stages I, II and III. All the civil air carrier aircraft currently committed to the CRAF Stage III are allocated to DoD by the Department of Transportation (DOT) pursuant to Executive Order 11490.

a. Stage I consists of aircraft that are committed by contract to a call-up by CINC, Military Airlift Command. This stage is sized to provide maximum DoD augmentation while permitting the civil airlines to continue normal peacetime operations.

b. Stage II (airlift emergency) aircraft provides augmentation during an emergency not requiring national mobilization. This stage is activated by the Secretary of Defense. Stage II is sized for a minor contingency.

c. Stage III may be activated by order of the Secretary of Defense in time of war or during a defense oriented national emergency declared by the President or in time of national emergency declared by the Congress. Stage III can also be activated in a national security situation short of a declared defense-oriented national emergency however its activation presumes that the Secretary of Transportation has been authorized to exercise Presidential priorities and allocation authority.

3. The following table shows the composition of the CRAF on December 1, 1981. The total will vary slightly from month to month.

|                                       | <u>Stage I</u> | <u>Stage II</u> | <u>Stage III</u> |
|---------------------------------------|----------------|-----------------|------------------|
| Domestic(DC9)&(L-100)                 | -              | 44              | 44               |
| Alaskan(DC 9) & (L-100)               | -              | -               | 12               |
| Short Range International (727s)      | -              | -               | 28               |
| Long Range International              | 2              | 20              | 215              |
| (Pax)(DC8) (707) (747) (DC10) (L1011) |                |                 |                  |
| Long Range International              | 44 (28) 1/     | 53 (34) 1/      | 109 (69)         |
| (Cargo) (707s) (747s) (DC8s) (DC10s)  |                |                 |                  |
|                                       | 46             | 117             | 408              |

1/ Numbers in parenthesis are convertible passenger to cargo.



4. When CRAF is activated, the crews and aircraft are under the mission control of the Military Airlift Command (MAC) and function as a part of the total MAC airlift force.

5. The current arrangement under which the CRAF contributions are provided, is as follows:

a. MAC determines what quantity of contingency augmentation is required from the civil air carriers. Each U.S. - flag carrier possessing aircraft suitable for long-range military needs is solicited on an annual basis through a Request for Proposal (RFP) issued by MAC pursuant to authority granted by the Assistant Secretary of the Air Force. The RFP solicits each carrier both for participation in the CRAF and in peacetime contract airlift awards, and establishes performance terms and conditions for each.

b. Air carriers respond with bids on the peacetime business and offers of specified types of carrier-owned aircraft for the CRAF, as well as lesser contingencies not requiring full mobilization, i.e., CRAF Stages I and II.

c. Each carrier's bid is evaluated primarily on the basis of (1) the number of aircraft offered for CRAF, (2) the relative capability of the type aircraft offered, and (3) the number of CRAF stages of which aircraft are offered. This evaluation determines each carrier's share of the peacetime award, if a share is desired by the offering carrier. (Some carriers offer aircraft/crews for wartime use, but decline to participate in the peacetime business.)

d. Contracts between MAC and the carriers are: (1) CRAF Airlift Services contracts for those participating in the peacetime business, (2) CRAF Call Contracts for those carriers declining business. Both types of contracts provide, among other things, for materiel and crews support sufficient for a utilization rate of 10 hours per day per aircraft. Crew resources sufficient for the utilization are to be exclusive of those company employees with Reserve and National Guard commitments.

e. The Secretary of Transportation is requested to allocate for DoD's emergency use for Stage III, the aircraft offered by the carriers. The Department of Transportation formally allocates the required aircraft by registration number.

6. The Secretaries of Transportation and Defense are jointly responsible for policy in accordance with a 1981 Memorandum of Understanding (MOU), while the Secretary of the Air Force, as the Single Manager for Airlift Service, has been designated overall CRAF program responsibility.



**APPENDIX D**

**RECOMMENDATIONS OF IN HOUSE REPORT NO. 2011,  
85TH CONGRESS, 2ND SESSION**



RECOMMENDATIONS OF IN HOUSE REPORT NO. 2011,  
85TH CONGRESS, 2ND SESSION

The following is extracted from subject report.

RECOMMENDATION NO. 1

The Department of the Air Force should take vigorous steps to modernize the Military Air Transport Service fleet by weeding out obsolete planes, sponsoring new developments and techniques in air transportation, and by acquiring new, large, long-range aircraft of the most modern types as a nucleus for defense capability.

RECOMMENDATION NO. 2

The Military Air Transport Service should concentrate on outsize and special-cargo traffic and technical missions, leaving to the civil air carriers the primary responsibility for the transportation of passengers and more conventional kinds of military cargo.

RECOMMENDATION NO. 3

The applicable military directives and regulations should be redrafted to eliminate the preferential position of the Military Air Transport Service in peacetime military airlift and to establish, consistent with other recommendations in this report, a full partnership role for civil carriers in moving peacetime military traffic and in contributing to war readiness through the Civil Reserve Air Fleet.

RECOMMENDATION NO. 4

In the event the applicable military directives and regulations are not redrafted to eliminate the preferential position of the Military Air Transport Service and an effective program is not developed for expanding the use of commercial air services, the Congress should adopt appropriate legislation to achieve these objectives.

#### RECOMMENDATION NO. 5

The Civil Reserve Air Fleet should be expanded and more closely integrated with military airlift missions. It is especially important that the Air Force encourage the civil air carriers to procure more modern cargo aircraft for the Civil Reserve Air Fleet by allocating to these civil carriers a larger share of the cargo traffic of the Military Air Transport Service. Such action would more adequately provide the incentive necessary to overcome the dangerous risk inherent in the deficit that now exists in meeting overall wartime requirements for cargo airlift.

#### RECOMMENDATION NO. 6

The planning basis for civil fleet readiness, now set at 48 hours, should be changed to provide for the more prompt use of civil carriers in emergencies, such plans to be tested by realistic exercises.

#### RECOMMENDATION NO. 7

The Joint Chiefs of Staff should reexamine their criteria and requirements for heavy-cargo airlift in the interest of qualifying more civil aircraft for membership in the reserve fleet.

#### RECOMMENDATION NO. 8

The Air Force should proceed promptly to complete the purchasing and placement of emergency equipment and spare parts for reserve fleet aircraft.

#### RECOMMENDATION NO. 9

Final action should be taken by the Air Force to enter into standby contracts with the reserve fleet carriers for emergency airlift services.

#### RECOMMENDATION NO. 10

The reserve fleet carriers should proceed to negotiate standby contracts with their pilots and crews to assure their availability for emergency service.

#### RECOMMENDATION NO. 11

The Department of the Air Force, at the direction of the Secretary of Defense, should establish policies and programs for procurement of commercial air services which are designed to utilize more fully the available excess capacity of civil air carriers participating in the Civil Reserve Air Fleet and to give the participating carriers more direct experience in performing military airlift missions.

#### RECOMMENDATION NO. 12

The use of firm contracts, now in effect with a limited number of commercial air carriers, should be continued and expanded to include more carriers. Such contracts should be awarded on a 12-month basis.

#### RECOMMENDATION NO. 13

The Department of Defense should present to the Appropriations Committee budgetary data clearly showing the estimated dollar amounts of commercial air services to be procured by the Military Air Transport Service for each fiscal year ahead, and the proportion that these services constitute of the total airlift to be performed by the Service. These data then can be used as a guide by the Appropriations Committee in making appropriations to the Military Air Transport Service and to the separate Military Departments for purchase of airlift services under the industrial fund.

#### RECOMMENDATION NO. 14

The Department of the Air Force should abandon the bailment program completely and plan for expanded procurement of commercial air services to strengthen the Civil Reserve Air Fleet as proposed in other recommendations.

#### RECOMMENDATION NO. 15

The Air Force should establish, for the Military Air Transport Service, a transportation advisory committee broadly representative of the civil air industry and organized so as to provide for periodic and special consultation.

#### RECOMMENDATION NO. 16

The Civil Aeronautics Board's proposal for a joint military-civil working group to review continuously and establish the basis for planning the optimum use of civil carriers by the Department of Defense should be adopted. The joint working group should be staffed by high-level personnel and should receive the active support of the sponsoring agencies. The group should consider recommendations made in this report and advise the subcommittee by the end of this calendar year as to the extent of progress made.

#### RECOMMENDATION NO. 17

Civil agency responsibilities in planning for mobilization of civil air transport should be consolidated or otherwise reorganized and staffed in a manner to insure that these responsibilities will be effectively discharged.

#### RECOMMENDATION NO. 18

The new Office of Defense and Civilian Mobilization, to be established by Reorganization Plan No. 1 of 1958, should assume an active role in reorganizing civil agency planning functions, emphasizing the expansion of the civil air transport resources of the Nation rather than the allocation of limited resources among claimant agencies.

#### RECOMMENDATION NO. 19

The President, in whom is vested directly the authority for defense mobilization and preparedness, should direct a new study of civil air policy, building on the 1954 report of the Air Coordinating Committee and bringing it up to date.

#### RECOMMENDATION NO. 20

The new Office of Defense and Civilian Mobilization, on behalf of the President, should undertake to organize the study project on civil air policy, obtaining representation from the military and civil agencies of the Federal Government and



from the air transportation industry, and providing terms of reference which will lead to specific recommendations for administrative and legislative action.

RECOMMENDATION NO. 21

The Comptroller General should submit to the subcommittee, as soon as possible, a preliminary report of its progress in the audit program, noting any matters which warrant further Congressional attention and investigation. Additional reports on the audit program should be submitted by the Comptroller General to the subcommittee as these reports are completed.

RECOMMENDATION NO. 22

The Secretary of Defense should give consideration to reorganizing the management and operating functions of the various military agencies in the transportation field, so that traffic management for all forms of transportation, domestic and international, would be lodged in a single agency and operating functions under central traffic management would be better integrated.



**APPENDIX E**

**THE ROLE OF THE MILITARY AIR TRANSPORT SERVICE  
IN PEACE AND WAR**



## INTRODUCTION

This report answers the President's request (Appendix 1) for a study of the military role performed by the Military Air Transport Service (MATS) in peace and war. It sets forth a proposal for improving materially national airlift readiness. This proposal is based on investigations, analyses, and considerations of factors relating to the establishment and operation of MATS in its present form; the relationship of commercial carriers to the military airlift support operations, and, most importantly, the military requirement for maintaining a ready airlift force.

The report is based on a comprehensive review and analysis of data pertinent to airlift requirements and operations of interest to the Department of Defense, including the Joint Chiefs of Staff. It takes into account Congressional views as well as views formally presented by the representatives of the air transportation industry of the United States.

While recognizing that a sizeable amount of military airlift capability is maintained outside of MATS, this report deals almost exclusively with MATS, its operations, its practices and its augmentation by commercial carriers.

Considered in the report are the reasons for establishing MATS under the Single Manager concept. The ideal airlift situation from a military point of view is discussed as is the present operation of MATS. Because of its importance to the military role of MATS, the Civil Reserve Air Fleet (CRAF) program is also analyzed.

## CONCLUSIONS

Military Airlift Requirements. The size of MATS and the extent and nature of its operations are keyed to approved military wartime airlift requirements. These requirements break down into (1) critical or hard-core<sup>1</sup> requirements which because of their nature or the nature of the mission to be supported must move in military operated aircraft, and (2) other essential or civil eligible requirements which can move in either military or civil operated aircraft.

Hard-core requirements are applicable in general war situations as well as situations short of general war. Satisfaction of hard-core requirements (general or limited war) is vital to the successful implementation of military strategy. Therefore, MATS must possess adequate capability at all times to meet these requirements on an effective and timely basis.

Commercial carriers do not now have adequate air cargo capability to accommodate those approved military airlift requirements which could move during emergencies in commercially operated transport aircraft.<sup>2</sup>

MATS - Present Size and Operations. MATS should consist of a modern military air transport nucleus (hard-core) capable of meeting effectively those airlift requirements which by nature and timing must be moved by military aircraft. Its present airlift capability is considered quantitatively adequate to meet all planned (hard-core) requirements. There are qualitative deficiencies in military airlift capability, however, which can be overcome only through modernization. This modernization is essential and urgently required to (1) improve airlift effectiveness, and (2) reduce the cost of operation of the MATS portion of the total required airlift.

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1/

Airlift requirements which must move in military aircraft, manned and operated by military crews because of special military considerations, security, or because of limiting physical characteristics such as size or dangerous properties. Included in this category are special military deployments involving nuclear retaliatory forces, the SAC post strike recovery mission, tactical deployments, movement of missiles, special munitions, etc.

2/

These are the so-called "civil eligible" requirements.

In order to maintain a proper state of readiness, the MATS over-all system, including the functions of loading, unloading and maintenance, must be exercised at an appropriate rate. It is in the national interest to use productively the airlift necessarily generated in maintaining a ready D-Day airlift force. MATS now has to plan to meet sizeable volumes of military airlift requirements which are beyond the present capability of commercial carriers. However, as commercial carriers equip with modern long-range economical cargo aircraft, the situation will change and adjustment in the size of MATS can and should be made insofar as the increased civil lift can be available with certainty to meet emergency military requirements that can be handled by civil aircraft. The savings from such adjustments and reductions in commercial rates made possible by modern economical cargo aircraft should largely offset any additional cost that may be involved initially in making progressively greater use of commercial carriers for the movement of routine logistical supply.

Military Readiness. Existing deficiencies in cargo airlift capability adversely affect military readiness. There is not sufficient commercial cargo capability to accommodate the military wartime traffic which could otherwise move in commercial aircraft. The quantitative deficits in commercial capability to meet wartime needs are such that the continuity of the overseas pipeline cannot be assured in cases of emergency and forces whose operations are geared to airlift support may be deprived of airlift at a time of urgent need. To the degree practicable, therefore, regular resupply service and routine personnel movements should be to an increasing degree contracted to commercial carriers to encourage the buildup of commercial cargo capability.

MATS Versus Commercial Airlift Utilization. The MATS versus commercial airlift utilization disagreement stems from adherence to normal procurement policies and practices in obtaining commercial augmentation airlift, as well as MATS operations over routes parallel to those of commercial carriers. This problem involves CAB policy and small business considerations as well as Defense Department procurement policies.

Civil Reserve Air Fleet (CRAF). The CRAF program has been rapidly maturing during the past 18 months and it appears that the basic groundwork has been done and more rapid progress is now assured. Major shortcomings remain, however, in that no provision is made for partial mobilization or use in conditions short of general war and some of the aircraft are not yet modified to CRAF standards.

Orientation of MATS. MATS should withdraw from routine channel operations to the extent that this function can be performed effectively and at reasonable cost by commercial carriers without detriment to the hard-core mission or unnecessary duplication of expenditures for airlift service. MATS is presently reducing its operations by the elimination of three C-97 squadrons during the coming year. Further reductions and adjustments in the size and operations of MATS should be tied to (1) approved hard-core requirements; (2) a program for the replacement of MATS present piston aircraft with modern turbine-powered aircraft; and (3) the guaranteed availability at reasonable rates of modern, economical, long-range civil cargo aircraft to support defense requirements.

Procurement of Commercial Augmentation Airlift. Current airlift procurement policies and practices are not accomplishing the desired results in promoting a healthy growth of United States overseas commercial cargo airlift capability. With Congressional approval, if necessary, they should be better adapted to reflect the long-term interest of the Department of Defense in commercial airlift capability and provide the continuity and stability required for effective and economical support of military forces.

Policies and practices should (1) encourage modernization and growth of commercial cargo capability; (2) insure uninterrupted commercial airlift service to the Department of Defense at all times; and (3) require that those carriers providing augmentation airlift provide on request during emergencies a fixed percentage increase in airlift capability over their normal commitment to MATS.



PRESIDENTIALLY APPROVED COURSES OF ACTION<sup>3</sup>

1. That MATS be equipped and operated in peacetime to insure its capability to meet approved military hard-core<sup>4</sup> requirements in a general war and in situations short of general war, and such other military requirements as cannot be met adequately by commercial carriers<sup>5</sup> on an effective and timely basis.
2. That the modernization of MATS hard-core military airlift capability be undertaken in an orderly manner consistent with other military requirements and in keeping with the objectives of paragraph 1 above.
3. That MATS routine channel traffic (regularly scheduled, fixed routes) operations be reduced on an orderly basis, consistent with assured commercial airlift capability at reasonable cost, and consistent with economical and efficient use, including realistic training, of the MATS capacity resulting from the provisions of paragraph 1 above.
4. That as commercial carriers make available modern, economical long-range cargo aircraft and as further orientation of MATS to the hard-core function is effected, increased use should be made of the services of such commercial carriers.
5. That, with respect to services overseas and to foreign countries, commercial augmentation airlift procurement policies and practices be better adapted to the long-range

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Resulting from the report of the Department of Defense to the President.

4/

Airlift requirements which must move in military aircraft, manned and operated by military crews because of special military considerations, security, or because of limiting physical characteristics such as size or dangerous properties. Included in this category are special military deployments involving nuclear retaliatory forces, the SAC post strike recovery mission, tactical deployments, movement of missiles, special munitions., etc.

5/

Wherever used herein, "commercial carriers" means U.S.-owned commercial carriers.

Department of Defense requirements, so as to encourage and assist in sound economic growth, development, and maintenance of an increased air cargo capability; that there be explored the feasibility of:

- (1) Expanding the provisions of paragraph 3 above to apply to other MATS operations in addition to routine channel traffic;
- (2) (a) Procuring commercial cargo airlift only from air carriers, as defined in Section 101 (3) of the Federal Aviation Act of 1958, and increasing the amount of such airlift obtained at tariff rates filed with the Civil Aeronautics Board as distinguished from airlift obtained through the practice of advertising for bids,  
  
(b) Requiring that all cargo carried by commercial carriers be so moved;
- (3) Entering into longer term contracts for MATS traffic; and
- (4) Giving preference in the movement of MATS traffic to those commercial carriers:
  - (a) Who are effectively committed to the Civil Reserve Air Fleet (CRAF) program;
  - (b) Whose facilities and equipment are most advantageous to the emergency needs of the Department of Defense; or
  - (c) Who are demonstrating a willingness and ability to acquire uncompromised cargo aircraft;

and that legislation be sought if necessary to permit accomplishment of any of the foregoing considered desirable.

6. that since the development of long-range, economical turbine-powered cargo aircraft is essential to MATS modernization and to long-range evolution of a modern civil cargo fleet, suitable arrangements should be made for Defense and industry participation in the costs of such development.
7. That purchase loan guarantee legislation, if proposed, contain provisions to insure the immediate availability of cargo aircraft covered thereby to meet military and mobilization requirements.

8. That consideration be given to equipping certain Air Force Reserve and Air National Guard units with transport aircraft that might be available from MATS excesses as augmentation forces for MATS in time of emergency.
9. That the role of CRAF be re-examined with the objective of insuring optimum effectiveness and responsiveness of commercial airlift services to the Department of Defense under all conditions.



**APPENDIX F**

**DoD POLICY ON DOMESTIC COMMERCIAL PASSENGER AIR  
TRANSPORTATION SERVICES, SECRETARY OF DEFENSE,  
15 NOVEMBER 1961**



**DoD POLICY ON DOMESTIC COMMERCIAL PASSENGER AIR  
TRANSPORTATION SERVICES, SECRETARY OF DEFENSE,  
15 NOVEMBER 1961**

This appendix includes two memoranda and one policy statement issued in 1961, which have been retyped for legibility.

Policy memorandum issued by the Secretary of Defense in 1961 concerning domestic commercial passenger airlift to ensure:

- The conduct of capability surveys of supplemental air carriers to assure safety and reliability
- The MTMA spot-checked carrier's between surveys to the extent considered necessary
- The accomplishment of appropriate coordination between the MATS and MTMA to assure standards of safety and service were met and equal opportunity afforded to all.

THE SECRETARY OF DEFENSE

WASHINGTON

15 November 1961

MEMORANDUM FOR: The Secretary of the Army  
The Secretary of the Navy  
The Secretary of the Air Force

SUBJECT: Department of Defense Policy on Domestic Commercial Passenger Air  
Transportation Service

I have approved the attached policy statement this date.

In implementing this policy, the Military Air Transport Service (MATS) will conduct capability surveys of each supplemental carrier desiring to participate in the domestic movement of Department of Defense passenger traffic on a contract (charter) basis.

These surveys will be made on a recurring basis in accordance with criteria designed to assure maximum safety and reliability of flight operations and contribution to the maintenance of appropriate mobilization base capacity. Between surveys, representatives of MATS will spot-check carrier flight operations to the extent the Commander, MATS, deems necessary to assure continued adherence to established standards.

MATS will maintain on a current basis and provide to the Military Traffic Management Agency a listing of supplemental carriers approved for contract (charter) domestic military passenger operations based on the results of capability and related surveys.

Appropriate coordination will be effected between MATS and MTMA, and procedures jointly established by those agencies to assure that high standards of safety and service are met and that equal opportunity is afforded all supplemental carriers to participate in Defense contract operations.

The regulations of the Military Departments will be amended to reflect the above and the policy set forth in the attachment. Any provision of DoD Issuances in conflict with this policy is rescinded.

Robert S. McNamara

1 Enclosure



**DEPARTMENT OF DEFENSE POLICY  
ON DOMESTIC COMMERCIAL PASSENGER  
AIR TRANSPORTATION SERVICE**

The Department of Defense has the responsibility to insure that it is procuring air transportation which affords maximum safety to its personnel and reliability of service. In discharging this responsibility, the following specific actions are directed.

1. Only certificated supplemental carriers which have been approved by the Executive Agency (Military Air Transport Service) of the Single Manager for Airlift Service, after a capability survey, or the certificated route carriers, will be used for short term domestic contract (charter) military passenger airlift operations.
2. Department of Defense individually ticketed passengers will travel only on certificated route carriers within the United States.

Robert S. McNamara

DEC 12 1961

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE ARMY (I&L)  
THE ASSISTANT SECRETARY OF THE NAVY (I&L)  
THE ASSISTANT SECRETARY OF THE AIR FORCE  
(MAT)

SUBJECT: DoD Policy on Domestic Commercial Passenger Air Transportation  
Services

The purpose of this memorandum is to obtain uniform compliance by the military services with the DoD policy on use of supplemental carriers, subject as above, dated November 17, 1961.

Carrier Representation on Military Installation. Carrier representation on military installations will continue to be in accord with Chapter 303, Military Traffic Management Regulations (AR 55-355, OPNAVINST 4600.8, AFM 75-2, NAVMC 1175) dated March 1, 1958. Supplemental air carriers may therefore continue to be authorized representation on military installations to the extent required in connection with charters or contracts being operated at Government expense.

Intrastate Carriers. Carriers operating over routes and under regulations prescribed by state regulatory bodies are considered as route carriers and may be used for the intrastate movement of military traffic.

Air Taxi Service. The use of air taxi service in accordance with provisions of paragraph 304011, Military Traffic Management Regulations, dated August 10, 1960, may be continued. Operators of air taxi service must, however, comply fully with the requirements of appropriate federal and state regulatory and supervisory bodies. Flight operations into military installations will be in accordance with existing service regulations.

(SIGNED)

THOMAS D. MORRIS  
Assistant Secretary of Defense  
Installations and Logistics

**APPENDIX G**

**DoD DIRECTIVE 5126.9**

**"EXEMPTION UNDER TITLE II OF THE FEDERAL PROPERTY  
AND ADMINISTRATIVE SERVICES ACT – TRANSPORTATION  
AND TRAFFIC MANAGEMENT"**





2 October 1954  
NUMBER 5126.9

## Department of Defense Directive

**SUBJECT** Exemption Under Title II of the Federal Property and  
Administrative Services Act -- Transportation and  
Traffic Management

1. The attached document exempts the Department of Defense in the field of transportation and traffic management under Section 201(a), Title II, of the Federal Property and Administrative Services Act of 1949, as amended, 40 U.S.C. 481(a).
2. The focal point for responsibilities in transportation and traffic management in the Department of Defense shall be in the Office of the Assistant Secretary of Defense <sup>Responsible</sup> (Supply and Logistics) as set forth in Department of Defense Directive 5126.2.2 of ~~13 August 1953~~ *30 January 1961*.
3. This directive shall become effective upon issuance.

*C. E. Wilson*

Secretary of Defense

Enclosures - 2

*C#1, 25 July 63*

TITLE 32 -- NATIONAL DEFENSE  
OFFICE OF THE SECRETARY OF DEFENSE  
NOTICE

Exemption Under Title II of the Federal Property and Administrative Services Act.

1. By virtue of the authority vested in me by Section 201(a), Title II, of the Federal Property and Administrative Services Act of 1949, as amended, (40 U.S.C. 481(a)) I have determined it to be in the best interests of national security for the Department of Defense to be exempt from action taken or which may be taken by the Administrator of the General Services Administration under Section 201(a) (1), (3), and (4) of said Act in (a) the prescription of policies and methods of procurement and supply of transportation and traffic management, (b) the performance of functions related to procurement and supply of transportation and traffic management, and (c) the representation in negotiations with carriers and in proceedings involving carriers before Federal and State regulatory bodies in transportation and traffic management.

2. The Department of Defense will continue to cooperate with the General Services Administration in transportation and traffic management matters of mutual interest. In those instances in which the General Services Administration and the Department of Defense have mutual interest and common objectives the Department of Defense will continue to act jointly with the General Services Administration.

3. This exemption shall become effective at 12:01 a.m., E.S.T., 2 October 1954.

/s/ C. E. Wilson  
Secretary of Defense

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**APPENDIX H**

**DoD DIRECTIVE 5160.2**

**"SINGLE MANAGER ASSIGNMENT FOR AIRLIFT SERVICE"**







October 17, 1973  
NUMBER 5160.2

ASD (I&L)

## Department of Defense Directive

**SUBJECT**      Single Manager Assignment for Airlift Service

- Refs.:**
- (a) DoD Directive 1100.9, "Military-Civilian Staffing of Management Positions in the Support Activities," September 8, 1971
  - (b) DoD Directive 4000.19, "Basic Policies and Principles for Interservice, Interdepartmental and Interagency Support," March 27, 1972
  - (c) DoD Directive 5160.2, "Single Manager Assignment for Airlift Service," March 24, 1967 (hereby cancelled)
  - (d) DoD Directive 5160.10, "Single Manager Assignment for Ocean Transportation," March 24, 1967
  - (e) DoD Directive 5160.53, "Single Manager Assignment for Military Traffic, Land Transportation and Common-User Ocean Terminals," March 24, 1967
  - (f) DoD Directive 7410.4, "Regulations Governing Industrial Fund Operations," September 25, 1972
  - (g) DoD Directive 4410.6, "Uniform Materiel Movement and Issue Priority System (UMMIPS)," February 18, 1971
  - (h) DoD Regulation 4500.32-R, "Military Standard Transportation and Movement Procedures," August 1, 1966

### I. REISSUANCE AND PURPOSE

- A. This Directive reissues reference (c) to incorporate a reporting requirement. There are no other substantive changes. Reference (c) is hereby superseded and cancelled.
- B. Pursuant to the authority vested in the Secretary of Defense, a Single Manager Service Assignment is hereby directed within the Department of Defense (DoD) with authority, functions, responsibilities, and relationships as set forth herein.

Continuation of I.

C. The purposes and objectives of this assignment with respect to DoD airlift are:

1. To eliminate duplication and overlapping of effort between and among military departments, Defense Agencies, and other DoD Components.
2. To improve the effectiveness and economy of airlift service throughout the DoD.
3. To ensure that approved emergency and wartime requirements of the DoD are met.
4. To provide the level of DoD airlift capability and the organization required for 3. above, having due regard for available commercial airlift.
5. To integrate into a single military agency all DoD transport-type aircraft engaged in scheduled point-to-point service or aircraft whose operations are susceptible to such scheduling, and such organizational and other transport aircraft as may be specifically designated by the Secretary of Defense.
6. To develop and guide the peacetime employment of airlift services in a manner that will enhance the emergency and wartime airlift capability, achieve greater flexibility and mobility of forces, and increase logistics effectiveness and economy.
7. To procure, control, operate, and administer services related to airlift transportation and, as assigned by the Secretary of Defense, provide services other than transportation.

II. DEFINITIONS

For the purpose of this Directive, the following definitions will apply:

- A. Administrative Airlift Service - The airlift service provided by specifically identifiable aircraft assigned to organizations or commands for internal administration.

Oct 17, 73

5160.2

Continuation of II.

- B. Airlift Service - The performance or procurement of air transportation and services incident thereto required for the movement of persons, cargo, and mail.
- C. Airlift Unit - An organizational unit which provides airlift service or support through the operation of controlled transport aircraft.
- D. Attached Airlift Service - The airlift service provided to an organization or command by an airlift unit of the Agency attached to that organization or command for operational control.
- E. Channel Traffic - The movement of personnel and cargo over established world-wide routes, serviced by either scheduled military aircraft or commercial aircraft under contract to and scheduled by the Agency.
- F. Common User Airlift Service - The airlift service provided on a common basis for all DoD components and, as authorized, for other agencies of the United States Government.
- G. CONUS - The 48 contiguous states and the District of Columbia, excluding Alaska and Hawaii.
- H. Controlled Transport Aircraft - Transport aircraft designated by the Secretary of Defense for transfer or assignment to the Agency.
- I. DoD Airlift Capability - The airlift which the Agency is capable of providing for the movement of passengers and cargo through the use of controlled transport aircraft and commercial aircraft.
- J. DoD Components - For the purposes of this Directive, DoD Components include the Office of the Secretary of Defense, the Organization of the Joint Chiefs of Staff, the Unified and Specified Commands, the Military Departments, the Military Services, and the Defense Agencies.
- K. Military Airlift Command (MAC) - The Single Manager Operating Agency for Airlift Service (herein referred to as the Agency or as (MAC)).

Continuation of II.

- L. Military Sealift Command (MSC) - The Single Manager Operating Agency for Sealift Service (DoD Directive 5160.10, reference (d)).
- M. Military Traffic - DoD personnel and material to be transported.
- N. Military Traffic Management and Terminal Service (MTMTS) - The Single Manager Operating Agency for Military Traffic, Land Transportation and Common User Ocean Terminals (DoD Directive 5160.53, reference (e)).
- O. Organizational Airlift Service - The airlift service provided by DoD aircraft not assigned to the Agency as specified in subsection IV. B., below.
- P. Passenger Groups - Passenger groups are usually composed of ten or more travellers; however, this is subject to change based upon traffic management considerations.
- Q. Release Unit of Cargo - Release unit of cargo for surface shipment is usually 10,000 pounds; however, this is subject to change based upon traffic management considerations.
- R. Special Assignment Airlift - Those airlift requirements, including JCS-directed/coordinated exercises, which require special consideration due to the number of passengers involved, weight or size of cargo, urgency of movement, sensitivity, or other valid factors which preclude the use of channel airlift.

III. APPLICABILITY AND SCOPE

- A. The operations of the Single Manager for Airlift Service will be conducted between points in CONUS and overseas areas, between and within overseas areas, and within CONUS when necessary for reasons of national security, and will include those additional functions specifically outlined herein or subsequently assigned by the Secretary of Defense.
- B. The provisions of this Directive apply to all DoD Components.

#### IV. COMPOSITION

- A. The Agency shall be composed of Controlled Transport Aircraft together with personnel, facilities, and equipment necessary to support the operation.
- B. It is not intended that there be assigned to the Agency transport aircraft in the following categories:
  - 1. Those whose design or configuration limits their employment to specialized tasks.
  - 2. Those required by the military departments for Administrative Airlift Service or Combat Readiness Training.
  - 3. Those whose assignment outside of the Agency is required by overriding military considerations.

#### V. FUNCTIONS OF MAC

- A. Within the mission of MAC, provide transportation planning support to the Organization of the JCS, the Unified and Specified Commands, the Military Services, and the DoD agencies in support of the plans of the JCS and other military operations as required.
- B. Provide airlift service support to the DoD Components as required.
- C. Develop, establish, and operate an integrated transportation information data system to support the mission of the Agency.
- D. Develop plans to assure the efficient use and control of military-owned and commercial air transportation resources and capabilities made available to the DoD under mobilization or other emergency conditions other than LOGAIR/QUICKTRANS.
- E. Based on evaluated requirements submitted by the DoD Components, prepare long and short range forecasts of airlift requirements and match them with airlift capabilities. In accordance with procedures established by the OJCS (paragraph VI. B. 1. below), submit requirements

Continuation of V. E.

and capabilities to the OJCS together with recommendations as appropriate to assure a proper balance.

- F. Provide necessary information required by MTMTS or other military commands or activities exercising traffic management functions for the diversion of passenger groups or release unit cargo between modes of transportation or to alternate loading points due to changes in capabilities. However, no diversion is to be made without the concurrence of the shipper Service or agency affected.
- G. Cooperate with MTMTS in the performance by MTMTS of analytical studies of all overseas outbound passenger patterns within CONUS.
- H. Advise MTMTS and the Military Service representatives of any problems encountered at aerial ports of embarkation which prevent passengers from boarding planes due to incomplete preparation for travel.
- I. Maintain and operate a DoD airlift service system within limits approved by the Secretary of Defense to:
  - 1. Maintain an adequate emergency readiness position.
  - 2. Carry out realistic training programs.
  - 3. Control, operate and administer government-owned aircraft assigned, and control and administer all other aircraft required for the purpose of providing air transportation service for the movement of personnel, cargo and mail.
  - 4. Provide attached airlift service as required to DoD components.
  - 5. Provide channel traffic and special assignment airlift service as required by DoD user components and, as authorized, for other agencies of the United States Government:
    - a. Between points in CONUS and overseas areas,
    - b. Between and within overseas areas, and

- c. Within CONUS when necessary for reasons of national security or to supplement commercial air carrier service based on determinations of MTMTS.
- 6. Provide aeromedical evacuation service within CONUS, between CONUS and overseas areas, and between and within overseas areas, consistent with assigned resources.
- J. Augment the airlift capacity of the Agency as required to meet requirements by the use of commercial airlift service in peacetime on a basis which will contribute to the sound economic development of an increased modern civil airlift capacity and enhance the ability of civil carriers to operate with maximum effectiveness in support of the military forces in time of war.
- K. Procure all long-term (in excess of 90 days) contract airlift service in CONUS, such as LOGAIR and QUICKTRANS.
- L. Procure by contract or otherwise all commercial contract airlift service between CONUS and overseas areas and within and between overseas areas, including both (a) charter service and (b) service on scheduled commercial flights where advance space blocking is necessary. Also, negotiate with scheduled air carriers, as appropriate, the terms and conditions and rates for service on scheduled commercial flights without space blocking; however, such space on specific flights shall be procured by the DoD user components, except as otherwise agreed between a component and the Agency. In coordination with MTMTS and the user components, expand arrangements for the use of scheduled overseas commercial service, minimizing the need for advanced space blocking, to include all major points of origin and destination for DoD traffic.
- M. Prepare recommendations for the design, specifications and equipment of transport aircraft. In collaboration with appropriate government agencies, make studies, analyses and recommendations for the improvement of air transportation systems.
- N. Determine and advise MTMTS regarding the volume and rate of flow of cargo and passenger traffic that can be received into air terminals. (MTMTS will control the movement of release unit cargo, and passenger groups into these terminals in accordance with provisions of DoD Directive 4410.6, reference (g)). Loading plans and the loading and unloading of cargo and passengers (including

**Continuation of V. N.**

patients) shall be the responsibility of MAC utilizing, as appropriate, the advice and participation of the DoD user components when required.

- O. Operate a worldwide passenger reservation system for all international travel via MAC transport aircraft and commercial contract airlift. Develop procedures in coordination with DoD Components for obtaining reservations for such travel.**
- P. Operate aerial ports/air terminals (including the processing of traffic) at Air Force installations and operate or arrange for operation at civil airfields serving MAC channels flown by scheduled Agency airlift, except as specifically excluded by the Single Manager for Airlift Service or the Airlift Clearance Authority functions assigned to MTMTS by DoD Directive 5160. 53, reference (e) regarding the movement of cargo. Operation of terminals at other installations shall be the responsibility of the host Department unless otherwise agreed between the Department and the Agency.**
- Q. Select routes and negotiate rates for commercial overseas passenger service other than charter flights. MTMTS will participate with MAC in the selection of routes.**
- R. Provide MTMTS with necessary reports of tonnage on hand at aerial ports of embarkation in accordance with procedures established by MTMTS in coordination with MAC.**
- S. Provide MTMTS with concurrent copies of reservation confirmations for overseas air passengers.**
- T. Advise MTMTS with respect to traffic and documentation irregularities regarding CONUS outbound air cargo.**
- U. Advise MTMTS of receipt of retrograde air cargo.**
- V. Provide recoopering, repacking, marking, and similar services as required for cargo in transit.**
- W. Maintain on a current basis and provide to MTMTS a listing of supplemental carriers approved for contract (charter) domestic military passenger operations based on the results of capability and related surveys.**



- X. Act as a central clearance agency on all matters pertaining to the proposed establishment, amendment or interpretation of such rules and regulations as may be promulgated by air regulatory bodies relating to the movement of dangerous articles aboard MAC assigned aircraft, to include commercial airlift procurement as applicable.

VI. GENERAL RESPONSIBILITIES AND RELATIONSHIPS OF DOD COMPONENTS WITH RESPECT TO MAC AND MAC FUNCTIONS

A. The Secretary of the Air Force is designated as the Single Manager for Airlift Service and will:

1. Establish and organize, as a major command of the United States Air Force, the Single Manager Operating Agency for Airlift Service which shall have no functions other than those assigned to it in this Directive.
2. Designate a general officer as Executive Director for the Agency, subject to the approval of the Secretary of Defense. The Executive Director shall have no other duties but to direct the operations of the Agency, including such Technical Services (non-airlift) which are not subject to industrial funding and which may be included in the Agency at the option of the Secretary of the Air Force. As of the date of this Directive the following such Technical Services are included in the Agency:
  - a. Aerospace audio visual service,
  - b. Aerospace rescue and recovery service,
  - c. Air weather service, and
  - d. Photomapping and geodetic services.

The Executive Director shall be responsible to the Secretary of the Air Force through channels prescribed by the Secretary.

3. Prepare plans for the employment and expansion of the Agency in time of war or national emergency for support of approved Joint War Plans consistent with Joint Chiefs of Staff allocations approved by the Secretary of Defense.

Continuation of VI. A.

4. Prepare and submit to the Secretary of Defense the annual operating plans and programs of the Agency in support of DoD requirements, consistent with approved requirements of the Joint Chiefs of Staff for the employment of the Agency in time of peace.
5. Accomplish additional missions and specific functions as may be subsequently assigned by the Secretary of Defense.
6. Organize, equip and attach airlift units necessary to meet military requirements as determined by the Joint Chiefs of Staff.

B. The Joint Chiefs of Staff will:

1. Establish procedures and formats in coordination with the appropriate Assistant Secretaries of Defense and the Secretaries of the Military Departments for the submission of transportation requirements by the DoD user Components to the appropriate Single Managers and for the submission of evaluated requirements and capabilities by the Single Manager Agencies.
2. Assure the participation of each Single Manager operating agency in the planning cycle, as appropriate.
3. Prescribe a transportation priority system for passengers and for cargo in consonance with the time standards for priority designators established in the Uniform Materiel Movement and Issue Priority System that will assure responsiveness in movement to meet the requirements of the using forces (DoD Regulation 4500.32-R, reference (h)).
4. Review and evaluate requirements of the DoD components for airlift service and the ability of MAC to meet these requirements.
5. Allocate the capabilities of MAC as required to meet approved plans of the Joint Chiefs of Staff, or upon request by MAC or one of the user components.
6. Review and approve, as appropriate, Agency plans and transportation movement schedules issued in support of general, limited, and cold war plans previously approved by the Joint Chiefs of Staff.

7. Task MAC; singly or jointly with MTMTS and MSC to provide such information and assistance, within their respective capabilities, resources and areas of responsibility as may be required to enable the Joint Chiefs of Staff to fulfill their movement responsibilities and implement their capability to act effectively as the interface between the Military Services and the Single Manager Operating Agencies, and among the Single Manager Operating Agencies.
- C. The Assistant Secretary of Defense (Installations and Logistics) (ASD (I&L)) is responsible for issuing policy direction in connection with this single manager assignment except as otherwise specifically designated in this Directive. In developing such policies, ASD (I&L) will collaborate with ASD (Comptroller) to assure maximum participation in the budgetary process. Similarly he will collaborate with the Director of Defense Program Analysis and Evaluation to assure maximum application of the assignment for manpower utilization effectiveness purposes. The ASD (I&L) will also collaborate with other elements of the Office of the Secretary of Defense, as appropriate.
- D. All DoD Components, as applicable, will:
1. Provide such information and assistance, within their respective capabilities and areas of responsibility, as may be needed by the Secretary of the Air Force and the Executive Director to carry out the single manager assignments as outlined in this Directive.
  2. Identify passengers and the specific material and quantities to be moved.
  3. Determine the destinations to which passengers and materiel are to be moved.
  4. Specify date(s) available for movement and the required date of arrival at destination for passengers and materiel to be moved.
  5. Establish transportation priorities for passengers and materiel in accordance with applicable DoD/JCS issuances.
  6. Arrange with MTMTS for receipt of necessary data, as required, to determine the status of CONUS originated traffic enroute to or within air terminals.

Continuation of VI. D.

7. Provide technical advice to MAC.
8. Provide MTMTS with diversion, disposition and/or supply instructions regarding CONUS-originated cargo. Diversion requests regarding cargo already loaded in an aircraft, if such cargo diversion will result in the diversion of the aircraft, should be submitted to MAC.
9. Execute, or arrange for the execution of, necessary documentation and/or data to obtain necessary customs clearances for their materiel.
10. Plan for the movement aspects of special projects and coordinate, as appropriate, with MAC.
11. Assure that materiel offered for shipment is properly packed, marked, certified and documented.
12. Perform, or arrange for performance of, the acceptance function for vendor-supplied materiel shipped direct to an air terminal, the function to include technical inspection, and preparation or completion of shipping documentation.
13. Plan, program, budget for, and finance the movement of passengers and cargo.
14. Provide liaison officers at MAC headquarters, area commands, and at such activities/installations as mutually agreed with MAC.
15. Submit specific reservation requests for overseas passengers to MAC.
16. Organizations having command jurisdiction over the installation at which the MAC aerial port or delivery point is located will arrange for the prompt onward movement of terminating air cargo. CONUS organizations will provide the data to MTMTS necessary for MTMTS monitoring the movement of retrograde cargo.
17. Identify to MAC or MTMTS, as appropriate, material which should move promptly to meet specific Service requirements.

**VII. SPECIFIC RESPONSIBILITIES AND RELATIONSHIPS OF  
MTMTS AND DOD COMPONENTS WITH RESPECT TO CONUS  
OUTBOUND AIR PASSENGER AND CARGO TRAFFIC**

**A. Overseas Outbound Air Passenger Traffic**

**1. MTMTS will:**

- a. Provide for diversions of passenger groups within CONUS between modes of transportation, or to a CONUS port of embarkation other than that originally intended. However, no diversion is to be made without the concurrence of the shipper service or shipper agency.
- b. In cooperation with MAC and MSC, perform analytical studies of all overseas outbound passenger travel patterns within CONUS and make appropriate recommendations to the ASD (I&L) regarding improvements in passenger traffic management and relationship between CONUS and overseas movements. Comments of the Military Services, if any, will accompany the reports.
- c. Develop, in coordination with the DoD Component, joint regulations regarding preparation of air passengers for overseas travel. Based upon the feedback of information from MAC, provide information and advice to the appropriate DoD Components as to problems encountered at aerial ports of embarkation which prevent passengers from being processed for overseas travel.
- d. Based on space assignments made by MAC, receive specific reservation requests from the Army, receive copies of reservation confirmations from MAC for all overseas passengers and port call Army passengers.
- e. Receive requests from the Military Services and other DoD Components for desired departure dates and required arrival dates at Aerial Ports of Embarkation (APOE) of passenger group moves and plan, program and manage the flow of CONUS-originated passenger groups to appropriate air terminals.

Continuation of VII. A. 1.

- f. Make necessary arrangements, in accordance with OJCS procedures for air or land transportation of units between inland CONUS points and the APOE and advise the Military Services and other DoD Components of the transportation mode, the particular carrier within a mode, or the particular charter to be used, as appropriate, as well as the time and place from which the CONUS portion of the travel will originate.
- g. Participate with MAC in the selection of routes for commercial service other than chartered flights.

2. The DoD Components will:

- a. Submit requirements for passenger travel to MAC in accordance with procedures established by MAC in coordination with the Military Services (and consistent with procedures established in accordance with paragraph VI. B. 1.). Concurrently with such submissions, the Military Services will submit copies of CONUS-originated/overseas destined passenger requirements to MTMTS.
- b. Submit reservation requests for overseas air travel to MAC in accordance with procedures established by MAC in coordination with the affected DoD Components. (Army will submit reservation requests through MTMTS.)
- c. Process and transmit, or arrange for transmission of, passports or other documentation to passengers as required.
- d. Provide, or arrange for, processing of intransit personnel including arrangements for pay, reassignment orders, and such other services which were not provided prior to movement.
- e. Provide required personnel actions prior to movement to port.
- f. Port call air passengers. (Army air passengers will be port called by MTMTS.)

**B. CONUS Movement of Outbound Air Cargo**

**1. MTMTS will:**

- a. Provide for diversion of outbound air cargo within CONUS between transportation modes, to intransit storage or to a CONUS port of embarkation other than that originally intended. However, no diversion is to be made without concurrence of the shipper service or shipper agency. When cargo cannot be cleared for movement to an Aerial Port of Embarkation, provide timely advice to the shipper as prescribed by MILSTAMP (DoD Regulation 4500. 32-R, reference (h)).
- b. Select the CONUS mode of transportation for release unit shipments that will be responsive to the priority and the delivery date that the DoD component has established. The use of either air or surface movement from CONUS to overseas may be questioned by MTMTS.
- c. Acting as the point of contact between the sponsoring agency and the airlift system, perform the following airlift clearance authority (ACA) functions as prescribed by MILSTAMP (DoD Regulation 4500. 32-R):
  - (1) Control the movement of air eligible cargo into the airlift system.
  - (2) Arrange for diversion of cargo as conditions require in coordination with the shipper service. However, no diversion is to be made without the concurrence of the shipper service or shipper agency.
  - (3) Initiate necessary corrective action with the shipper service on discrepancies in documentation and shipment identification.
  - (4) Furnish the terminal operator with an advance Transportation Control and Movement Document (TCMD) for each shipment unit prior to shipment arrival.

Continuation of VII. B. 1. c.

- (5) Monitor retrograde cargo requiring onward movement from the Aerial Port of Debarkation (APOD) to assure shipment to the ultimate consignee.
  - (6) Respond to requests for movement information, expediting services (including expedited handling shipments - RDD Code "999") and tracer action.
  - (7) Coordinate the movement of classified and/or courier materiel. When classified materiel is diverted to surface transportation, the Airlift Clearance Authority will insure that the shipment is properly coded and documented.
- d. In order to perform its ACA functions in an effective manner, MTMTS is authorized to establish in CONUS a "Military Air Traffic Coordinating Office (MATCO)" at the CONUS aerial ports of embarkation to perform on behalf of all shipper services and agencies those ACA functions requiring physical presence at the air terminals. The MATCO will be jointly staffed. In addition, shipper services or agencies may have logistic officers (APLO) at the CONUS aerial ports of embarkation to take necessary corrective action on cargo packaging, to advise MATCO with respect to diversions, to identify to MAC or MATCO, as appropriate, materiel which should be moved promptly to meet specific service requirements, and to inspect their service shipments received directly from vendors. However, these representatives will not perform MATCO Airlift Clearance Authority functions; conversely, MATCO will not perform functions assigned to the Service Logistic Officer (APLO) unless requested to do so by the shipper service or agency concerned. Similarly, MATCO will not duplicate the responsibilities of MAC for air terminal operations, nor will MAC duplicate the airlift clearance functions of MTMTS within the United States.

2. The DoD Components will:

- a. Submit total air cargo lift requirements to MAC in accordance with procedures developed by MAC in coordination with the DoD Components and consistent with procedures established in accordance with paragraph VI. B. 1. herein.



Concurrently with such submissions, the DoD Components will submit copies to MTMTS.

- b. In CONUS, forward cargo to air terminals in accordance with procedures established by MTMTS in coordination with the DoD Components.
- c. Submit special assignment airlift requirements direct to MAC, furnishing information copy to MTMTS when CONUS land transportation is involved.
- d. Insure air eligibility of cargo entering the airlift system.
- e. The Air Force and the Navy respectively will control and administer the operation of LOGAIR and QUICKTRANS.

#### **VII. AUTHORITY**

To discharge the functions and responsibilities prescribed in this Directive, the Secretary of the Air Force and Executive Director of the Agency are authorized to:

- A. Organize, direct, manage, administer, and control all elements of the Agency.
- B. Communicate and coordinate directly with all components of DoD and with other departments and agencies of government in matters relating to Agency functions.

#### **IX. ADMINISTRATION AND FINANCING**

- A. The Agency headquarters and its subordinate elements will be staffed with civilian employees who will be employees of the Department of the Air Force and with military personnel from all Services, as appropriate.
- B. Positions within the Agency will be identified as military or civilian based on criteria established by the Secretary of Defense in DoD Directive 1100.9 (reference (a)).
- C. Manpower requirements for the Agency on a phased-basis will be consistent with the transfer of responsibilities and

**Continuation of DX. C.**

will be provided to the Director of Defense Program Analysis and Evaluation at least 30 days in advance of the effective date of functional transfers to permit the necessary evaluation of realignment of such resources.

- D. The transfer of manpower authorizations to the Department of the Air Force from other DoD Components will be accomplished in accordance with established policies and procedures.
- E. The transfer of financial and other resources will be accomplished in accordance with established DoD procedures and as approved by the appropriate elements of the Office of the Secretary of Defense.
- F. Interservice support agreements, assignments or delegations of functions and authority will be executed as required for the performance of assigned responsibilities in accordance with DoD Directive 4000.19 (reference (b)).
- G. The Department of the Air Force will program, budget, and finance for the Agency.
- H. Airlift service of the Agency shall be financed under an Air Force Industrial Fund, administered in accordance with DoD Directive 7410.4 (reference (f)), except as specifically excluded by the ASD (Comptroller).

**X. REPORTING REQUIREMENTS**

The reporting requirements prescribed in enclosure 1 hereto are assigned Report Control Symbol DD-I&L(Q)1299. Copies of the report will be submitted to the Assistant Secretary of Defense (Comptroller) and the Assistant Secretary of Defense (Installations and Logistics) quarterly and within 45 days after the end of each three-month quarter of the Fiscal Year.

Oct 17, 73  
5160.2

**XI. EFFECTIVE DATE AND IMPLEMENTATION**

This Directive is effective immediately. Two copies of implementing instructions shall be forwarded to the Assistant Secretary of Defense (Installations and Logistics) within 60 days.

*H. P. Clement*  
Deputy Secretary of Defense

**Enclosure - 1**

**Quarterly Management Report of the  
Single Manager for Airlift Service**

Oct 17, 73

QUARTERLY MANAGEMENT REPORT  
OF THE SINGLE MANAGER  
FOR AIRLIFT SERVICE

The attached five part report is to be prepared quarterly by the Single Manager for Airlift Service Operating Agency as described below for submission to the Assistant Secretary of Defense (Comptroller) and the Assistant Secretary of Defense (I&L) not later than forty-five days after the end of the three month period reported. These reports will cover the four quarters of each Fiscal Year and are designed to relate actual performance to the programmed operations set forth in the annual Operating Budget. These reports will be accompanied by a narrative report highlighting significant events or data and should be of a format similar to that previously provided under Report Control Symbol DD-I&L(Q)439.

Part I - Quarterly Statistical Summary:

For the quarter reported and cumulatively for the fiscal year concerned, list the numbers of space required, revenue passengers and tons of cargo or mail moved via channel lift and special assignment airlift. Based on nine passengers per ton show the total ton miles flown by MAC in channel traffic, SAAM airlift, Exercises and Joint Airborne training. Additionally, list the total number of military aircraft assigned and personnel assigned to the Airlift Force, the 375th Aeromed Evac Wing and the Special Air Mission Wing at Andrews AFB during the quarter reported and cumulatively for the Fiscal Year concerned. Finally, the financial status data for the quarter reported and the cumulative Fiscal Year totals are to be listed for ready comparison.

Part II - Quarterly MAC Traffic Report:

The total number and passenger-miles of revenue passengers moved by MAC for each Military Department or other customer in channel traffic and by SAAM flights are to be shown by directional category. SAAM traffic may represent stated requirements vice the actual number of ton miles of passengers or cargo if the latter information is unavailable. Total space available passengers will also be reported broken down by Military Department or Other and by geographical area of movement. Similarly, the total tons

Oct 17, 73

and ton miles of cargo moved via channel and via SAAM flights are to be listed by directional category and by customer. Exercise/Joint Airborne Training ton miles flown will be reported under Department of Air Force heading. In addition, the planned quarterly revenues from each Department or customer as included in the annual Operating Budget will be shown versus the actual revenues generated. Both ton miles and passenger-miles will be shown in millions rounded to the nearest tenth of a million.

Part III - Quarterly Report of Military and  
Commercial Capabilities Utilized:

The quarterly flying hour program and the programmed average daily flying hour rate set forth in the annual Operating Budget are to be compared with the quarterly total flying hours actually flown and the average daily flying hour rate actually achieved during the reporting period by both the C-5s and the C-141s of the ASIF fleet. Additionally, the Operating Budget planned quarterly ton miles of commercial augmentation and the programmed costs thereof are to be compared with the actual ton miles flown and costs realized for the various categories of passenger, cargo, and common carriage mail movement. These categories of traffic are in consonance with the normal breakdown of traffic utilized in the annual Operating Budget submission. Other commercial augmentation ton miles and costs are to be identified, as appropriate, in the Detail column and separately listed in the Ton Miles and Cost columns.

Part IV - Quarterly Report of MAC CONUS  
APOE Operations:

For each aerial port in CONUS the total cargo moved outbound to overseas areas is to be listed by priority group shown together with the average port hold time experienced at each port by that priority traffic. The total short tons of inbound cargo received at each aerial port from oversea points is to be listed by APOE. In addition, the tonnage of personal property included in the foregoing total cargo figures and covering both household goods and unaccompanied baggage is to be separately shown by aerial port and broken down to reflect movements via Code J,

Continuation of Part IV

Code T or Direct Procurement Method of transportation.  
The final entries in Part IV are to show by CONUS aerial port the number of CONUS outbound C-5, C-141, and commercial cargo flights which departed each APOE during the quarter, together with the total tonnage loaded aboard such flights.

Part V - Quarterly Statement of Revenue and  
Expense:

For the quarter reported compare the actual elements of expense, categories of revenue, and the non ASIF expenses with the same data elements contained in the Operating Budget. Revenues and expenses are to be shown in millions of dollars and rounded to the nearest tenth of a million.

PART I

QUARTERLY STATISTICAL SUMMARY

(Period Reported)

| DETAIL                                  | CURRENT QUARTER | CUMULATIVE<br>TOTAL FOR<br>FISCAL YEAR |
|-----------------------------------------|-----------------|----------------------------------------|
| <b>PASSENGER MOVEMENT (Numbers)</b>     |                 |                                        |
| Channel Traffic                         |                 |                                        |
| Special Assignment Airlift              |                 |                                        |
| TOTAL                                   |                 |                                        |
| <b>CARGO MOVEMENT (Short Tons)</b>      |                 |                                        |
| Channel Traffic                         |                 |                                        |
| Special Assignment Airlift              |                 |                                        |
| TOTAL                                   |                 |                                        |
| <b>TON MILES OF MOVEMENT (Millions)</b> |                 |                                        |
| Channel Traffic                         |                 |                                        |
| Special Assignment Airlift              |                 |                                        |
| Exercises/JABT                          |                 |                                        |
| TOTAL                                   |                 |                                        |
| <b>NUMBER OF AIRCRAFT USED</b>          |                 |                                        |
| Military Airlift Force - C5s            |                 |                                        |
| - C141s                                 |                 |                                        |
| 375th Aeromedical Aft Wg (Domestic)     |                 |                                        |
| 89th Mil Aft Wg (Spl Air Missions)      |                 |                                        |
| TOTAL                                   |                 |                                        |
| <b>PERSONNEL ASSIGNED ASIF ORGNS.</b>   |                 |                                        |
| Military Airlift Force                  |                 |                                        |
| 375th Aeromedical Aft Wg                |                 |                                        |
| 89th Mil Aft Wg                         |                 |                                        |
| TOTAL                                   |                 |                                        |
| <b>FINANCIAL SUMMARY (Thousands)</b>    |                 |                                        |
| Revenue                                 |                 |                                        |
| Expenses                                |                 |                                        |
| Commercial Augmentation                 |                 |                                        |

**PART II**  
**QUARTERLY MAC TRAFFIC REPORT (Period Reported)**  
**(Millions of Miles)**

| DETAIL<br>(1)                                          | ARMY                |                     |  | NAVY                |                     |  | AIR FORCE           |                     |  | OTHER               |                     |  | TOTAL                |                      |  |
|--------------------------------------------------------|---------------------|---------------------|--|---------------------|---------------------|--|---------------------|---------------------|--|---------------------|---------------------|--|----------------------|----------------------|--|
|                                                        | NO.<br>UNITS<br>(2) | TON<br>MILES<br>(3) |  | NO.<br>UNITS<br>(4) | TON<br>MILES<br>(5) |  | NO.<br>UNITS<br>(6) | TON<br>MILES<br>(7) |  | NO.<br>UNITS<br>(8) | TON<br>MILES<br>(9) |  | NO.<br>UNITS<br>(10) | TON<br>MILES<br>(11) |  |
| <b>PASSENGERS MOVED</b>                                |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| CONUS - Outbound Atlantic                              |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| CONUS - Inbound Atlantic                               |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| Intra-Area Outbound Atlantic                           |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| Intra-Area Inbound Atlantic                            |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| CONUS - Outbound Pacific                               |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| CONUS - Inbound Pacific                                |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| Intra-Area Outbound Pacific                            |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| Intra-Area Inbound Pacific                             |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| TOTAL Channel Lift                                     |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| TOTAL SAAM Lift                                        |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| 2 TOTAL Space Available Pax Lifted<br>in Atlantic Area |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| in South American/Caribbean<br>in Pacific Area         |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| in CONUS                                               |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| <b>CARGO MOVED</b>                                     |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| CONUS - Outbound Atlantic                              |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| CONUS - Inbound Atlantic                               |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| Intra-Area Outbound Atlantic                           |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| Intra-Area Inbound Atlantic                            |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| CONUS - Outbound Pacific                               |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| CONUS - Inbound Pacific                                |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| Intra-Area Outbound Pacific                            |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| Intra-Area Inbound Pacific                             |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| TOTAL Channel Lift                                     |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| TOTAL SAAM Lift                                        |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| <b>EXERCISE/JABT (Ton Miles)</b>                       |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| <b>REVENUES (By Service)</b>                           |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| Planned Revenue (OPBUD)                                |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |
| Actual Revenue                                         |                     |                     |  |                     |                     |  |                     |                     |  |                     |                     |  |                      |                      |  |

5160. 2 (Encl 1)  
 Oct 17, 73



## PART III

5160.2 (Encl 1)  
Oct 17, 73QUARTERLY MAC REPORT OF  
MILITARY/COMMERCIAL CAPABILITIES UTILIZED

(Period Reported)

| MAC FLYING HOUR<br>PERFORMANCE | Quarterly<br>Total<br>Flying Hour<br>Program<br>(OPAUD) | Programmed<br>Avg. Daily<br>F/H Rate | Quarterly Total<br>Actual<br>Flying Hours<br>Flown | Avg. Daily<br>F/H Rate<br>Achieved |
|--------------------------------|---------------------------------------------------------|--------------------------------------|----------------------------------------------------|------------------------------------|
| C-5 Aircraft                   |                                                         |                                      |                                                    |                                    |
| C-141 Aircraft                 |                                                         |                                      |                                                    |                                    |
| COMMERCIAL AUGMENTATION        |                                                         |                                      |                                                    |                                    |
| DETAIL                         | TON MILES                                               |                                      | COST<br>(Thousands \$)                             |                                    |
| CHANNEL                        |                                                         |                                      |                                                    |                                    |
| Passengers                     |                                                         |                                      |                                                    |                                    |
| Planned                        |                                                         |                                      |                                                    |                                    |
| Actual                         |                                                         |                                      |                                                    |                                    |
| One Way                        |                                                         |                                      |                                                    |                                    |
| Round Trip                     |                                                         |                                      |                                                    |                                    |
| Category A                     |                                                         |                                      |                                                    |                                    |
| Mixed                          |                                                         |                                      |                                                    |                                    |
| Airport Airways Tax            |                                                         |                                      |                                                    |                                    |
| Total Actual                   |                                                         |                                      |                                                    |                                    |
| Cargo                          |                                                         |                                      |                                                    |                                    |
| Planned                        |                                                         |                                      |                                                    |                                    |
| Actual                         |                                                         |                                      |                                                    |                                    |
| One Way                        |                                                         |                                      |                                                    |                                    |
| Round Trip                     |                                                         |                                      |                                                    |                                    |
| Category A                     |                                                         |                                      |                                                    |                                    |
| Mixed                          |                                                         |                                      |                                                    |                                    |
| Total Actual                   |                                                         |                                      |                                                    |                                    |
| Common Carriage Mail           |                                                         |                                      |                                                    |                                    |
| Planned                        |                                                         |                                      |                                                    |                                    |
| Actual                         |                                                         |                                      |                                                    |                                    |
| Air Mail                       |                                                         |                                      |                                                    |                                    |
| MOM                            |                                                         |                                      |                                                    |                                    |
| SAM/PAL                        |                                                         |                                      |                                                    |                                    |
| Total Actual                   |                                                         |                                      |                                                    |                                    |
| OTHER                          |                                                         |                                      |                                                    |                                    |
| SAAM                           |                                                         |                                      |                                                    |                                    |
| Planned                        |                                                         |                                      |                                                    |                                    |
| Actual                         |                                                         |                                      |                                                    |                                    |
| Other (Specify)                |                                                         |                                      |                                                    |                                    |
| Planned                        |                                                         |                                      |                                                    |                                    |
| Actual                         |                                                         |                                      |                                                    |                                    |
| Total Actual                   |                                                         |                                      |                                                    |                                    |

**PART IV**  
**QUARTERLY REPORT OF MAC CONUS APO OPERATIONS**  
 (Period Reported)

| DETAIL                             | AERIAL  |        |        |        |       |         | PORT  |         |            |       | TOTAL |
|------------------------------------|---------|--------|--------|--------|-------|---------|-------|---------|------------|-------|-------|
|                                    | McChord | Travis | Norton | Tinker | Kelly | McGuire | Dover | Norfolk | Charleston | Other |       |
| <b>CARGO MOVED</b>                 |         |        |        |        |       |         |       |         |            |       |       |
| CONUS Outbound Movement            |         |        |        |        |       |         |       |         |            |       |       |
| TP1 (999) Moved (Tons)             |         |        |        |        |       |         |       |         |            |       |       |
| Avg Porthold Time (Days)           |         |        |        |        |       |         |       |         |            |       |       |
| TP1 (Other) Moved (Tons)           |         |        |        |        |       |         |       |         |            |       |       |
| Avg Porthold Time (Days)           |         |        |        |        |       |         |       |         |            |       |       |
| TP2 Moved (Tons)                   |         |        |        |        |       |         |       |         |            |       |       |
| Avg Porthold Time (Days)           |         |        |        |        |       |         |       |         |            |       |       |
| TP3 Moved (Tons)                   |         |        |        |        |       |         |       |         |            |       |       |
| Avg Porthold Time (Days)           |         |        |        |        |       |         |       |         |            |       |       |
| <b>TOTAL CONUS</b>                 |         |        |        |        |       |         |       |         |            |       |       |
| Inbound Movement (Tons)            |         |        |        |        |       |         |       |         |            |       |       |
| <b>PERSONAL PROPERTY MOVED*</b>    |         |        |        |        |       |         |       |         |            |       |       |
| CONUS Outbound                     |         |        |        |        |       |         |       |         |            |       |       |
| DPM Method (Tons)                  |         |        |        |        |       |         |       |         |            |       |       |
| Code J Method (Tons)               |         |        |        |        |       |         |       |         |            |       |       |
| Code T Method (Tons)               |         |        |        |        |       |         |       |         |            |       |       |
| CONUS Inbound                      |         |        |        |        |       |         |       |         |            |       |       |
| DPM Method (Tons)                  |         |        |        |        |       |         |       |         |            |       |       |
| Code J Method (Tons)               |         |        |        |        |       |         |       |         |            |       |       |
| Code T Method (Tons)               |         |        |        |        |       |         |       |         |            |       |       |
| <b>UTILIZATION</b>                 |         |        |        |        |       |         |       |         |            |       |       |
| No. C-5 Flts Outbound from CONUS   |         |        |        |        |       |         |       |         |            |       |       |
| Cargo moved (Tons)                 |         |        |        |        |       |         |       |         |            |       |       |
| No. C-141 Flts Outbound from CONUS |         |        |        |        |       |         |       |         |            |       |       |
| Cargo moved (Tons)                 |         |        |        |        |       |         |       |         |            |       |       |
| No. Com'l Flts Outbound from CONUS |         |        |        |        |       |         |       |         |            |       |       |
| Cargo moved (Tons)                 |         |        |        |        |       |         |       |         |            |       |       |

5160.2 (Encl 1)  
 Oct 17, 73

\* Included in Total Cargo Data

PART V

AIRLIFT SERVICE INDUSTRIAL FUND  
QUARTERLY STATEMENT OF  
REVENUE AND EXPENSE

(Period Reported)

| DETAIL                       | Programmed<br>Revenues/Expenses | Actual<br>Revenues/Expenses |
|------------------------------|---------------------------------|-----------------------------|
| <b>REVENUES:</b>             |                                 |                             |
| Passenger                    |                                 |                             |
| Cargo                        |                                 |                             |
| Commercial Airlift Mail      |                                 |                             |
| Special Assignment Airlift   |                                 |                             |
| Air Force Responsibility     |                                 |                             |
| Other                        |                                 |                             |
| <b>TOTAL REVENUES</b>        |                                 |                             |
| <b>EXPENSES:</b>             |                                 |                             |
| Civilian Pay (Direct Hire)   |                                 |                             |
| Aircraft Maintenance         |                                 |                             |
| Aviation POL                 |                                 |                             |
| Supplies and Materials       |                                 |                             |
| Commercial Airlift           |                                 |                             |
| Administrative               |                                 |                             |
| Other                        |                                 |                             |
| <b>TOTAL EXPENSES</b>        |                                 |                             |
| Net Operating Results        |                                 |                             |
| Cumulative Balance in ASIF   |                                 |                             |
| <b>NON ASIF EXPENSES:</b>    |                                 |                             |
| Military Pay and Allowances  |                                 |                             |
| Depreciation of Aircraft     |                                 |                             |
| Other Equipment Depreciation |                                 |                             |



**APPENDIX I**

**DoD DIRECTIVE 5160.53**

**"SINGLE MANAGER ASSIGNMENT  
FOR MILITARY TRAFFIC, LAND TRANSPORTATION,  
AND COMMON-USER OCEAN TERMINALS"**





March 24, 1967#  
NUMBER 5160.53

ASD(I&L)

## Department of Defense Directive

**SUBJECT** Single Manager Assignment for Military Traffic, Land Transportation, and Common-User Ocean Terminals

- Refs:
- (a) DoD Directive 1100.9, "Military-Civilian Staffing of Management Positions in the Support Activities," September 8, 1971
  - ~~(b) DoD Directive 1100.10, "Control of Manpower Resources in Event of Reorganizations," June 19, 1962~~
  - (c) DoD Directive 4000.19, "Basic Policies and Principles for Interservice, Interdepartmental and Interagency Support," March 27, 1972
  - (d) DoD Directive 4500.34, "Shipment and Storage of Personal Property," October 22, 1970
  - (e) DoD Directive 5160.2, "Single Manager Assignment for Airlift Service," October 17, 1973
  - (f) DoD Directive 5160.10, "Single Manager Assignment for Ocean Transportation," March 24, 1967
  - ~~(g) DoD Directive 5160.12, "Policies for Implementation of Single Manager Assignments," August 10, 1960~~
  - (h) DoD Directive 5160.53, "Single Manager Assignment for Military Traffic, Land Transportation and Common-User Ocean Terminals," June 24, 1965 (cancelled herein)
  - (i) DoD Directive 7410.4, "Regulations Governing Industrial Fund Operations," September 25, 1972
  - (j) DoD Instruction 4410.6, "Uniform Materiel Movement and Issue Priority System (UMMIPS)," February 18, 1971
  - (k) DoD Directive 4000.25, "Administration of Military Standard Logistics Data Systems," March 23, 1971
  - (l) SecDef memorandum, "Mobility Planning and Operations Organization," March 22, 1966 (See Enclosure 1)
  - (m) DoD Instruction 4100.31, "Reports on Single Manager Operations," September 2, 1960

**I. PURPOSE**

- A. Pursuant to the authority vested in the Secretary of Defense, a Single Manager Service Assignment is directed

#Fourth amendment (Ch 5, 1/23/74)

## Continuation of I.A.

within the Department of Defense with authority, functions, responsibilities, and relationships as set forth herein.

- B. The purposes and objectives of this assignment with respect to DoD military traffic, land transportation, and common-user ocean terminals are:
1. To eliminate duplication and overlapping of effort between and among Military Departments, Defense Agencies, and other components of DoD.
  2. To improve the effectiveness and economy of these operations throughout the DoD.
  3. To ensure that the approved emergency and wartime requirements of the DoD are met.

II. CANCELLATION

This directive cancels and supersedes reference (h).

III. DEFINITIONS

\* For the purpose of this directive the following definitions  
\* ~~in addition to those set forth in reference (g) which are~~  
\* ~~relevant to this assignment,~~ will apply: \*

- A. Common-User Ocean Terminals - A military installation, part of a military installation, or a commercial facility operated under contract or arrangement of the Military Traffic Management and Terminal Service (MTMIS) which regularly provides for two or more Services' terminal functions of receipt, transit storage or staging, processing, loading and unloading of passengers or cargo aboard ships.
- B. CONUS - The 48 contiguous states and the District of Columbia, excluding Alaska and Hawaii.
- C. DoD Components - For the purposes of this directive, DoD components include the Office of the Secretary of Defense, the Organization of the Joint Chiefs of Staff, the Unified and Specified Commands, the Military Departments, the Military Services, and the Defense Agencies.



Mar 24, 67  
5160.53

Continuation of III.

- D. Military Airlift Command (MAC) - The Single Manager Operating Agency for Airlift Service (reference (e)).
- E. Military Land Transportation Resources - All military-owned transportation resources designated for common-user, over the ground, point-to-point use within the CONUS.
- F. Military Sea Transportation Service (MSTS) - The Single Manager Operating Agency for Sealift Service (reference (f)).
- G. Military Traffic - DoD personnel and materiel to be transported.
- H. Military Traffic Management - The direction, control and supervision of all functions incident to the effective and economical procurement and use of freight and passenger transportation service from commercial for-hire transportation companies (including rail, highway, air, inland waterway, coastwise and intercoastal carriers). (Reference to coastwise and intercoastal carriers is not intended to affect those responsibilities of ocean carrier functions assigned to MSTS but has reference to the traffic management authority necessary to determine the proper mode of shipment. Reference to air carriers is not intended to affect those responsibilities for procurement of commercial airlift services assigned to MAC.)
- I. Military Traffic Management and Terminal Service (MMTS) - The Single Manager Operating Agency for military traffic, land transportation, and common-user ocean terminals (herein referred to as the Agency or as MMTS).
- J. Passenger Groups - Passenger groups are usually composed of 10 or more travelers; however, this is subject to change based upon traffic management considerations.
- K. Release Unit of Cargo - Release unit of cargo for surface shipment is usually 10,000 pounds; however, this is subject to change based upon traffic management considerations.
- L. Water Terminal Clearance Authority - An activity designated by MMTS or an overseas theater commander to control and monitor the flow of cargo into water terminals.

#### IV. APPLICABILITY AND SCOPE

- A. The operations of the Single Manager for Military Traffic, Land Transportation, and Common-User Ocean Terminals will be conducted within the CONUS except for those functions specifically outlined below or subsequently assigned by the Secretary of Defense requiring operations outside the CONUS.
- B. The provisions of this directive apply to all components of the Department of Defense.
- C. This directive does not modify Department of the Navy responsibility for command and control of its tidewater installations providing ocean terminal services except at the Naval Supply Centers, Oakland, California, and Bayonne, New Jersey, where Military Ocean Terminals have been established.
- D. This directive does not modify Department of the Air Force responsibility for command and control of air terminals and aerial ports of embarkation/debarkation world-wide except as otherwise specifically provided for herein.

#### V. GENERAL FUNCTIONS OF MMTS

- A. Within the mission of MMTS, provide transportation planning support to the Organization of the Joint Chiefs of Staff, the Unified and Specified Commands, the Military Services, and the DoD Agencies in support of the plans of the Joint Chiefs of Staff and other military operations as required.
- B. Provide traffic management and common-user and commercial ocean terminal support for assigned functions and responsibilities to the DoD components as required.
- C. Develop, establish, and operate an integrated transportation information data system to support the mission of the Agency.
- D. Develop plans to assure the efficient use and control of military-owned and commercial CONUS land transportation resources and capabilities made available to the DoD under mobilization or other emergency conditions.
- E. Receive, consolidate and analyze total overseas passenger and cargo requirements from the DoD components to determine CONUS transportation and terminal capability needed to satisfy the requirements. Advise the JCS, and other

appropriate DoD components of insufficient CONUS transportation and CONUS ocean terminal capabilities with recommendations to the OJCS for appropriate actions when requirements exceed capabilities.

- F. Provide for diversions of passenger groups or release unit cargo within CONUS between modes of transportation, to a CONUS port of embarkation other than that originally intended, or to intransit storage in the case of cargo. However, no diversion is to be made without the concurrence of the shipper Service or shipper agency.
- \* G. In cooperation with MAC, perform analytical studies of air \*  
\* passenger travel patterns within CONUS and make recommenda- \*  
\* tions to the Secretary of Defense regarding improvements in \*  
\* passenger traffic management and relationships between CONUS \*  
\* and international air passenger movements. Such studies \*  
\* shall be performed on an annual basis by fiscal year and \*  
\* shall be cumulative in nature. The Military Departments \*  
\* shall be afforded an opportunity to review the study report \*  
\* prior to its submission and their comments and/or concurrences\*  
\* shall be forwarded with the report. \*
- \* H. In coordination with the DoD components concerned, develop \*  
\* and administer the DoD cargo loss and damage reporting and \*  
\* analysis system and provide data outputs to such DoD com- \*  
\* ponents for the purpose of determining trends, pinpointing \*  
\* weaknesses, prosecuting claims, and developing programs to \*  
\* prevent loss and damage. \*
- I. Control the use of and, as directed by the Secretary of Defense, operate military-owned CONUS land transportation resources required to supplement the capability of commercial transportation carriers when the land transportation resources of commercial transportation carriers operating within the CONUS are inadequate to meet military requirements.
- J. Command oversea Army terminal units providing terminal service in oversea areas in support of the Department of the Air Force and other agencies as assigned.
- K. Provide world-wide traffic management for the Department of Defense Personal Property Moving and Storage Program as set forth in reference (d).
- L. Command and operate, or arrange for the operation of, holding and reconsignment points and other intransit control activities or installations when required for en route shipments of cargo within the CONUS.

Continuation of V.

- \* M. Command and operate common-user military ocean terminals \*  
assigned to MIMTS by the Secretary of Defense, providing  
such fleet support requirements to the Navy as are required  
by the Department of the Navy and delineated in applicable  
cross-servicing agreements. (Assignments of command and  
operation of ocean terminals to either Navy or MIMTS will  
be based upon the concept that the entire terminal operations  
at any one installation will be conducted by only one DoD  
activity.)
- \* N. Arrange for the utilization of common-user military ocean \*  
terminals operated by any Military Service on a reimbursable  
basis. The Navy will operate common-user ocean terminals  
at designated tidewater installations for manifested  
Department of Defense cargo in accordance with interservice  
support agreement between MIMTS and the Navy. This function  
may include responsibility for all manifested DoD-cargo  
moving through the entire port complex, if in accordance  
with the interservice support agreement in effect between  
MIMTS and the Navy.
- \* O. Arrange for the operation or use of commercial ocean \*  
terminals within the CONUS for the shipment of military  
manifested cargo.
- \* P. Control and direct the operations of military-owned \*  
railway rolling stock registered for interchange service  
other than that permanently assigned to intra-base or  
intra-plant operations, to include supply accountability  
and maintenance of the Defense Freight Railway Interchange  
Fleet.
- \* Q. In coordination with affected DoD components establish \*  
the size of passenger groups and release unit cargo.
- \* R. Perform the additional specific functions outlined \*  
in Paragraph VII below.
- \* S. Prescribe, under guidance of the Joint Chiefs of Staff, \*  
the methods and format for use by the Military Services  
and other Department of Defense components to develop  
and forecast their CONUS transportation requirements by  
mode or modes (including the assumptions and computations  
on which they are based), which will assure responsiveness  
to their individual logistic systems, and evaluate and  
question, where necessary, the validity of the requirements  
specified.

- Change 5*
- T. Develop and improve the small shipment consolidation programs and develop and improve the loss and damage prevention program.

VI. GENERAL RESPONSIBILITIES AND RELATIONSHIPS OF DOD COMPONENTS WITH RESPECT TO MIMTS AND MIMTS FUNCTIONS

A. The Secretary of the Army is designated as the Single Manager for Military Traffic, Land Transportation and Common-User Ocean Terminals and will:

1. Establish and organize, as a major command of the United States Army, the Single Manager Operating Agency which shall have no functions other than those assigned to it in this directive.
2. Designate a general officer as Executive Director for the Agency subject to the approval of the Secretary of Defense. The Executive Director shall have no other duties but to direct the operations of the Agency and shall be responsible to the Secretary of the Army through channels prescribed by the Secretary.
3. Prepare plans for the employment and expansion of the Agency in time of war or national emergency for support of approved Joint War Plans consistent with Joint Chiefs of Staff allocations approved by the Secretary of Defense.
4. Prepare and submit to the Secretary of Defense the annual operating plans and programs of the Agency in support of DoD requirements.
5. Accomplish additional missions and specific functions as may be subsequently assigned by the Secretary of Defense.

\* ~~6. Provide for direct coordination on matters connected~~ \*

\* ~~with the operation of the Agency, as prescribed by~~ \*

\* ~~reference (g).~~ \*

7. Prepare and submit to the Office of the Secretary of Defense those reports provided for in reference (m).

B. The Joint Chiefs of Staff will:

1. Establish procedures and formats in coordination with the appropriate Assistant Secretaries of Defense and the Secretaries of the Military Departments for the submission of transportation requirements by the

DoD user components to the appropriate Single Managers and for the submission of evaluated requirements and capabilities by the Single Manager Agencies.

2. Assure the participation of each Single Manager operating agency in the planning cycle as appropriate.
  3. Prescribe a transportation priority system for passengers and for cargo in consonance with the Uniform Materiel Movement and Issue Priority System (reference (j)) that will assure responsiveness in movement to meet the requirements of the using forces.
  4. Review and evaluate requirements of the DoD components for CONUS transportation and common-user ocean terminal service and the ability of MIMTS to meet these requirements.
  5. Allocate the capabilities of MIMTS as required to meet approved plans of the Joint Chiefs of Staff, or upon request by MIMTS, or one of the user components.
  6. Review and approve, as appropriate, Agency plans and transportation movement schedules issued in support of general, limited, and cold war plans previously approved by the JCS.
  7. Task MIMTS, singly or jointly with MAC and MSTTS to provide such information and assistance, within their respective capabilities, resources and areas of responsibility as may be required to enable the Joint Chiefs of Staff/the Special Assistant for Strategic Mobility to fulfill their movement responsibilities and implement their capability to act effectively as the interface between the Military Services and the Single Manager operating agencies, and among the Single Manager operating agencies.
- C. The Assistant Secretary of Defense (Installations and Logistics) is responsible for issuing policy direction in connection with this single manager assignment except as otherwise specifically designated in this Directive. In developing such policies, ASD (I&L) will collaborate with ASD (Comptroller) to assure maximum utilization of the assignment for budgetary purposes. Similarly he will

NO-A191 921 PASSENGER AIRLIFT POLICIES AND PROCEDURES REVIEW VOLUME 2/4  
2(U) DEPARTMENT OF DEFENSE WASHINGTON DC 82 APR 86

NO-A191 921 PASSENGER AIRLIFT POLICIES AND PROCEDURES REVIEW VOLUME 2/4  
2(U) DEPARTMENT OF DEFENSE WASHINGTON DC 82 APR 86

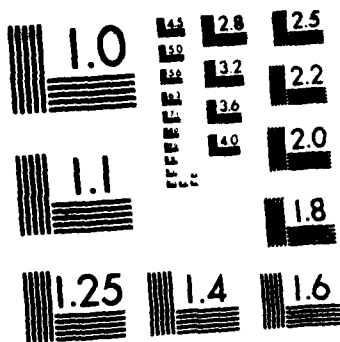
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A 10x10 grid of 100 small, dark, square images. Each image appears to be a scan of a handwritten digit or character, though they are mostly too dark to discern clearly. The grid is organized into 10 rows and 10 columns.



MICROCOPY RESOLUTION TEST CHART  
NATIONAL BUREAU OF STANDARDS 1963 A



Mar 24, 67  
5160.53

Continuation of VI.C.

collaborate with ASD (Systems Analysis) to assure maximum application of the assignment for manpower utilization effectiveness purposes. The ASD (I&L) will also collaborate with other elements of the Office of the Secretary of Defense, as appropriate.

**D. All DoD Components as applicable, will:**

1. Provide such information and assistance, within their respective capabilities and areas of responsibility, as may be needed by the Secretary of the Army and the Executive Director to carry out the single manager assignment as outlined in this directive.
2. Identify passengers and the specific material and quantities to be moved.
3. Determine the destinations to which passengers and materiel are to be moved.
4. Specify date(s) available for movement and the required date of arrival at destination for passengers and materiel to be moved.
5. Establish transportation priorities for passengers and materiel in accordance with applicable DoD/JCS issuances.
6. Arrange with MMTS for receipt of necessary data, as required, to determine the status of CONUS-originated en route traffic.
7. Provide technical advice to MMTS.
8. Provide MMTS with diversion, disposition and/or supply instructions regarding CONUS-originated cargo. Diversion requests regarding cargo already loaded on a ship or aircraft, if such cargo diversion will result in the diversion of the ship or aircraft, should be submitted by the DoD component to MMTS or MAC as appropriate.
9. Execute, or arrange for the execution of, necessary documentation and/or data to obtain necessary customs clearances for their materiel.

Continuation of VI.D.

10. Plan for the movement aspects of special projects and coordinate as appropriate with MIMTS.
11. Assure that materiel offered for shipment is properly packed, marked, certified and documented.
12. Perform, or arrange for performance of the acceptance function for vendor-supplied materiel shipped direct to an air or ocean terminal, the function to include technical inspection, and preparation or completion of shipping documentation.
13. Plan, program, budget for, and finance the movement of passengers, cargo, and bulk petroleum.
14. Provide liaison officers at MIMTS headquarters, area commands, and at such activities/installations as mutually agreed with MIMTS.
15. Advise MIMTS on problems of commercial leave travel by military personnel within CONUS.
16. Submit requirements for overseas passenger travel and cargo movement to MAC and MSTIS in accordance with procedures established by MAC and MSTIS in coordination with the Military Services and consistent with procedures established in accordance with paragraph VI.B.1. Concurrently with such submissions, the Military Service will submit copies of CONUS-originated overseas destined passenger and cargo requirements to MIMTS.
17. Place requests for CONUS movement of passenger group travel from inland CONUS point to air and ocean terminals in accordance with procedures established by MIMTS in coordination with affected DoD components.
18. Submit reservation requests for overseas air travel to MAC in accordance with procedures established by MAC in coordination with affected DoD components. (Army will submit reservation requests through MIMTS.)
19. Submit reservation requests for CONUS-originated/ overseas destined passenger ocean travel as follows:

Mar 24, 67  
5160.53

Continuation of VI.D.19.

- a. The Army and the Air Force will submit reservation requests to MIMTS in accordance with procedures developed by MIMTS in coordination with the Army and Air Force.
  - b. The Navy and the Marine Corps will submit reservation requests directly to MSTS with copies to MIMTS in accordance with procedures established by MSTS in coordination with the Navy and the Marine Corps.
- 20. Process and transmit, or arrange for transmission of, passports or other documentation to passengers as required.
  - 21. Provide, or arrange for, processing of in-transit personnel including arrangement for pay, reassignment orders, and such other services which were not provided prior to movement.
  - 22. Provide required personnel actions prior to movement to port.
  - 23. Port-call air passengers. (Army air passengers will be port-called by MIMTS.)
  - 24. The Navy and the Marine Corps will port-call their ocean passengers. (Army and Air Force ocean passengers will be port-called by MIMTS.)

VII. SPECIFIC RESPONSIBILITIES AND RELATIONSHIPS OF MIMTS AND DOD COMPONENTS WITH RESPECT TO THE VARIOUS TYPE MOVEMENT OPERATIONS

A. Commercial Freight and Passenger Traffic Movement between CONUS Ports

- 1. MIMTS will:
  - a. Provide traffic management for freight movements for all components of the DoD (except common-user transportation service procured by MAC under its Single Manager operating authority).
  - b. Advise and assist, by provision of adequate cost, rate and traffic data services:

Continuation of VII.A.1.b.

- (1) Procurement agencies in developing the most economical sources of supply;
  - (2) Production activities in programming the processing of raw materials and semi-finished and finished products through Government-operated facilities;
  - (3) Distribution agencies in programming the position of stocks;
  - (4) Site selection authorities in evaluating transportation considerations in the selection of sites for plants and facilities;
  - (5) Fiscal agencies in the development and improvement of cost data techniques;
  - (6) Appropriate agencies as to the effect of packing and packaging costs on transportation and distribution costs and the utilization of transportation equipment.
- c. Determine or establish proper freight classification and freight and passenger rates, fares, charges, rules, and regulations for DoD traffic.
  - d. Negotiate, as necessary, with for-hire commercial carriers of cargo or passengers or their rate-making agencies, for the classification, rates, fares, charges, rules and regulations to carry out the functions assigned in subparagraph c above.
  - e. Administer the transit management program.
  - f. Maintain surveillance of reissued freight and passenger tariffs and of tariff supplements to determine changes made which would affect the cost of moving or the routing of military traffic.
  - g. Review all for-hire commercial carrier (freight and passenger) dockets and other proposals to determine the extent to which military traffic would be affected and the action required.

Continuation of VII.A.1.

- h. Recommend to the Judge Advocate General, Department of the Army, actions concerning DoD litigation in the transportation and traffic management areas necessary to protect or promote the interests of the DoD.
- i. Plan, develop and monitor the Freight Classification Guide System.
- j. Develop and maintain current transportation cost and statistical data necessary to facilitate efficient and effective performance of the functions assigned in subparagraphs c through i above.
- k. Maintain tariff files.
- l. Obtain and quote rates.
- m. Determine the transportation mode and type of service required to move freight in release unit lots.
- n. Arrange with carriers for the transportation required for the movement of passenger groups and release unit cargo (except common-user transportation service procured by MAC under its Single Manager operating authority).
- o. Route traffic or prescribe rules, regulations, and criteria for the guidance of those assigned routing responsibilities.
- p. In coordination with affected DoD components, prescribe regulations and disseminate technical instructions on the issuance and completion of transportation documentation (e.g., bills of lading, and transportation requests).
- q. In coordination with affected DoD components, develop and improve procedures for facilitating and assuring control and expeditious movement of traffic within CONUS (except common-user transportation service procured by MAC under its Single Manager operating authority).
- r. In coordination with affected DoD components, develop and maintain uniform procedures, regulations, forms and other documents for the

movement of traffic within CONUS (except common-user transportation service procured by MAC under its Single Manager operating authority).

- s. In coordination with affected DoD components, develop and maintain procedures, regulations, systems, forms and other documents for monitoring en route traffic within CONUS (except common-user transportation service which is procured by MAC under its Single Manager operating authority).
- t. Advise, as required, affected DoD components with respect to status of en route traffic within the CONUS.
- u. Based on evaluated requirements submitted by the DoD components, prepare long and short range forecasts of CONUS transportation and ocean terminals' requirements and match them with capabilities of CONUS transportation and ocean terminals. In accordance with procedures established by the OJCS, submit requirements and capabilities to the OJCS together with recommendations, as appropriate, to assure a proper balance.
- v. In coordination with other affected DoD components, establish specific cargo movement procedures to be followed by the DoD components in requesting routing and release of cargo for movement within the CONUS.
- w. In coordination with other affected DoD components, establish specific movement procedures for passenger groups and units for movement within CONUS.
- x. Arrange for and manage the flow of passenger groups and units and cargo from point of origin to point of destination within the CONUS. This responsibility excludes cargo movements made on airlift services procured by MAC. Unit moves within CONUS under the auspices of a unified or specified command will be arranged in accordance with instructions of that command.

Continuation of VII.A.1.

- y. Perform analytical studies of all passenger travel patterns of domestic movements within the CONUS and make appropriate recommendations to the Secretary of Defense regarding improvements in passenger traffic management.
- z. Maintain cognizance of, and take appropriate action on, problems of commercial leave travel of military personnel within CONUS.

B. CONUS Outbound Air Passenger Traffic (Other than JCS-Directed Deployments or Training Exercises)

1. MMTS will:

- a. Based on space assignments made by MAC, receive specific reservation requests from the Army, receive copies of reservation confirmations from MAC for all overseas passengers and port call Army passengers.
- b. Receive requests from the Military Services and other DoD components for desired departure dates and required arrival dates at Aerial Ports of Embarkation of passenger group moves and plan, program and manage the flow of CONUS-originated passenger groups to appropriate air terminals.
- c. Make necessary arrangements, in accordance with OJCS procedures for air or land transportation of units between inland CONUS points and the Aerial Ports of Embarkation and advise the Military Services and other DoD components of the transportation mode, the particular carrier within a mode, or the particular charter to be used, as appropriate, as well as the time and place from which the CONUS portion of the travel will originate.
- d. Participate with MAC in the selection of routes for commercial service other than chartered flights.

C. CONUS Outbound Ocean Passenger Traffic (Other than JCS-Directed Deployment or Training Exercises)

1. MMTS will:

- a. Based upon space assignments made by MSTS, receive

specific reservation requests from the Army and Air Force and copies of reservation requests from the Navy and Marine Corps.

- b. Advise MSTS of Army and Air Force passenger identifications. Port call Army and Air Force passengers.
- c. Provide temporary accommodations of ocean passengers when passenger arrivals at ocean terminals do not coincide with ship availability.
- d. Receive requests from the Military Services and other DoD components for desired departure dates and required arrival dates at Ocean Ports of Embarkation of passenger group moves and plan, program and manage the flow of CONUS-originated passenger groups to and through appropriate ocean terminals.
- e. Make necessary arrangements, in accordance with OJCS procedures for air or land transportation of units between inland CONUS points and the ocean terminals and advise the Military Services and other DoD components of the transportation mode, the particular carrier within a mode or the particular charter to be used, as appropriate, as well as the time and place from which the CONUS portion of the travel will originate.
- f. Provide or arrange for, with respect to passengers at ocean terminals, information and services as required or requested.

D. CONUS Movement of Outbound Air Cargo (Other than JCS-Directed Deployment or Training Exercises)

1. MSTS will:

- a. Select the CONUS mode of transportation for release unit shipments that will be responsive to the priority and the delivery date that the DoD component has established. The use of either air or surface movement from CONUS to overseas may be questioned by MSTS.



Mar 24, 67  
5160.53

Continuation of VII.D.1.

- b. Provide for diversion of outbound air cargo within COMUS between transportation modes, to intransit storage or to a COMUS port of embarkation other than that originally intended. However, no diversion is to be made without concurrence of the shipper Service or shipper agency. When cargo cannot be cleared for movement to an Aerial Port of Embarkation, provide timely advice to the shipper as prescribed by MILSTAMP (reference (k)).
- c. Acting as the point of contact between the sponsoring agency and the airlift system, perform the following Airlift Clearance Authority (ACA) functions as prescribed by MILSTAMP:
  - (1) Control the movement of air eligible cargo into the airlift system.
  - (2) Arrange for diversion of cargo as conditions require in coordination with the shipper Service. However, no diversion is to be made without the concurrence of the shipper Service or agency affected.
  - (3) Initiate necessary corrective action with the shipper Service on discrepancies in documentation and shipment identification.
  - (4) Furnish the terminal operator with an advance Transportation Control and Movement Document (TCMD) for each shipment unit prior to shipment arrival.
  - (5) Monitor retrograde cargo requiring onward movement from the Aerial Port of Debarkation (APOD) to assure shipment to the ultimate consignee.
  - (6) Respond to requests for movement information, expediting services (including expedited handling shipments - RDD Code "999") and tracer action.
  - (7) Coordinate the movement of classified and/or courier materiel. When classified materiel is diverted to surface transportation, the ACA will insure that the shipment is properly coded and documented.

- d. In order to perform its ACA functions in an effective manner, MMTS is authorized to establish in CONUS a "Military Air Traffic Coordinating Office (MATCO)" at the CONUS Aerial Ports of Embarkation to perform on behalf of all shipper Services and agencies those ACA functions requiring physical presence at the air terminals. The MATCO will be jointly staffed. In addition, shipper Services or agencies may have logistic officers (APLO) at the CONUS Aerial Ports of Embarkation to take necessary corrective action on cargo packaging, to advise MATCO with respect to diversions, to identify to MAC or MATCO, as appropriate, materiel which should be moved promptly to meet specific service requirements, and to inspect their service shipments received directly from vendors. However, these representatives will not perform MATCO Air Clearance Authority functions; conversely, MATCO will not perform functions assigned to the Service Logistic Officer (APLO) unless requested to do so by the shipper Service or agency concerned. Similarly, MATCO will not duplicate the responsibilities of MAC for air terminal operations, nor will MAC duplicate the airlift clearance functions of MMTS within the United States.

2. The DoD Components will:

- a. Submit total air cargo lift requirements to MAC in accordance with procedures developed by MAC in coordination with the DoD components and consistent with procedures established in accordance with paragraph VI.B.1. herein. Concurrently with such submissions, the DoD components will submit copies to MMTS.
- b. In CONUS, forward cargo to air terminals in accordance with procedures established by MMTS in coordination with the DoD components.
- c. Submit special assignment airlift requirements direct to MAC, furnishing information copy to MMTS when CONUS land transportation is involved.
- d. Insure air eligibility of cargo entering the airlift system.

Continuation of VII.D.

3. MAC will:

- a. Provide MEMTS with necessary reports of tonnage on hand at Aerial Ports of Embarkation in accordance with procedures established in coordination with MEMTS.
- b. Provide recoopering, repacking, marking and similar services as required for cargo in transit.
- c. Provide MEMTS and appropriate DoD agencies current airlift capability information.

E. COMUS Movement of Outbound Ocean Cargo (Other than JCS-Directed Deployments or Training Exercises)

1. MEMTS will:

- a. Select the COMUS mode of transportation for release unit shipments that will be responsive to the priority and the delivery date that the DoD component has established. The use of either air or surface movements from COMUS to overseas may be questioned by MEMTS.
- b. Provide for diversion of outbound ocean cargo within COMUS between transportation modes, to intransit storage or to a COMUS port of embarkation other than that originally intended. However, no diversion is to be made without concurrence of the shipper Service or shipper agency. When cargo cannot be cleared for movement to an Ocean Port of Embarkation, provide timely advice to the shipper as prescribed by MILSTAMP.
- c. Provide traffic management and terminal service incident to the COMUS movement of DoD-sponsored freight/cargo through common-user military and commercial ocean terminals, to include routing via the inland carrier, releasing and control of the input and flow into the terminal, and processing through the ocean terminal. MEMTS services shall be in accordance with program and operational requirements of the DoD components. The foregoing does not modify Navy responsibilities for control over movements within the tidewater installation of fleet support cargo to be lifted via fleet snips.

Continuation of VII.E.1.

- d. Control the flow of DoD-sponsored traffic into ocean terminal facilities through the Offering, Acceptance and Release procedures.
- e. Make cost evaluations, ascertain port-handling capability, select port, offer cargo for booking by MSTS, call cargo forward to designated terminal facilities, provide terminal operator(s) with shipment data, and issue appropriate export release with due dates, rate, route, and tariff or tender information.
- f. Operate designated common-user ocean terminals. This function includes responsibility for all manifested DoD cargo moving through the entire port complex and for any fleet support requirements set forth in cross-servicing agreements in effect between MSTS and the Navy.
- g. Establish and command outport detachments or other subordinate activities, as required, or through cross-servicing agreements or contracts, execute MSTS terminal service operations incident to the transshipment of DoD cargo through commercial ocean facilities.
- h. For release-unit freight, determine specific inland mode and carrier, and ocean terminal based on lowest landed cost within priority and delivery date limitations and operational requirements established by the appropriate DoD components.
- i. Provide or arrange for terminal service to include receipt, transit storage and marshaling of cargo, loading and discharge of ships, and preparation of required documents.
- j. Supervise, direct and control operations, staffing, and physical plant of assigned terminal facilities and activities.
- k. Offer cargo to MSTS for booking and accept satisfactory bookings, provide traffic information essential to MSTS planning and operations, serving as the single point of contact with MSTS in regard to booking of DoD sponsored manifested export cargo.

1. Provide movement information, tonnage on hand awaiting lift, expediting services and tracer action for the DoD components as required.
  - m. Provide or arrange for recovering, repacking and marking service as required for cargo in transit and report discrepancies to DoD components for future correction.
  - n. Correct, or provide for correction of, and report discrepancies to applicable DoD components in documentation and Technical Order violations, to include preparation of mechanized TCMDs when required.
  - o. Arrange for shipment of retrograde cargo requiring onward movement from ocean terminals to inland points.
  - p. Furnish each DoD component copies of required documents covering all of their sponsored export cargo moved via MSTIS.
  - q. Perform the Water Terminal Clearance Authority functions as prescribed by MILSTAMP.
  - r. Develop and maintain a terminal selection guide for use by CONUS shipping activities in routing less than release unit shipments to CONUS ports of embarkation in accordance with MILSTAMP (reference (k)).
2. The DoD components will:
- a. Submit total cargo ocean lift requirements to MSTIS in accordance with procedures developed by MSTIS in coordination with the DoD components and consistent with procedures established in accordance with paragraph VI.B.1 herein. Concurrently with such submissions, the DoD components will submit copies to MSTIS.
  - b. Forward cargo to ocean terminals in accordance with procedures established by MSTIS in coordination with the DoD components.

Continuation of VII.

**F. Overseas JCS-Directed Deployment and Training Exercises**

**1. MDMTS will:**

- a. Participate in the planning cycle as it affects the mission of MDMTS.
- b. Prepare and submit CONUS transportation plans to JCS in support of JCS deployments and training exercises.

**VIII. AUTHORITY**

To discharge the functions and responsibilities prescribed in this Directive, the Secretary of the Army and the Executive Director of the Agency are authorized to:

- A. Organize, direct, manage, administer, and control all elements of the Agency.
- B. Communicate and coordinate directly with all components of the DoD and with other departments and agencies of Government in matters relating to Agency functions.

**IX. ADMINISTRATION AND FINANCING**

- A. The Agency shall be jointly staffed in accordance with a Joint Table of Distribution (JTD), developed by the Secretary of the Army in coordination with the Secretaries of the Navy and Air Force and approved by the OSD.
  1. The Agency headquarters and its subordinate elements will be staffed with civilian employees who will be employees of the Department of the Army and with military personnel from all Services, as appropriate.
  2. Positions within the Agency will be identified as military or civilian based on criteria established by the Secretary of Defense in reference (a).
  3. Manpower requirements for the Agency on a phased basis will be consistent with the transfer of responsibilities and will be provided to the Assistant Secretary of Defense (Systems Analysis) at least thirty (30) days in advance of the effective date of functional transfers to permit the necessary evaluation and realignment of such resources.

Mar 24, 67  
5160.53

Continuation of IX.A.

- Change 4*
- ~~C. The transfer of manpower authorizations to the Department of the Army from other DoD components will be accomplished in accordance with reference (b). The transfer of personnel resources will be in accord with established policies and procedures.~~
- B. The transfer of financial and other resources will be accomplished in accordance with established DoD procedures and as approved by the appropriate elements of the OSD.
- C. Interservice support agreements, assignments or delegations of functions and authority will be executed as required for the performance of assigned responsibilities in accordance with reference (c).
- D. The Department of the Army will program, budget and finance for the Agency.
- E. Operations of the Agency shall be financed under an Army Industrial Fund - MMTS, administered in accordance with reference (1) except as specifically excluded by the Assistant Secretary of Defense (Comptroller).
- F. The MMTS industrial fund accounting system, in addition to conforming to existing requirements, shall provide separate identification of the costs of operating MMTS, as between port handling costs (direct and indirect), traffic management costs, intermediate command headquarters costs and MMTS headquarters costs. Port handling costs will be further identified as necessary in order to provide a basis for negotiating cross-servicing rates, and for making appropriate comparisons with cross-servicing and commercial rates.
- G. ~~Implementing directives and instructions will be coordinated in accordance with reference (g).~~ *Change 7*

X. EFFECTIVE DATE AND IMPLEMENTATION:

This Directive is effective upon publication. Two (2) copies of implementing instructions shall be forwarded to the Assistant Secretary of Defense (Installations and Logistics) within sixty (60) days.

Enclosure - 1  
Secretary of Defense  
memorandum, March 22, 1966

*C. Vance*  
Deputy Secretary of Defense

THE SECRETARY OF DEFENSE  
WASHINGTON

22 March 1966

MEMORANDUM FOR The Secretaries of the Military Departments  
The Chairman, Joint Chiefs of Staff  
The Director of Defense Research & Engineering  
The Assistant Secretaries of Defense  
The Assistants to the Secretary of Defense  
The Directors of the Defense Agencies

SUBJECT: Mobility Planning and Operations Organization

- References:
- (a) Report of ASD (Administration) Study entitled "Report of DoD Study Group on Adequacy of Mobility Planning and Operations Organization," issued in August 1965
  - (b) SecDef memorandum, subject: "Mobility Planning and Operations Organization," dated 25 August 1965
  - (c) SecDef memorandum, subject: "Mobility Planning and Operations Organization," dated 29 October 1965
  - (d) Memorandum from the Chairman, JCS to Secretary of Defense, subject: "Mobility Planning and Operations Organization," file reference CM-1156-66, dated 5 February 1966, with attachment: "Plan for the Special Assistant to the Joint Chiefs of Staff for Strategic Mobility," January 1966

I have reviewed the "Plan for the Special Assistant to the Joint Chiefs of Staff for Strategic Mobility" and the recommendations of the Chairman of the Joint Chiefs of Staff with respect to the Plan (reference (d)). The Plan is responsive to the requirements set forth in reference (c), accordingly the Chairman of the Joint Chiefs of Staff is hereby directed to undertake necessary action to activate the Office of the Special Assistant for Strategic Mobility (SASM) within the general framework of the Plan and under the following specific conditions:

1. The basic concepts for developing the SASM organization and guiding its subsequent operations are approved, namely, the new organization must:

a. Provide a single point of staff responsibility and authority in development of information, advice, and recommendations on strategic movement matters.



5160.53 (Encl 1)  
Mar 24, 67

b. Act to assure the most effective utilization of strategic movement means and transportation resources, both now and in the future.

c. Satisfy the requirements for mobility planning and analysis in both the present and future time frame.

d. Provide for free access to all appropriate elements of the Department of Defense and have direct and unrestricted channels of communications in all matters related to strategic movement planning and operations.

e. Maintain objectivity and independence and have flexibility and latitude in developing its program of work and projects for study and analysis.

\* \* \* \* \*

6. The following two functions currently assigned to the Military Traffic Management and Terminal Service (MTMTS) will become SASM functions when SASM is established:

a. Provide transportation planning support to the Organization of the Joint Chiefs of Staff, the unified and specified commands, the Services, and the Department of Defense agencies in support of the plans of the Joint Chiefs of Staff and other military operations as required.

b. In coordination with the Military Departments and other DoD components, develop, establish, and operate an integrated transportation information data system to support all elements of the Department of Defense.

As a result of this action, MTMTS involvement in providing transportation planning support and in developing and operating a data system will be limited to that associated with the MTMTS mission area. The Assistant Secretary of Defense (Administration) will coordinate with the Secretary of the Army, the Chairman of the Joint Chiefs of Staff, and the Assistant Secretary of Defense (Comptroller), to achieve an effective and timely transfer of these functions, and the associated files and funds from MTMTS to SASM. The Assistant Secretary of Defense (Administration) will take necessary action to update the MTMTS charter directive to reflect this functional change.

7. Except as herein specified or as hereafter specifically directed through appropriate amendments of applicable DoD issuances,

nothing in this approval or in the Plan for the SASM organization is to be regarded as altering any present functional assignments or responsibilities of any Assistant Secretary of Defense or other DoD component.

Emphasis is placed on the vital role of the Office of the Special Assistant for Strategic Mobility as it impacts upon increasing the effectiveness of our military potential. The importance of maintaining an unrestricted and direct flow of communications between the head of this element and all other elements of the DoD involved in strategic movement matters is again stressed. To be an effective focal point the SASM must of necessity maintain an interest and involvement in actions of primary concern to other DoD elements. It is expected that the SASM will make maximum use of all pertinent existing DoD capabilities which may support him in the performance of his mission.

/signed/

ROBERT S. McNAMARA

**APPENDIX J**

**PASSENGER AIRLIFT PROCUREMENT RESPONSIBILITIES  
OF THE MILITARY TRAFFIC MANAGEMENT COMMAND**



## **PASSENGER AIRLIFT PROCUREMENT RESPONSIBILITIES OF THE MILITARY TRAFFIC MANAGEMENT COMMAND<sup>1</sup>**

1. **Determination of proper fares, charges, rules and regulations pertaining to the movement of personnel, dependents, baggage, and impedimenta of the Military Departments within the continental United States.**
2. **Negotiation with all for-hire carriers of passengers and their associations for the fares, charges, rules and regulations contemplated in 1 above. This includes passenger agreements and contracts into which the DoD, MTMC, and GSA may enter with certificated air carriers.**
3. **Reviewing and maintaining surveillance over new and reissued passenger tariffs and tariff supplements to determine changes which would affect the routing or cost of moving military traffic.**
4. **Obtaining and quoting passenger fares and charges.**
5. **Reviewing all commercial carriers' dockets and proposals to determine the extent to which military traffic would be affected thereby and taking appropriate measures.**
6. **Recommending, when necessary, litigation in the passenger transportation and traffic management areas to protect or promote the interest of the Department of Defense.**
7. **Arranging with carriers for group movements and transportation equipment including such equipment to be used in connection with training and loading exercises. When equipment of air carriers is required, only equipment of certificated route carriers (including intrastate carriers), certificated supplemental carriers, and air taxi operators, which have registered with the Department of Transportation and hold a Tender of Service approved by MTMC, will be considered.**
8. **Evaluation of the need or desirability of long-term contract airlift services on the basis of requirements and specifications submitted to MTMC by the interested Military Department.**
9. **Evaluation of quality of service rendered by commercial carriers of all modes and taking corrective action as may be indicated by group leaders and/or individuals.**

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<sup>1</sup>As prescribed in DoD Directive 5160.53, "Single Manager Assignment for Military Traffic, Land Transportation and Common User Ocean Terminals," 24 March 1967 with changes and Military Traffic Management Regulation, AR 55-355/AFM 75-2/NAVSUP Instruction 4600.70/MCO P4600.14A/DLAR 4500.3 dated 1 March 1958 with changes.

10. **Maintaining cognizance of, and taking appropriate action to resolve, travel problems involving military personnel traveling on authorized leave, liberty, furlough, or pass status by commercial transportation.**

**APPENDIX K**

**DoD DIRECTIVE 5030.19**

**"DoD RESPONSIBILITIES ON FEDERAL AVIATION MATTERS"**







August 6, 1971  
NUMBER 5030.19

ASD (I&L)

## Department of Defense Directive

**SUBJECT** DoD Responsibilities on Federal Aviation Matters

- Refs:** (a) DoD Directive 5030.19, "DoD Responsibilities on Federal Aviation Matters," February 26, 1962 (hereby cancelled)
- (b) P. L. 85-726 (Federal Aviation Act of 1958), as amended
- (c) President's Memorandum of August 11, 1960 (Interagency Coordination of Aviation Matters); and Interagency Agreement, "Establishment of the Interagency Group on International Aviation," December 9, 1960

### **I. PURPOSE**

This Directive re-issues reference (a) which is hereby superseded and cancelled. It designates Department of Defense representatives to the Federal Aviation Administration (FAA) of the Department of Transportation (DOT) and the Interagency Group on International Aviation (IGIA) and outlines their responsibilities. It continues the DoD Advisory Committee on Federal Aviation established by reference (a) and provides necessary supporting elements to assist in carrying out DoD responsibilities on Federal Aviation matters.

### **II. RELATIONSHIPS AND POLICY**

#### **A. General**

1. In order to assist the Administrator of FAA (Department of Transportation) in the discharge of his responsibilities, Public Law 85-726 (reference (b)) places certain responsibilities upon the Secretary of Defense to establish by

cooperative agreement suitable arrangements for the timely exchange of information pertaining to their mutual programs, policies, and requirements directly relating to such responsibilities.

2. Pursuant to the President's memorandum (reference (c)) the Administrator of FAA (DOT) established IGIA for the purpose of developing coordinated interagency recommendations for the Secretary of State on international aviation matters. The DoD is a member of IGIA.

**B. DoD Representatives to the FAA and IGIA.**

The Assistant Secretary of the Air Force (Installations and Logistics) and the Deputy Assistant Secretary of Defense (Installations and Logistics) SM&S are hereby designated as the principal and alternate DoD representatives, respectively, to the FAA (DOT) and IGIA. These representatives shall be responsible for representing the DoD in IGIA matters and in matters related to FAA/(DOT) areas of activity which are of current or potential concern to more than a single Military Department or DoD element. In some instances aviation matters related to FAA areas of activity are also a direct concern of other DOT elements. In such instances the responsibilities of the DoD Representative also apply to these other DOT elements. The DoD Representative and his Alternate shall be responsible (1) for developing specific cooperative aviation agreements with the FAA(DOT); (2) for DoD coordination of DoD interests in aviation activities of the FAA (DOT) and of IGIA; and (3) for the exchange of information on aviation matters with the FAA (DOT) and IGIA pursuant to references (b) and (c).

- C. Organization.** To assist in carrying out the DoD responsibilities outlined in A., above, the DoD Advisory Committee on Federal Aviation (hereafter referred to as the Advisory Committee or the Committee) shall be maintained as an advisory body to the principal and alternate DoD representatives to the FAA (DOT) and IGIA who shall also serve as chairman and alternate chairman of the Committee.

1. The Advisory Committee shall be comprised of one member and one or more alternate members provided by the Office of the Secretary of Defense, the Joint Staff, and the Military Departments. The individual members

shall be responsible within their respective areas (OSD, OJCS, and the Military Departments) for the coordination of Committee matters.

2. DoD working groups shall be maintained on (a) Federal Aviation and (b) IGIA matters. The Assistant Secretary of the Air Force (Installations and Logistics) shall designate a chairman for each of these working groups which shall be comprised of one member and one or more alternate members from the Office of the Secretary of Defense, the Joint Staff, and the Military Departments.
    - a. The Federal Aviation Working Group shall be responsive to the requirements of the Advisory Committee, and shall serve as the direct contact with the staffs of the FAA (DOT) and with DoD components for information and coordination purposes on specific projects as required.
    - b. The Working Group on IGIA matters shall function similarly (as in a., above) with respect to IGIA activities.
  3. Staff support for the Advisory Committee and the Working Groups shall consist of legal advisors provided by the General Counsel of the Department of Defense and an Executive Secretary provided by the Assistant Secretary of the Air Force (Installations and Logistics). The Executive Secretary shall be responsible to the DoD representative to the FAA and to IGIA (and the alternate representative) for:
    - a. Processing and internal DoD coordination of Federal Aviation matters affecting more than one Military Department or DoD element.
    - b. Maintaining the office of record for all Advisory Committee and Working Group activities and for all correspondence to and from the DoD representative to the FAA and to IGIA.
- D. Correspondence. DoD Components originating or receiving correspondence on matters within the purview of the Advisory Committee will provide copies of such correspondence to the

Executive Secretary for information and distribution or for appropriate action by the Committee.

III. EFFECTIVE DATE AND IMPLEMENTATION

This Directive is effective immediately. Two copies of the documents implementing this Directive and any revisions of such documents shall be forwarded to the Assistant Secretary of Defense (Installations and Logistics) within 90 days.

A handwritten signature in black ink, appearing to read "David Packard", is written over the printed title.

Deputy Secretary of Defense

# DEPARTMENT OF DEFENSE

## DIRECTIVES SYSTEM TRANSMITTAL

| NUMBER         | DATE          | DISTRIBUTION |
|----------------|---------------|--------------|
| 5030.19 - Ch 2 | April 5, 1978 | 5000 series  |

ATTACHMENTS - None

### INSTRUCTIONS FOR RECIPIENTS

The following pen changes to DoD Directive 5030.19, "DoD Responsibilities on Federal Aviation Matters," August 6, 1971, have been authorized:

#### PEN CHANGES

1. Page 1 - Change organization symbol at top of page from ASD(I&L) to ASD(MRA&L).
2. Page 4 - III. change line 4 to read:

"Defense (Manpower, Reserve Affairs, and Logistics) within 90 days."

Changed portions are underscored.

#### EFFECTIVE DATE

The above changes are effective immediately.

*Maurice W. Roche*

MAURICE W. ROCHE, Director  
Correspondence and Directives  
Washington Headquarters Services  
Department of Defense

WHEN PRESCRIBED ACTION HAS BEEN TAKEN, THIS TRANSMITTAL SHOULD BE FILED WITH THE BASIC DOCUMENT

SD FORM 106-1  
1 MAR 68

PREVIOUS EDITIONS ARE OBSOLETE



**APPENDIX L**

**DoT/FAA ORDER 8000.4E**

**"COORDINATION WITH MILITARY AIRLIFT COMMAND (MAC)"**





# ORDER

## DEPARTMENT OF TRANSPORTATION FEDERAL AVIATION ADMINISTRATION

8000.4E

12/17/76

SUBJ: **## COORDINATION WITH MILITARY AIRLIFT COMMAND (MAC)**

1. **PURPOSE.** This order provides coordination procedures for FAA with the Military Airlift Command (MAC) Capability Survey Teams in their evaluations of air carriers and other operators certificated by the FAA who have contractual arrangements with MAC. Revisions have been made to paragraphs 6 and 7.
2. **DISTRIBUTION.** This order is distributed to all Flight Standards offices in Washington, regions, and the Aeronautical Center to the branch level; to all Air Carrier, General Aviation, Engineering and Manufacturing, and Flight Standards District Offices; and to all International and Aeronautical Quality Assurance Field Offices.
3. **CANCELLATION.** Order 8000.4D is canceled.
4. **BACKGROUND.** The Military Airlift Command contracts for certain services from some organizations which are certificated by the FAA and conducts capability evaluations of such organizations. To assist in these evaluations the Flight Standards Service and MAC have mutually agreed to the policy actions by MAC and the FAA described in this order.
5. **FAA-MAC AGREEMENT.** The following procedures are applicable for assisting MAC in making its evaluations.
  - a. The MAC Capability Survey Team will coordinate with the assigned FAA district office before embarking on its inspection effort.
  - b. The MAC Team will brief personnel of the assigned FAA district office after the inspection has been completed. In accordance with MAC procedures, the team will not reach conclusions at this time but will discuss its factual findings.
  - c. The MAC Team will prepare its own report for formal consideration at MAC Headquarters, Scott AFB, Belleville, Illinois, by the Capability Survey Committee.
  - d. FAA regional representatives will be invited by MAC to participate in the meeting at MAC Headquarters with the Capability Survey Committee only when MAC has an indication that the Capability Survey Committee could be expected to take significant action with regard to an air carrier's contract.

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12/27/76

6. REGIONAL RESPONSIBILITIES. In line with this described agreement, each region will take the following actions:

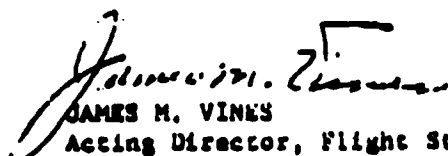
- a. Ensure that cooperation is given to the MAC Team, especially at the district office level, so that the team is made aware of regulatory requirements, go-no-go equipment limitations, and air carrier manual provisions. If MAC contractual requirements include items of equipment not normally required by FAA regulations, it will be incumbent upon assigned FAA inspectors to make certain that equipment installations are approved, operated properly, and maintained correctly.
- b. Regional representative shall maintain close liaison with the district office working with the MAC Inspection Team.
- c. When the MAC Team briefs the district office, personnel of that office should point out the differences that may exist between the minimum requirements of the FARs and MAC standards. FAA inspectors are not to argue points of differences; since MAC is a customer, it can require such items as more attention to cabin interior cleanliness, provisions for meal service, greater fore-and-aft seat spacing, and the like. Open discussion at an early stage would provide for mutual understanding in this area.
- d. The MAC Capability Survey Program is based on a two-year, full team on-site capability survey with a comprehensive Annual Performance Evaluation (APE), conducted at twelve-month intervals between the two-year surveys. Requests by MAC personnel to FAA offices during capability surveys and related APEs will pertain to aircraft accidents, incidents, sustained violations, results of SWAP inspections and changes in the carrier's operation that could affect its capability. For clarification, the results of a SWAP inspection are not the SWAP report but the final actions taken after the carrier has had an opportunity to respond to the findings of the SWAP team. This is consistent with the practice of providing the MAC team with information on sustained violations, but not alleged violations that have not been adjudicated. APEs conducted by MAC are normally a desk audit evaluation of the carrier's performance during a twelve-month period; however, APE on-site visits by MAC personnel will be conducted of a carrier's facility if the carrier experiences difficulties that could affect its performance of airlift services for the Department of Defense.
- e. In addition to the biennial survey and APE, the MAC surveillance program includes periodic no-notice ramp inspections and short informal inspection visits to the carrier. Normally, the local FAA district office will not be notified of these inspections unless a potential problem or area of concern is revealed. Since MAC cannot maintain frequent contact with all carriers, the district office

12/17/76

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having certificate responsibility will notify the Contract Airlift Survey Office (MAC/LCI) whenever a potential problem area is discovered, particularly involving safety. MAC/LCI will, in turn, continue working closely with the FAA district offices to resolve any problem area. Carriers performing airlift services for the Department of Defense are aware that the Commander of MAC may suspend service for compromising safety.

- f. Provide MAC Headquarters with a copy of an Executive Briefing, described in Handbook 8430.6A, when such information is requested for a particular operator.
- \* g. Carrier performance information on file in the district office is considered routine use under the Privacy Act and shall be made available to MAC provided the subject carrier is under contract, and a formal written request is submitted by MAC to the district office. The air carrier files within MAC are protected in accordance with the provisions of the Armed Services Procurement Regulation.
- h. \* When invited, the region will provide appropriate representation at a meeting of the Capability Survey Committee. Knowledge of impending FAA participation in such a meeting should be restricted to participants and to others who it appears would be appropriate to the anticipated subject of the meeting. The FAA does not have a voice in the decision reached by the Committee. Nevertheless, attending FAA representatives shall attempt to provide information related to FAA regulations, policies, and procedures to assist MAC personnel in arriving at that decision. The FAA representative should phone the Chief, Air Carrier Division, AFS-200, Telephone: 426-8166, immediately following the meeting to inform the Washington office of any adverse findings or action concerning FAA certificated air carriers and operators.
- \*7. MAC CONTACT. MAC/LCI, Chief, Contract Airlift Survey Office, Military Airlift Command, Scott AFB, IL 62225, (Telephone: FTS 255-4343 or 3061) is the MAC contact for all matters concerning this agreement.

  
JAMES M. VINES  
Acting Director, Flight Standards Service



**APPENDIX M**

**PASSENGER AIR SERVICE OVERSIGHT**



## PASSENGER AIR SERVICE OVERSIGHT

| FUNCTION                   | FAA <sup>a</sup>                                             | MAC                                                                                  | MTMC                                                                                     |
|----------------------------|--------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| Carrier Certification      | Certification Checklist (1)                                  | Verified by Capability Survey Team (2) <sup>b</sup>                                  | Service Provided by FAA and MAC-MTMC Qualification Board (8)                             |
| Aircraft Airworthiness     | FAA Handbooks (3)                                            | Verified by Capability Survey Team (2)                                               | Service Provided by FAA and MAC-MTMC Qualification Board (8)                             |
| Maintenance Checks         | Random and Regular, Ramp and Inflight (3)                    | Ground MAC Maintenance Inspections (4)                                               | Service Provided by FAA and MAC-MTMC Qualification Board (8)                             |
| Aircraft Maintenance Log   | Onboard Log Inspections                                      | MAC Capability Survey (2) <sup>b</sup>                                               | Provided by FAA and MAC                                                                  |
| FAA Maintenance Inspection | Accomplished by Certified FAA Resident Maintenance Inspector | Provided by FAA                                                                      | Provided by FAA                                                                          |
| FAA Operations Inspection  | Accomplished by Certified FAA Resident Operations Inspector  | Provided by FAA                                                                      | Provided by FAA                                                                          |
| Air Carrier Training       | Accomplished by FAA                                          | MAC Capability Survey (2) <sup>b</sup>                                               | MTMC Qualification Procedures (8)                                                        |
| Pilot in the Cockpit       | FAA Inspectors                                               | Qualified U.S. Air Force jet pilots per 9 January 1986 Agreement between FAA and MAC | Provided by FAA                                                                          |
| Standards of Service       | Verified by Customers - No direct FAA Checks/Inspections     | Voluntary Passenger Comments (10); Range Rider (4) & (9)                             | DD Form 1341 by troop commander (6); MTMC Standards of Service (7); and MTMC Range Rider |

<sup>a</sup>Under the provisions of the Federal Aviation Act of 1958, FAA certified inspectors perform these functions. Currently, there are 674 air carrier inspectors assigned to the FAA with a 2 to 1 split between operations and maintenance. Operations inspectors are qualified to perform many of the maintenance checks. FAA inspectors must hold a commercial license or flight instructor's certificate, pass an entrance qualification exam, and, depending upon experience, attend 6 to 12 months training at the FAA Academy in Oklahoma City, Oklahoma. Lastly, on-the-job training with other inspectors is performed until the individual is judged fully qualified for certification and passes a qualifying examination.

<sup>b</sup>MAC Capability Survey Inspectors must perform these functions. Four Air Force officers are assigned to the Capability Survey Team on a full-time basis. At least two of the officers must be rated pilots and two of them must be qualified maintenance officers. They attend the FAA Academy and take selected courses as necessary.

## LIST OF REFERENCES

1. FAA Certification Checklist (Flowchart).
2. MAC Capability Survey Checklist.
3. FAA Handbooks (Maintenance, Operations, etc.).
4. MAC Form 209, "Civil Carrier Ground and Inflight Inspection Report," May 1975.
5. MAC Form 235a, "MAC Contract Inspection Checklist - Maintenance," January 1986.
6. DD Form 1341, "Report of Commercial Carrier Passenger Service," 1 February 1980.
7. MT-PT Form 110R, "Commercial Air Movement Standard of Service and Surveillance Checklist," February 1980.
8. MTMC Memorandum No. 15-5, dated 23 Aug 1985.
9. MAC Form 166, "Civil Air Carrier Passenger Contract Airlift Checklist," November 1978.
10. MAC Form 253, "Air Passenger Comments," February 1984.



**APPENDIX N**

**MEMORANDUM FROM  
THE OFFICE OF THE ASSISTANT SECRETARY,  
DEPARTMENT OF THE AIR FORCE  
SUBJECT: PASSENGER AIRLIFT REQUIREMENTS**





DEPARTMENT OF THE AIR FORCE  
WASHINGTON 20330

OFFICE OF THE ASSISTANT SECRETARY

29 FEB 1986

MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY (LOGISTICS AND MATERIAL MANAGEMENT)  
OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE (ACQUISITION AND  
LOGISTICS)

SUBJECT: Passenger Airlift Requirements (Your Memo, 10 Jan 1986) -  
INFORMATION MEMORANDUM

As requested, we have prepared answers for your use in reply to the ASD/PA concerning the movement of DOD passengers with in-house resources (atch 1). We wish to make clear our opposition to any move which might bring about a passenger operation organic to the US Air Force. Not only would it be cost prohibitive, it clearly would require a complete reversal of Congressional direction to concentrate on military unique passenger/cargo movements leaving the passenger and general cargo to the civil sector. We also stress that, under the auspices of the Civil Reserve Air Fleet program (CRAF), industry contractually obligates over 275 widebody equivalent aircraft to DOD for wartime use in exchange for this peacetime business. Funding to replace this capacity is simply not feasible nor fiscally prudent.

We must proceed with caution prior to any policy change which might tamper with the current and very successful civilian/military mix of airlift forces.

L.K. MOSES  
Deputy Assistant Secretary  
(Logistics and Communications)

1 Atch  
Questions and Answers, w/atch

## QUESTIONS AND ANSWERS

In providing answers to the questions below, we made several assumptions: (1) the frequency of service will drive fleet sizing while the traffic pattern will remain the same as it is today, (2) the passengers will travel aboard aircraft designed principally to carry people, (3) load factors will average 75 percent, (4) aircraft will operate an average of 7 hours/day, 320 days/year, (5) CONUS commercial gateways will continue as the principal origin/destination of the MAC international charter flights, (6) beddown will be at these same commercial gateways, (7) all aircraft maintenance will be handled by contract logistics support (CLS), (8) national airlift policy will be changed to allow aircraft organic to the military to compete with private sector capability, (9) JCS exercise support, Special Airlift Assignment Missions (SAAMs) and Military Traffic Management Command (MTMC) commercial air movements (CAMs) requirements will require worst case fleet sizing because the requirements are unstable, (10) the airlift crew force will experience a 10 percent attrition every year, (11) contingency requirements are not a factor in sizing the fleet, and (12) Military Airlift Command (MAC) has never operated a high capacity peacetime passenger operation; therefore, we used industry experience in crew sizing.

**QUESTION:** If DOD were to move all passengers by military aircraft, how many aircraft would have to be purchased and at what approximate cost?  
Note: All passengers is defined as all DOD passengers transported on full planeload charters.

**ANSWER:** Eight (8) Primary Assigned Aircraft (PAA) widebody (WB) and ten (10) PAA narrow body (NB) aircraft would have to be purchased to move all peacetime DOD passengers by military aircraft. We would also need one (1) backup aircraft inventory (BAI) WB and one (1) BAI NB to round out the fleet. Purchase price is approximately \$1.0 billion. (See Fact Sheet Question #1 for computations.)

**QUESTION:** How much military construction (MILCON) or lease money would be required for aerial port facilities?

**ANSWER:** Since the proposed organic airlift is essentially replacing the existing peacetime contract airlift program, we do not anticipate significant additional MILCON requirements. We could expect leasing of intransit crew quarters and office space at the commercial gateways not to exceed \$1.0 million/yr. (See Fact Sheet Question #2 for computations.)

**QUESTION:** What would be the estimated manpower increase and at what cost?

**ANSWER:** We estimate a need for 277 pilots, 139 flight engineers, and 1386 flight attendants. Total cost to begin operations would be \$190.61 million. We do not anticipate a need for military maintenance manpower. The premise is to support the operation entirely by contract logistics support. (See Fact Sheet Question #3 for computations.)

**QUESTION:** What would be the annual estimated operating costs?

**ANSWER:** We estimate a recurring annual cost of \$216.63 million. (See Fact Sheet Question #4 for computations.)

1 Atch  
Fact Sheet

## FACT SHEET

**QUESTION 1:** If DOD were to move all passengers by military aircraft, how many aircraft would have to be purchased and at what approximate cost?

- To move 700,000 MAC charter passengers/year and 400,000 passengers/year on exercise, SAAM, and MTMC commercial air missions we estimate a need for eight (8) PAA widebody (WB) and ten (10) PAA narrow body (NB). We will also need one (1) BAI WB and one (1) BAI NB to round out the fleet. Total: 9 WB and 11 NB.
- We figured on providing a minimum frequency of service; therefore, full utilization of the aircraft was not the definitive factor in determining the required aircraft. Expect a 75 percent load factor.
- We figured on a use rate of 7.0 hours/day for 320 days/year, or 2240 flying hours/PAA/year. This would include proficiency flying requirements.
- We expect an 85 percent in-commission rate as a planning factor to size the fleet.
- Used aggregate of purchase price of new B-747-400 (\$100M) and DC-10-30 (\$65M) or \$82.5M/WB.
- Used \$20.5M for DC-8 which would include re-engining and refurbishment of interior. Assumption is these international range NB aircraft are available for purchase.
- Assumed contract logistics support (CLS); therefore, did not compute cost for initial spare parts.
- Purchase price:

|                     |   |                                      |
|---------------------|---|--------------------------------------|
| 8 PAA WB @ \$82.5M  | = | \$ .660B                             |
| 1 BAI WB @ \$82.5M  | = | \$ .083B                             |
| 10 PAA NB @ \$20.5M | = | \$ .205B                             |
| 1 BAI NB @ \$20.5M  | = | \$ .021B                             |
| Total               |   | = \$ .969B (1986 constant year \$'s) |

**QUESTION 2:** How much military construction (MILCON) or lease money would be required for aerial port facilities?

- Figure a need for office space at commercial gateways and intransit crew quarters at the gateways to house crews. Using the current expenses at the gateways as a baseline, we estimate a need for \$200,000/year/gateway of which there are five.
- We do not anticipate MILCON because we would plan to beddown at the commercial gateways.

**QUESTION 3:** What would be the estimated manpower increase and at what cost?

- Figured 2 pilots/PAA plus 10 percent for supervision and unit overhead. Used 7.0 crew ratio to fly the aircraft an average of 7 hours/day for 320 days/yr. 277 pilots @ \$628,776/pilot = \$174.17M.

- Figured 1 flight engineer (FE)/PAA plus 10 percent for supervision and used same criteria as above. 139 FE's @ \$15,798/FE = \$2.19M.
- Figured 10 flight attendants (FA)/PAA plus 10 percent for supervision and used same criteria as above. 1386 FA's @ \$8,876 per FA = \$12.3M.
- Figured base operating support manpower requirements @ 252 authorizations at total cost of \$1.95M.
- Do not anticipate any change in maintenance manpower. We will operate under full contract logistics support. Recognize this requires a quality assurance evaluator (QAE) function but figure the overhead and crew ratio will cover the skill required.
- Total startup costs are \$190.61M.

**QUESTION 4: What would be the annual estimated operating costs?**

- Figured recurring cost of crews @ \$55,000/year/pilot and \$25,000/year/enlisted.
- Figured a 10 percent turnover of the aircrews every year.
- Figured fuel and oil based upon commercial aviation costs/block hour.
- Figured maintenance contract costs based upon commercial aviation costs/block hour for engines, airframes, and labor.
- Figured simulator costs @ \$35,000/pilot/engineer.
- Figured per diem on an average of \$75/day with 120 days TDY/year.
- Station charges are based on industry expenses and include costs for landing fees, security, parking, gates, customs, anti-hijacking, catering food, and servicing aircraft interior.

**Recurring costs of crews:**

|                                     |           |
|-------------------------------------|-----------|
| \$55,000 x 277 pilots =             | \$ 15.24M |
| \$25,000 x 139 flight engineers =   | 3.48M     |
| \$25,000 x 1386 flight attendants = | 34.65M    |
| Total =                             | \$ 53.37M |

**Recurring cost of fuel and oil:**

|                                     |           |
|-------------------------------------|-----------|
| B-747 - 4 PAA A/C x                 |           |
| 7 hrs/day x 320 days/yr x \$3050/hr | \$ 27.33M |
| DC-10 - 4 PAA A/C x                 |           |
| 7 hrs/day x 320 days/yr x \$2058/hr | \$ 18.44M |
| DC-8 - 10 PAA A/C x                 |           |
| 7 hrs/day x 320 days/yr x \$1175/hr | \$ 26.32M |
| Total =                             | \$ 72.09M |

Recurring cost of BOS manpower:

|                         |    |       |
|-------------------------|----|-------|
| \$55,000 x 9 officer    | \$ | .5 M  |
| \$25,000 x 170 enlisted | \$ | 4.25M |
| \$27,000 x 73 civilian  | \$ | 1.97M |
| Total =                 | \$ | 6.72M |

Recurring contract logistics support costs:

|                                     |    |        |
|-------------------------------------|----|--------|
| B-747 - 4 PAA A/C x                 |    |        |
| 7 hrs/day x 320 days/yr x \$1211/hr | \$ | 10.85M |
| DC-10 - 4 PAA A/C x                 |    |        |
| 7 hrs/day x 320 days/yr x \$766/hr  | \$ | 6.86M  |
| DC-8 - 10 PAA A/C x                 |    |        |
| 7 hrs/day x 320 days/yr x \$472/hr  | \$ | 10.57M |
| Total =                             | \$ | 28.28M |

Recurring training costs due to crew force attrition:

|                                 |    |        |
|---------------------------------|----|--------|
| 28 pilots x \$628,776           | \$ | 17.60M |
| 14 flight engineers x \$15,798  | \$ | .22M   |
| 139 flight attendants x \$8,876 | \$ | 1.23M  |
| Total =                         | \$ | 19.05M |

Recurring costs for simulator:

|                          |    |        |
|--------------------------|----|--------|
| 277 pilots x \$35,000/yr | \$ | 9.70M  |
| 139 FE x \$35,000/yr     | \$ | 4.87M  |
| Total =                  | \$ | 14.57M |

Recurring costs for per diem:

|                                |            |        |
|--------------------------------|------------|--------|
| 1802 x 120 days TDY x \$75/day | Total = \$ | 16.22M |
|--------------------------------|------------|--------|

Station charges:

|                                         |            |       |
|-----------------------------------------|------------|-------|
| \$157/hr x 7/hrs x 320 days/yr x 18 PAA | Total = \$ | 6.33M |
|-----------------------------------------|------------|-------|

TOTAL = \$ 216.63M



## **APPENDIX O**

### **MAC'S MINIMUM PEACETIME FLYING HOUR PROGRAMS**



## MAC'S MINIMUM PEACETIME MILITARY FLYING HOUR PROGRAMS

The Military Airlift Command's (MAC's) strategic and tactical flying hour programs are developed to provide currentness and upgrade training for aircrew personnel to ensure peacetime activity of airlift systems is sufficient to maintain wartime readiness.

MAC builds and tracks specific flying hour programs for each aircraft it employs. The size of each program is dependent upon a large number of variable factors. When discussing the primary mission aircraft—the C-5, C-141, and C-130—which represent the heart of MAC's airlift system, many variables can, and do, impact flying hours. The Southeast Asia (SEA) drawdown, budget constraints, fuel shortages, and increased fuel prices reduced flying hour programs to a point where MAC must closely look at all of the system components to make sure each maintains the degree of proficiency necessary to maintain wartime readiness. For example, C-141 utilization has dropped from over 8 hours per day, just after the Vietnamese Tet offensive in 1968, to the present peacetime rate of 3.26, and the C-5 rate is 2.0. Of great significance is the extremely large gap between the peacetime rates and the wartime objectives. The strategic fleet is expected to surge at four times the peacetime utilization (UTE) rate for C-141s and seven times the peacetime UTE rate for the C-5. The airlift system components must interact effectively and be capable of an immediate wartime surge. The flying hour program must be set, therefore, at a level no lower than required to maintain a responsive airlift system. In a sense, MAC programs the absolute minimum peacetime activity that will insure it can meet wartime requirements.

Global airlift readiness is achieved by providing enough flying hours to satisfy four interdependent requirements. These interdependent requirements are

maintenance, supply, aerial port, and aircrew. The basic premise of the unit readiness concept is that airlift units must practice in peacetime at a proper level those events they are expected to perform in wartime. Looking first at flying units, wartime requirements are global in nature, and the airlift mission system must be responsive to contingencies and emergencies in any part of the world. To allow for this responsiveness, flying units must participate in global missions in peacetime, transiting unfamiliar airfields, and developing an experience and knowledge of worldwide procedures and conditions. Further, wartime activity will require a total system surge from a relatively low level of flying activity and will require joint activity with Army units. Therefore, Joint Airborne/Air Transportability Training (JA/ATT) must be accomplished at proper levels in peacetime. Since wartime activity entails a combat environment, flying units require peacetime experience in a comparable environment in activities similar to RED FLAG and COPE THUNDER.

In addition, some continuation and upgrade training and check rides must still be accomplished in the local environment. The same general pattern of requirements holds for the maintenance, supply, and aerial port units. Those events required in wartime must be practiced at an adequate level in peacetime. Maintenance readiness requires a minimum flying hour program to insure proficiency and productivity of authorized maintenance manpower, as well as to regularly exercise aircraft and ground equipment of all kinds to ensure their mechanical integrity and wartime readiness. The supply system requires flying hours in order to maintain a supply level at each base. Flying activity into airfields worldwide must be sufficient to allow for the proper exercise of the Aviation Petroleum, Oil, and Lubricants (AVPOL) system. Aerial ports must practice a minimum level of cargo and passenger handling, including special handling cargo

such as explosives and other hazardous or sensitive materials. This involves a minimum number of cargo missions in various types of aircraft.

Historically, flying hour programs have been designed to satisfy aircrew unit requirements. By satisfying aircrew unit requirements, the remaining three interdependent requirements have been satisfied. Three factors must be considered to maintain aircrew wartime readiness. These three factors are: event-centered training requirements, aircraft commander upgrade, and Air Force experience standards. Programmers look at all three factors for each weapons system, but due to the experience level of the various crew forces, one factor becomes the controlling factor. Additionally, pilot requirements exceed other crewmember requirements and thus determine the number of flying hours needed for aircrew readiness.

#### **EVENT-CENTERED TRAINING**

This is the absolute minimum training required to maintain currentness. This factor controls flying hour programs associated with a highly experienced pilot force. The C-5 active duty program and both the C-5 and C-141 reserve associate programs are driven and developed according to event-centered training requirements. Since C-5 pilots and C-141 reserve associate pilots are, in most cases, sourced from the activity duty C-141 program, these crewmembers are well above minimum Air Force experience standards and need very few additional hours to be eligible for upgrade to aircraft commander. Flying the hours to maintain minimum event-centered training currentness meets their needs.

#### **AIRCRAFT COMMANDER UPGRADE**

This factor addresses the provision of adequate flying hours to insure a balanced pilot force with at least 50 percent of the pilots being aircraft commander qualified. The C-141 active duty program is controlled by this factor due to pilot experience levels in relation to upgrade requirements and the increasing number of new pilots entering this weapons system. The flying hours needed to upgrade C-141

active duty pilots to aircraft commander also provide enough hours to meet their event-centered training requirements and Air Force experience standards.

### AIR FORCE EXPERIENCE STANDARDS

Providing enough hours to meet Air Force experience standards is referred to as the Rated Distribution and Training Management (RDTM) system. These standards, established by the Air Force, represent minimum acceptable experience levels of the crew force in terms of total flying hours and also hours in the respective weapons system. The hours and percentages prescribed will ensure a force with enough global and aircraft experience to allow for ongoing training of its less experienced people and completion of mission requirements. The C-130, because of its theater employment, aircraft commander upgrade requirements, and current pilot experience levels, is not controlled by a single factor. However, meeting the minimum Air Force experience standards is the dominant factor. MAC continuously reviews those elements of a program which are subject to change, such as average overseas mission lengths, pilot tour lengths, undergraduate pilot training (UPT) distribution, and theater requirements. The fiscal year programs are updated several times in the various budget exercises as changes become known.

MAC's capability is applied first to satisfy the local training requirements of the aircrews. This is training that cannot be accomplished, or is unavailable, on regular line missions. Emergency procedures and aerial refueling training are examples. Next, joint training with the other Services is satisfied through the JA/ATT and JCS exercise programs. The programs are paid for by Air Force Operations and Maintenance funds as a mission responsibility. The remainder of the hours are then available as "by-product" airlift to be used to satisfy the logistics requirements of all DoD Services. Broken down by percentages, about 25 percent of the total flying hours are used for unilateral aircrew training requirements. Another 20 percent contribute to both Air Force and other Services' readiness

through joint airborne training and JCS exercises. The remaining 55 percent play an important multipurpose role in maintaining wartime readiness. Each hour flown helps maintain aircrew readiness, keeps the total airlift system exercised, and enhances the total DoD readiness posture by providing by-product airlift to meet the other Services' worldwide readiness needs.

In summary, support of other DoD transportation requirements is a by-product of MAC's honing the global airlift system to a state of wartime readiness to meet contingencies or emergencies anywhere in the world.





**APPENDIX P**

**CONTRACT AWARD PROCEDURES  
FOR COMMERCIAL AIRLIFT SERVICES**



## **CONTRACT AWARD PROCEDURES FOR COMMERCIAL AIRLIFT SERVICES**

MAC uses a uniform negotiated rate process to award airlift service contracts to commercial carriers. Under this process, MAC requires its carriers to commit their aircraft to CRAF (Stages I, II, and III) to be eligible for peacetime DoD business. MAC establishes a uniform rate based on costs experienced by the carriers in MAC operations during the previous year. All CRAF carriers are then entitled to peacetime contract business at the uniform negotiated rate, in proportion to the number and type of aircraft committed to the three stages of the CRAF.

MTMC uses a competitive bid process to award airlift contracts to the commercial carrier submitting the lowest bid for the particular service requested. MTMC requires participating air carriers to sign a Military Air Transportation Agreement (MATA) that specifies service standards.

Prior to 1961, both MAC and MTMC used the competitive bid process to contract for airlift service under the authority of 10 U.S. Code 2304 (a). This required the Civil Aeronautics Board (CAB) to exempt air carriers performing military augmentation services under firm contracts from formal compliance with tariff and certification requirements of the Civil Aeronautics and Federal Aviation Acts.<sup>1</sup> The broad exemptions were originally issued in the 1950 to 1951 timeframe, as a result of military activities in Korea.<sup>2</sup> The DoD had a need to contract for commercial airlift capability outside of the certificated air route system; to do so, participating carriers needed exemption from certification requirements. The CAB continued to grant exemptions on a year-to-year basis throughout the 1950's, based primarily on the

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<sup>1</sup>CAB Economic Order E-13040, 27 CAB 1102, September 30, 1958.

<sup>2</sup>CAB Economic Order E-15824, 31 CAB 1070, September 26, 1960.

military establishment's desire to use the competitive bid process and to retain the services of operators not subject to economic regulation. However, by the end of that decade, the CAB expressed concern over (1) the potential adverse impact of MAC's reliance on the competitive bid process, particularly in regard to the process not contributing to the long-range economic strength of the industry and (2) the potential of such uneconomical operation for adverse impact on the industry's safety record.

The Board devoted substantial time and effort to try to resolve the conflict between the military's competitive bid system and the tariff filing requirements of the Federal Aviation Act, including the establishment of a joint DoD-CAB working group in 1958. The problem, however, centered not so much on the exemption policy but on the fact that the Board's rate control powers, with respect to international air transportation, were severely limited under existing statutory law.<sup>3</sup> In effect, the CAB could not prescribe reasonable international rates nor could it suspend, prior to implementation, an international rate deemed to be discriminatory. The CAB, therefore, had little recourse over those competitive bid rates that did not recover full costs.

Throughout 1958 and 1959, the Board made attempts to establish minimum rates for both planeload and individual passengers, and even published a policy statement entitled "Rates for Military Traffic."<sup>4</sup> However, due to DoD nonconcurrency and the division of interest among the air carriers, the policy was not adopted. It is interesting to note that several carriers believed that a rate floor, even an administrative floor set without specific statutory authorization, would lead to a uniform rate and the necessity to develop a plan for traffic distribution; for this there were substantial differences in viewpoint.

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<sup>3</sup>CAB Economic Order E-13040, 27 CAB 1102, September 30, 1958.

<sup>4</sup>"Certificated Air Carrier Military Tender Investigation," Docket No. 9036, February 25, 1959.

Finally, in 1961, MAC changed from the competitive bid to the negotiated rate method of commercial airlift procurement, under the authority of 10 U.S. Code 2304 (a) (16). The new policy opened the door for the CAB to establish minimum rates for international traffic movement.

In summary, this section highlights the several important reasons MAC initiated the negotiated bid method of procurement. Essentially, the CAB found that it resulted in international rates that were below the costs of the services being provided. Over time, this pricing strategy would preclude carriers from earning an economic return suitable for upgrading their equipment into the jet age. The CAB also expressed concern that below cost pricing could lead to long-range safety problems. The negotiated bid method of procurement takes into account the need to maintain and enhance the mobilization base, as well as the need to establish a reasonable price for transportation services.

It should be noted that no instances of pressure being placed on MTMC to change their method of procurement during the late 1950's could be identified. In fact, in the "Certificated Air Carrier Military Tender Investigation" it was noted that tender arrangements advance the public interest by fostering healthy air/rail competition in the military travel market. In addition, the CAB did not find evidence that certificated air carriers could not meet the needs of the DoD.<sup>5</sup> Since the CAB had authority to govern domestic rates, and since there was an adequate certificated route system to serve defense needs within the CONUS, it must be concluded that compelling reasons for MAC to shift to negotiated rates did not exist on the domestic side.

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<sup>5</sup>CAB Economic Order E-72-2-31, 58 CAB 877, February 9, 1972.



**APPENDIX Q**

**MAC PROCURED INTERNATIONAL PASSENGER MOVEMENTS**





### MAC PROCURED INTERNATIONAL PASSENGER MOVEMENTS

| CARRIER                       | FY83<br>(\$000) | FY84<br>(\$000) | FY85<br>(\$000) |
|-------------------------------|-----------------|-----------------|-----------------|
| Airlift International         |                 |                 | 0.598           |
| Aloha Airlines                | 0.051           |                 | 0.204           |
| American Airlines             | 0.013           | 0.022           | 0.075           |
| American Trans Air            | 0.905           | 5.096           | 12.733          |
| Arrow Air                     | 17.949          | 27.790          | 26.161          |
| Capital International Airways | 6.214           | 4.136           |                 |
| Continental Airlines          | 0.009           |                 | 5.793           |
| Delta Air Lines               |                 |                 | 0.181           |
| Eastern Air Lines             | 1.869           | 1.898           |                 |
| Flying Tiger                  | 56.675          | 52.577          | 41.425          |
| Global                        | 6.493           | 2.983           |                 |
| Hawaiian Airlines             | 0.129           | 0.882           | 0.971           |
| Jet Charter Service           |                 | 5.534           | 0.770           |
| Northwest Orient Airlines     | 41.420          | 39.968          | 48.336          |
| National Air                  | 3.699           | 13.560          | 22.749          |
| Pan American World Airways    | 35.164          | 28.598          | 22.392          |
| Reeve Aleutian Airways, Inc.  | 2.755           | 3.128           | 2.647           |
| Rich International            | 1.198           | 2.012           | 3.009           |
| South Pacific Island Airways  | 0.017           | 3.142           |                 |
| Tower Air, Inc.               |                 |                 | 8.126           |
| Transamerica Airlines         | 52.643          | 51.522          | 51.365          |
| Trans World Airways           | 4.099           | 3.224           | 9.600           |
| United Air Lines              | 6.415           | 7.160           | 4.437           |
| World Airways                 | 59.368          | 40.267          | 44.383          |
| TOTAL                         | 297.085         | 263.499         | 305.955         |



**APPENDIX R**

**MILITARY AIR TRANSPORTATION AGREEMENT**



**MILITARY AIR TRANSPORTATION AGREEMENT**

**Entered into by**

**Military Traffic Management Command**

**For and on Behalf of  
The Department of the Army  
The Department of the Navy  
The Department of the Air Force  
The United States Marine Corps  
The National Guard Bureau  
The United States Coast Guard**

**and**

**Other Governmental Agencies  
to the Extent Specified Herein**

**With the Air Carrier Named**

**Herein**

**Military Air Transportation Agreement**

with

\_\_\_\_\_  
(Name of carrier)

The undersigned, an officer of the above named carrier, (hereinafter referred to as the Carrier), agrees to the terms and conditions of this Agreement as the basis for participation in passenger Commercial Air Movements arranged by the Military Traffic Management Command.

This Agreement is made by the Carrier with the understanding that the Military Agencies are under no obligation to assign any traffic to the Carrier.

This Agreement shall be effective from June 25, 1984, until terminated by either party.

\_\_\_\_\_  
(Signature of Carrier)

This Agreement is entered into by the Military Traffic Management Command, for and on behalf of the Military Agencies, with the Carrier shown above, as represented by their Agent.

\_\_\_\_\_  
(Signature)

Directorate of Passenger Traffic

\_\_\_\_\_  
(Date)

## **TABLE OF CONTENTS**

### **Military Air Transportation Agreement**

|                                                                                 |           |
|---------------------------------------------------------------------------------|-----------|
| <b>SIGNATURE PAGE</b>                                                           | <b>1</b>  |
| <b>TABLE OF CONTENTS</b>                                                        | <b>11</b> |
| <b>INTRODUCTION</b>                                                             | <b>1</b>  |
| <b>PART I - DEFINITIONS</b>                                                     |           |
| I-1 Abbreviations                                                               | 1         |
| I-2 Aircraft                                                                    | 2         |
| I-3 CM                                                                          | 2         |
| I-4 Carrier                                                                     | 2         |
| I-5 Charter Service                                                             | 2         |
| I-6 Military Agencies                                                           | 2         |
| I-7 Military Traffic                                                            | 2         |
| I-8 Origin                                                                      | 2         |
| I-9 Destination                                                                 | 2         |
| I-10 Tariffs                                                                    | 2         |
| I-11 Delays                                                                     | 3         |
| I-12 Uncontrollable Delay                                                       | 3         |
| I-13 Chargeable Delay                                                           | 3         |
| I-14 Continental United States                                                  | 3         |
| <b>PART II - TRANSPORTATION ON CHARTER SERVICE</b>                              |           |
| II-1 Applicability                                                              | 4         |
| II-2 Positioning Aircraft Prior to Departure                                    | 4         |
| II-3 Carrier Failure to Provide Service                                         | 4         |
| II-4 Voluntary Interruption                                                     | 5         |
| II-5 Substitute Service                                                         | 5         |
| II-6 Government Services                                                        | 5         |
| II-7 Rate and Service Proposals                                                 | 6         |
| II-8 Violation of this Agreement/Rate and Service Proposal                      | 6         |
| II-9 Expansion                                                                  | 7         |
| II-10 Positioning of Personnel and Equipment at Origin/En Route/<br>Destination | 7         |
| II-11 Passengers                                                                | 8         |
| II-12 Baggage                                                                   | 8         |
| II-13 Military Impediments                                                      | 8         |
| II-14 Notification of Change in CM Requirements                                 | 8         |
| II-15 Cancellation Charges for Charters                                         | 9         |
| II-16 Change Charges for Charters                                               | 9         |

### **PART III - TRANSPORTATION ON SCHEDULED SERVICE**

|                                                                   |    |
|-------------------------------------------------------------------|----|
| III-1 Individual Passengers and Groups not Governed by Part III-2 | 10 |
| III-2 Groups (GP-CMs) of 25 or More Passengers                    | 10 |
| III-3 Lost Tickets                                                | 12 |

### **PART IV - GENERAL CONDITIONS**

|                                                                                |    |
|--------------------------------------------------------------------------------|----|
| IV-1 Applicability                                                             | 13 |
| IV-2 Scope of Agreement                                                        | 13 |
| IV-3 Operating Authority                                                       | 13 |
| IV-4 Representation                                                            | 13 |
| IV-5 Equal Employment Opportunity                                              | 13 |
| IV-6 Financial Responsibility                                                  | 14 |
| IV-7 Insurance                                                                 | 14 |
| IV-8 Accident Reporting                                                        | 15 |
| IV-9 Remains of Deceased Persons                                               | 15 |
| IV-10 Amendment                                                                | 16 |
| IV-11 Terminations                                                             | 16 |
| IV-12 Agreement Subject to Government Action                                   | 16 |
| IV-13 Communications with Carrier Representative                               | 16 |
| IV-14 Communications with Headquarters, Military Traffic<br>Management Command | 17 |
| IV-15 Waiver of Provisions of Agreement                                        | 17 |

### **PART V - DOCUMENTATION AND BILLING**

|                                                |    |
|------------------------------------------------|----|
| V-1 Access to Records                          | 18 |
| V-2 Manifests (Charters only)                  | 18 |
| V-3 Transportation Request and Bills of Lading | 18 |
| V-4 Rate and Service Proposal                  | 18 |
| V-5 Payment                                    | 18 |
| V-6 Charter Certificates                       | 18 |



# **MILITARY AIR TRANSPORTATION AGREEMENT**

## **INTRODUCTION**

This Military Air Transportation Agreement is made for the purpose of agreement beforehand on the terms of service which will be provided by the Carrier on flights operated under agreement with the Military Traffic Management Command (MTMC). It does not bind the Government to award movements to the Air Carrier and does not bind the Carrier to offer to provide service; however, the provisions set forth in this Agreement will apply to air service that is provided by the Carrier listed herein, as represented by their agent.

The response by the Carrier to a request for service issued by MTMC for a flight or flights, will be provided in a Rate and Service Proposal.

This Agreement applies to the movement of military traffic by the Carrier between points in the continental United States, whether or not such movement is part of a movement beyond such points. It shall become effective when a signed copy is received from the carrier and will remain in effect until terminated in writing by the Carrier or canceled in whole or in part by MTMC. Communications concerning this Agreement may be addressed to:

MT, MTMC  
ATTN: MT-PTS  
WASHINGTON, DC 20315

The objective of the Military Agencies is to insure the highest degree of safety, and reliability and service for movement of DoD traffic. Selection of carriers will be made among those which have demonstrated the capability to comply with all Civil Aeronautics Board (CAB) and Federal Aviation Administration (FAA) policies, and MTMC performance standards as set forth in this Agreement. In the selection of aircraft utilized for domestic charter air transportation, it will be the policy of MTMC to apply the Standards of Service as contained in Chapter 310, Military Traffic Management Regulation (AR 55-355, NAVSUPINST 4600.70, AFM 75-2, MCP P4600.14A, DEAR 4500.3). Standards of Service Checks (STASERCK) on charter Commercial Air Movements will be performed by MTMC, and/or Installation Transportation Office staff members.

## **PART I - DEFINITIONS**

### **I-1. Abbreviations.**

|     |                                                        |
|-----|--------------------------------------------------------|
| CAB | Civil Aeronautics Board or Successor Government Agency |
| CM  | Commercial Air Movement.                               |

|            |                                            |
|------------|--------------------------------------------|
| <b>DoD</b> | <b>Department of Defense</b>               |
| <b>FAA</b> | <b>Federal Aviation Administration</b>     |
| <b>GEL</b> | <b>Government Bill of Lading</b>           |
| <b>GTR</b> | <b>Government Transportation Request</b>   |
| <b>MTC</b> | <b>Military Traffic Management Command</b> |

**I-2. Aircraft.** Except in cases of substitute service, under paragraph II-5 herein, aircraft offered by the Carrier will be limited to those owned and/or operated by the Carrier.

**I-3. CM.** A routing symbol and number, assigned by the carrier or their agent to Headquarters MTC, used by the Military and Carriers to identify a Commercial Air Movement of group traffic, subject to centralized control. "CM" with the prefix "R-" designates a group movement under the provisions of Part III-1 hereof. "CM" with the prefix "G-" designates a movement under the provisions of Part III-2 hereof. "CM" without a prefix designates a movement under the provisions of Part II hereof.

**I-4. Carrier.** The common carrier of passengers and property by air who is a party to this Agreement.

**I-5. Charter Service.** Any charter air transportation service tendered or performed by a Carrier pursuant to this Agreement.

**I-6. Military Agencies.** The Department of the Army, the Department of the Navy, the Department of the Air Force, the United States Marine Corps, the National Guard Bureau, the other offices and agencies of the Department of Defense and the United States Coast Guard.

**I-7. Military Traffic.** The term "military traffic" includes passengers, both military and civilian, baggage, military impedimenta and remains of deceased persons of the Military Agencies or by the Selective Service System, where the cost of transportation is payable from appropriated funds.

**I-8. Origin.** The point or points at which the air passenger movement originates in whole or in part.

**I-9. Destination.** The point or points at which the air passenger movement terminates in whole or in part.

**I-10. Tariffs.** The rates, fares, charges, classifications, rules, regulations, practices and services which are incorporated into a Carrier's Rate and Service Proposal under this Agreement.

**I-11. Delays.** A delay shall be deemed to have occurred at any originating, en route, or turnaround point if the aircraft is not airborne within 60 minutes after the scheduled departure time. A delay at destination shall be deemed to have occurred if the aircraft has not blocked-in within 60 minutes of scheduled arrival time.

**I-12. Uncontrollable Delay.** Delay, or failure, in performance of a charter flight arising from causes beyond the control and without the fault or negligence of the Carrier as determined by the Director of Passenger Traffic, MPMC, after obtaining factual data from interested parties involved. When a carrier fails to provide service due to a mechanical problem or for any reason other than Acts of God or the public enemy, weather conditions, airport conditions beyond the control of the Carrier, riots, civil commotions, strikes or other labor disputes beyond the control of the Carrier, and acts of the Government, such delay or failure to perform will be chargeable to the carrier. The Government shall not be required to reimburse the Carrier for costs incurred by the Carrier with respect to any charter, or portion thereof, which is not performed because of causes found to be chargeable to the Carrier. Delay time from uncontrollable causes at an originating or en route point will be added to departure time at subsequent points of the charter flight in determining whether there is a delay at such subsequent points.

**I-13. Chargeable Delay.** A delay that counts against schedule reliability as defined in paragraph II-8c. All delays which are not uncontrollable will be considered chargeable. Disputes between the carrier and MPMC concerning differences in opinion on uncontrollable versus chargeable delays may be appealed in writing to the Director of Passenger Traffic, MPMC.

**I-14. Continental United States (CONUS).** The District of Columbia and the 48 contiguous states of the United States of America.

## **II - TRANSPORTATION ON CHARTER SERVICE**

**II-1. Applicability.** The provisions of this Part II shall apply only to the transportation of military traffic on the charter services of the Carrier.

### **II-2. Positioning Aircraft Prior to Departure.**

a. The Carrier will position the aircraft to be used in charter service at the point of origin in sufficient time to permit the loading of passengers, baggage, and impediments in a timely manner to allow on time departure. Unless an exception is granted by HQ MMC, "sufficient time" means the aircraft will be in position at the point of origin a minimum of 1 hour in advance of the designated departure time or 1 1/2 hours in advance of the designated departure time if the aircraft's available cabin load (ACL) exceeds 240 passengers. If any additional time is required on specific missions, MMC will so indicate on the request for service.

b. The Carrier will advise and keep the individual(s) designated by HQ MMC alerted as to the time the aircraft will be in position in order that the passengers may report to the airport at least 1 hour in advance of departure. HQ MMC will provide the Carrier with appropriate contact names and telephone numbers. In the event the Carrier is unable to make contact with the designated individual(s), the Carrier will notify HQ MMC. Procedures for contacting HQ MMC are contained at IV-14.

### **II-3. Carrier Failure to Provide Service.**

When a delay occurs at any point of a charter, whether for controllable or uncontrollable reasons, the Carrier will:

a. Immediately inform HQ MMC of the delay and actions being taken to correct the situation. (See IV-14)

b. Arrange for meals for passengers at normal meal hours during such delays.

c. Arrange for overnight lodging, and necessary transportation to and from such lodging, when delays extend through nighttime hours.

d. Report schedule changes to bus carrier(s) assigned to perform supplemental ground transportation, in order to assure availability of service for delayed flights and to preclude unnecessary charges for waiting times or cancellations. HQ MMC will provide the Carrier with the appropriate contact telephone numbers. In the event the Carrier cannot contact the supplemental carrier, HQ MMC will be notified for assistance. In those cases where MMC is unable to provide such assistance MMC will assume responsibility for the required notification. (See IV-14)

e. If the delay is determined to be chargeable against the Carrier, the Carrier will be responsible for any other added costs such as, but not limited to, the cost of meals, lodging, and transportation to and from meals and lodging, bus waiting time charges and cancellation or rescheduling charges

associated with the supplemental ground transportation in II-3d above. If the delay is uncontrollable by the carrier, the Government will reimburse the carrier for expense incurred with providing the above services.

#### **II-4. Voluntary Interruption.**

The carrier will have no responsibility to provide alternate air transportation or other accommodations to any passenger who elects to voluntarily reject air transportation available from the Carrier.

#### **II-5. Substitute Service.**

a. When the Carrier is unable to perform in accordance with the scheduled departure times at any location, for any reason other than an uncontrollable delay, the Carrier will provide at its own expense substitute aircraft, for continued transportation to destination, from its own resources or from another US Flag Carrier certified under Part 121 of the FAA Regulations. The substitute aircraft will be properly serviced, loaded, and airborne from the departure point as soon as possible but not later than 8 hours after the original scheduled departure time. Carrier has up to 4 hours from the original departure time to demonstrate to MMC's satisfaction that (1) satisfactory substitute service will be provided within the above specified 8-hour period or (2) that the original aircraft will be repaired and airborne from the departure point within the same time period. If one of these arrangements has not been confirmed to MMC's satisfaction by the 4-hour point (or at any later, additional point), MMC may require the Carrier to transport the delayed military traffic within such additional time as the Government may allow, or may cancel the charter and acquire substitute service using normal MMC procurement procedures.

b. If due to conditions described in paragraph II-5a above, MMC must cancel and reprocure, the original carrier will be liable for the difference between what the Government would have paid originally and the cost of the substitute service. Such liability for any additional sums shall be limited to a reasonable amount and, on request, MMC shall furnish evidence that it made reasonable and prudent efforts to secure the lowest bid available for such substitute service. Notwithstanding any provision of this agreement to the contrary, in the event any Carrier is liable for any difference under this subsection, then such Carrier may, upon thirty (30) days advance written notice to MMC, withdraw from this Agreement.

c. When the costs of substitute service acquired by the Carrier are less than the amount the Government agreed to pay the Carrier for its service, the Government will only pay the lower cost.

d. When a charter is canceled due to failure of Carrier to perform satisfactorily, the Government will not incur any cancellation charge or operational-cost charges for aircraft positioning.

#### **II-6. Government Services.**

Government services furnished to the air carrier at any military installation for use in performing charter service hereunder shall be in accordance with the applicable military agency directives.

## **II-7. Rate and Service Proposals.**

Rate and Service Proposals will name the Carrier that offers to perform the service, aircraft model and Tail Number, and usable seating capacity of the aircraft as specified in the Carrier's Rate and Service Proposal; origin, intermediate stops, if any, to enplane or deplane passengers; and total charges for the charter. Charges as stated in the Carrier's Rate and Service Proposal and accepted by the Government, will not be subject to adjustment as the result of subsequent changes in the Carrier's operational requirements pertaining to positioning and/or repositioning of aircraft. When substitution of aircraft is made for the convenience of the Carrier, the rate shall not exceed that specified in the Rate and Service Proposal accepted by the Government, or the applicable charges for the type aircraft substituted, whichever is lower, unless the Government, with prior approval of the Carrier, utilizes capacity exceeding the normal capacity of the original type aircraft specified in the Rate and Service Proposal, in which event rates applicable to the substituted aircraft shall govern.

## **II-8. Violation of this Agreement/Rate and Service Proposal.**

a. Any formal complaint concerning alleged irregularities in performance of CMI charters by the Carrier shall be reported to HQ MMC.

b. A violation of this Agreement or a failure to perform in accordance with the terms of a Rate and Service Proposal or other lawful requirement, may result in disqualification of a Carrier from bidding on MMC charter solicitations. A violation of an FAA or US military regulation which affects safety of flight or safety of passengers may justify the cancellation of charter flights already agreed to, such cancellation at no cost to the Government.

c. In addition to the above, poor schedule reliability may be grounds for disqualifying the Carrier. The Carrier shall maintain on time reliability rate of 85 percent during the latest 90-day period as the minimum acceptable standard of performance. The reliability rate will be computed on the number of departures and arrivals relative to the number of delays, but delays from an uncontrollable cause shall not be considered. For the purpose of calculating reliability, a Carrier will be assessed an additional delay when an individual delay exceeds 8 hours but is less than 12 hours. When a delay exceeds 12 hours, one further delay will be assessed. For example a chargeable delay exceeding 12 hours will be assessed a maximum of three delays for the purpose of computing reliability.

d. Any action to disqualify a Carrier will be taken pursuant to the provisions of MMC Memo 15-1, a copy of which is available for public review at HQ MMC (MT-PTS), Room 630, Massif Building, 5611 Columbia Pike, Falls Church, Virginia, 22041, during normal duty hours, 8 a.m. to 5 p.m. Eastern Time, Monday through Friday. The carrier will promptly investigate and take appropriate action on any complaint by HQ MMC or by an Installation Transportation Officer.

## **II-9. Expansion.**

The Air Carrier shall during any period of emergency as determined by the Secretary of Defense or his designee, in which Civil Reserve Air Fleet (CRAF) or War Air Service Program (WASP) is not activated, give primary consideration to satisfying the movement requirements of military passenger traffic on chartered flights.

## **II-10. Positioning of Personnel and Equipment at Origin/En route/Destination Points.**

### **a. Commercial Airports.**

(1) The Carrier will provide all personnel, supplies, and equipment to support and perform air transportation services. Equipment and personnel required to support the operation shall be in place prior to commencement of performance.

(2) An Air Carrier will establish a point of contact at the airport of origin sufficiently in advance in order to keep the Installation Transportation Officer, the unit contact designee, and/or troop commander alerted as to the time the aircraft will be in position. The contact person will coordinate all ground handling and servicing while the aircraft remains on the ground at point of origin.

(3) Complete crew must be available at the aircraft not less than 45 minutes prior to schedule departure time.

### **b. Military Installations.**

(1) Unless otherwise agreed upon, the Carrier will arrange for all personnel, supplies, and equipment to support and perform air transportation services. When requested by the Carrier the Government may provide, on a reimbursable basis, personnel, supplies, and equipment to support and perform air transportation services. When the Government promises to provide such personnel, supplies, and equipment, and these are not available upon arrival of the aircraft, the carrier will be allowed sufficient additional time to bring in the needed personnel, supplies, and equipment and will be permitted to bill the Government for any additional reasonable costs of obtaining such needed personnel, supplies, and equipment.

(2) An Air Carrier will establish a point of contact at the military installation of origin sufficiently in advance in order to keep the Installation Transportation Officer, the unit contact designee, and/or troop commander alerted as to the time the aircraft will be in position. The contact person will coordinate all ground handling and servicing while the aircraft remains on the ground at point of origin. Ground handling and servicing procedures will conform to the requirements and conditions of military regulations applicable to the installations providing the service.

(3) Complete crew must be available at the aircraft not less than 45 minutes prior to schedule departure time.

## **II-11. Passengers.**

Passengers will become the responsibility of the Carrier at load time/boarding time but no later than the scheduled departure time as shown on the Rate and Service Proposal. Carrier's responsibility will terminate when passengers are disembarked at destination. The Carrier will provide ramps for the safe loading and unloading of passengers. Passengers shall not be subjected to unreasonable delays in airports or on board aircraft while awaiting the movement of ramps into position for use.

## **II-12. Baggage.**

The Carrier will transport the amount of baggage specified in the Rate and Service Proposal. With prior notification, the Carrier may transport baggage, without additional charge, up to the payload capacity of the aircraft (weight and cube) not utilized by passengers. However, baggage will not be so loaded as to endanger the safety of passengers, crew or aircraft. The loading of non-cabin baggage into or out of the baggage compartment will be the responsibility of the Air Carrier. Normally, passengers will not be required to handle their own baggage to or from an aircraft. However, where normal baggage handling facilities are not available, passengers may, when consistent with safety requirements, handle the baggage to or from an aircraft, but not into or out of the baggage compartment of the aircraft.

## **II-13. Military Impediments.**

Military impediments (other than baggage), when accompanying passengers, will be accepted and transported by the Carrier as baggage, subject to the provisions of the Rate and Service Proposal, up to the payload of the aircraft (weight and cube). Military impediments, when not accompanied by passengers, will also be accepted and transported by the Carrier as air freight subject to the provisions of the Rate and Service Proposal.

## **II-14. Notification of Changes in CM Requirements.**

a. Changes in Carrier or aircraft. When a CM has been assigned and it becomes necessary to use a substitute carrier or aircraft, the pertinent facts will be reported to HQ MIMC immediately by telephone. See IV-14 for contact procedures.

b. Schedule deviation at origin, en route, and/or destination points.

(1) When the arrival or departure times deviate from the scheduled times on the Rate and Service Proposal by more than 1 hour at any origin, en route, or destination point, the Carrier will advise HQ MIMC at the time of the delay and provide an explanation of the reason for the delay. The Carrier is also responsible for relaying information concerning the delay to destination points of contact and supplemental Carriers affected by the delay. See IV-14 for contact procedures.



(2) On all COWs with a delay of 1 hour or more (delayed 60 minutes or more from the scheduled departure or arrival contained in the Rate and Service Proposal), a written delay report must be submitted by the Carrier or their representative within 24 hours of the delay, or the first duty day following the delay. If the report cannot be provided in the time frame stated above, the Carrier or their representative will notify HQ MPMC and request an extension for submitting the report, and will at that time provide the reason for late submission and the date/time the report will be provided. The written report will be submitted in duplicate to HQ, MPMC, ATTN: MT-PTS and MT-PTC. The report will contain the following information:

(a) Delay at origin or en route point - Provide ramp block-out time and actual time the aircraft was airborne.

(b) Delay at destination - Provide actual touch down time and ramp block-in time.

(c) The reason for the delay.

(d) Corrective actions taken.

(e) Other pertinent information necessary to fully explain the circumstances of the delay.

#### II-15. Cancellation Charges for Charters.

When notice of cancellation of a charter is furnished by HQ MPMC after an aircraft has been positioned or while ferrying to position of the origin point, the Government will be financially liable for actual operating costs incurred by the Carrier. The Carrier will furnish HQ MPMC with substantive evidence to support the costs which are claimed.

#### II-16. Change Charges for Charters.

When a Carrier incurs additional expenses as a result of the Government's request to change the CAM operation as originally stated in the Rate and Service Proposal or the passengers fail to meet scheduled departure, the Government will be financially liable for additional costs such as, but not limited to, crew time, meals, ground handling cost, and/or costs for rerouting the aircraft. The Carrier will furnish HQ MPMC with substantive evidence to support the costs which are claimed.

### **III. TRANSPORTATION ON SCHEDULED SERVICE**

#### **III-1. Individual Passengers and Groups not Governed by Part III-2.**

a. Applicability. The provisions of this Part III-1 shall apply only to transportation of military traffic (including groups not covered by Part III-2 hereof and individual passengers) on the scheduled service of the Carrier (including extra sections of scheduled flights).

b. Baggage - Allowance. The free baggage, excess and/or oversize allowance to be checked in the cargo compartment is limited to the conditions of acceptance according to the applicable baggage rules of the Carrier. The suitability of baggage, as to weight, size and character, to be carried in the passenger compartment of the aircraft will be determined by the Carrier.

c. Baggage - Reduced Rates. The Carrier will make applicable to the transportation of baggage, in excess of the free weight allowance, reduced rates equal to ninety percent (90%) of its excess baggage rates. Such reduced rates shall apply only when provisions for the transportation of the excess baggage is specifically made in a GTR or a GBL. When provision is not made on the GTR for the transportation of excess baggage, collection for such excess baggage will be made from the traveler at the regular commercial rate.

d. Military Impedimenta. Military impedimenta when accompanying passengers is limited to the conditions of acceptance according to the individual Carrier's air freight rates and rules.

#### **III-2. Groups (GP-CMS) of 25 or more passengers.**

a. Applicability. The provisions of this Part III-2 shall apply only to transportation of military traffic consisting of (GP-CAM) groups of 25 or more passengers, or groups of less than 25 passengers, when payment in accordance with Part III-2b has been agreed to by MMC and the Carrier. The Carrier shall not be required to reserve space or provide service requested pursuant to this Part, even though such space may be open and available at the time of request. One GTR will be issued to the Carrier, which shall show the applicable GP-CAM number or numbers, and the class of service to be used.

b. Reduced Fares. The Carrier will make applicable to the transportation of groups assigned a routing symbol "GP-CAM," reduced fares equal to eighty percent (80%) of the fares. These reduced fares shall apply only to the standard service, regional class service, or coach class one-way passenger fares applicable to the jet or propeller service on which space is reserved and used. Such reduced fares shall not apply.

(1) In conjunction with any other discount.

(2) To helicopter fares unless otherwise specifically provided for in the Carrier's tariffs.

(3) To special fares applicable to night coach, economy, commutation, excursion travel, family or group travel other than specified in this Part III, or to any other promotional fares and jet surcharges, or on flights furnishing special services and separately identified and mutually agreed as such, whether such special fares are specifically published in the tariffs or are computed by application of a discount.

(4) To ground transportation charges (whether or not assessed by one of the Carriers), or to any other special tariff charges not directly applicable to the transportation by air between the airports of origin and destination.

c. Eligibility for reduced fares. The reduced rates provided for above shall apply when reservations are confirmed by the Carrier on one or more flights on their scheduled services. All records, forms, authorizations and GFRs referring to such space as may be confirmed pursuant to the provisions of this Part shall be identified by a routing symbol "GF-CAM" plus a serial number for each originating flight on which space is reserved for such groups.

d. Procedures.

(1) Movement Request. MTC shall submit to the Carrier or their agent a movement request for service for each group of passengers, containing the origin and destination of the group, the number of passengers in the group, the branch of military service, the estimated number of pieces and weight of baggage or impediments, the time the group is available for travel, and the deadline arrival time at destination, and other information pertinent to the military transportation requirement.

(2) Confirmation of Reservations. The Carrier or their agent shall notify MTC of the name of carrier and flight number(s) for which reservations are confirmed at the time MTC accepts their offer. The Carrier may separate and carry any group of passengers on more than one of its flights which are scheduled to operate within the origin departure and destination arrival time limits specified in the routing order (GF-CAM).

(3) Changes or Cancellations. MTC or other appropriate military authority shall notify the Carrier or their agent in Washington, DC of any reduction in the number of passengers, cancellations of the routing order (GF-CAM), or change in origin, destination, or departure time of the group, not later than 24 hours prior to the scheduled departure time of each flight. If notification is not made within the time limit specified above, the Military will pay the appropriate group fare for the number of passengers actually transported, but not less than the applicable group fare for 25 passengers.

(4) Passenger Lists and Ticketing. Normally, not later than 24 hours prior to the time of scheduled departure of the flight, the Military Agency shall provide the Carrier, at the origin point of the transportation with the passengers' names for each routing order (GF-CAM), showing the origin and destination, the number of passengers, class of service, and the flight number(s) for which reserved space was confirmed pursuant to Paragraph (b) above.

e. Baggage - Allowance. The carrier will normally accept two checked pieces and one hand carried piece of baggage or as otherwise stated on the rate and service proposal. The Carrier shall not be obligated to accept baggage, the weight of which exceeds one hundred (100) pounds per passenger unless prior special arrangements have been made with the Carrier.

f. Military Impedimenta. Military impedimenta, other than baggage, when accompanying passengers, will be accepted and transported by the Carrier as baggage subject to all provisions of the applicable tariffs. Military impedimenta, other than baggage not accompanying the passengers, will be accepted and transported by the Carrier as air freight, subject to all applicable provisions of the tariffs and without discount.

III-3. Lost Tickets. The Carrier will not impose any service charge or require any bond indemnity in connection with application for refunds made by the Military Agencies for lost tickets covering the transportation of military traffic.

#### IV. GENERAL CONDITIONS

**IV-1. Applicability.** The provisions of this Part IV shall apply to the transportation of military traffic by the Carrier, whether on scheduled service or charter service.

**IV-2. Scope of Agreement.** The Agreement applies only to the movement of military traffic over the line of of the Carrier between points in the continental United States, or as otherwise requested by MMC.

**IV-3. Operating Authority.** The Carrier must hold operating authority required by appropriate regulatory agencies or by the Federal Aviation Administration.

**IV-4. Representation.** The Carrier will establish and maintain representation to HQ MMC in order to adequately service the CMMs it operates.

**IV-5. Equal Employment Opportunity.** During the performance of this Agreement, the Carrier agrees as follows:

(1) The Carrier will not discriminate against any employee or applicant for employment because of race, color, religion, sex or national origin. The Carrier will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex or national origin. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Carrier agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Military Agencies setting forth the provisions of this Equal Employment Opportunity clause.

(2) The Carrier will, in all solicitations or advertisements for employees placed by or on behalf of the Carrier, state that all qualified applicants will receive considerations for employment without regard to race, color, religion, sex, or national origin.

(3) The Carrier will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the Military Agencies, advising the labor union of workers' representative of the Carrier's commitments under Section 202 of Executive Order No. 11246 of September 24, 1965, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

(4) The Carrier will comply with all provisions of Executive Order No. 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.

(5) The Carrier will furnish all information and reports required by Executive Order No. 11246 of September 24, 1963, and by the rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and purposes of investigation to ascertain compliance with such rules, regulations, and orders.

(6) In the event of the Carrier's noncompliance with the Equal Employment Opportunity clauses of this Agreement or with any of such rules, regulations or orders, this Agreement may be canceled, terminated, or suspended in whole or in part and the Carrier may be declared ineligible for further Government contracts in accordance with procedures authorized in Executive Order No. 11246 of September 24, 1963, and such other sanctions may be imposed and remedies invoked as provided in Executive Order No. 11246 of September 24, 1963, or by rules, regulations, or order of the Secretary of Labor, or as otherwise provided by law.

(7) The Carrier will include the provisions of paragraph (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to Section 204 of Executive Order No. 11246 of September 24, 1963, so that such provisions will be binding upon each subcontractor or vendor. The Carrier will take such action with respect to any subcontract or purchase order as the Military Agency may direct as a means of enforcing such provisions, including sanctions for noncompliance; provided, however, that in the event the Carrier becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Military Agency, the Carrier may request the United States to enter into such litigation to protect the interests of the United States.

**IV-6. Financial Responsibility.** Purchases of fuel, food, supplies, lodging, alternative transportation, repairs, and other expenses incidental to air transportation hereunder are subject to payment and/or obligation by the Air Carrier.

**IV-7. Insurance.** Insurance requirement will be in the amounts currently required by the CAB or its successors.

A Certification of Insurance and Endorsement (MIMC HQ Form 6) will be executed in every detail and submitted in duplicate to the Commander, Military Traffic Management Command, Washington, D.C. 20315, Attention: Chief, Passenger Services Division.

It is understood that all signatures on MIMC HQ Form 6 must be handwritten; rubber stamp impressions or other facsimiles are not acceptable.

Nothing in this part or elsewhere in this Agreement shall be construed to limit or affect in any manner the common carrier liability or other liability of the Air Carrier.

**IV-8. Accident Reporting.** In all cases where an aircraft operated under charter (CM) is involved in an accident, as defined by the Federal Aviation Regulations (FAR), the Carrier operating the aircraft will be responsible for insuring that the following information is transmitted by the most expeditious means available to COMUS Passenger Division, Headquarters, Military Traffic Management Command, Washington, D.C., 20315 Area Code 202-756-1125. See IV-14 for alternate contact numbers.

- a. Aircraft type and number
- b. Name of Carrier and CM number
- c. Position of aircraft with reference to some easily defined geographical point
- d. Type - ground or air
- e. Total number of passengers on board
- f. Number of passengers injured
- g. Number of passenger fatalities
- h. Damage to aircraft
- i. Damage to other aircraft or property
- j. Date and time of accident
- k. Last point of departure and point of intended landing
- l. Information as to whether the cargo, if any, being transported has been lost in whole or in part; if not lost, the present location of such cargo
- m. Other pertinent information regarding accident

**Note:** The names and extent of injury to, or the death of, military and/or Federal Government employed passengers will be withheld from the public pending notification of the next of kin by the Government. The Carrier may, at any time, make announcements concerning its aircraft and personnel or civilians not employed by the Government which may be involved in the accidents referred to in this Section IV-8. MTC will notify MAC/CAT (AUTOCOM 638-5845) of all accident reports as soon as received.

**IV-9. Remains of Deceased Persons.**

- a. The Carrier will accept and transport the remains of deceased persons only when and as provided for in the tariffs, and without reduction.
- b. The Carrier will insure that their personnel assume a dignified and respectful attitude in the performance of duties involved with transportation of remains.

c. Close coordination will be established by the Carriers with military escorts, casualty assistance personnel, and funeral directors. No contact will be initiated by the Carrier to the next of kin unless it is specifically authorized by a military official.

d. Although an Air Waybill may be utilized, the Carriers will indoctrinate involved personnel to refrain from referring to remains as "cargo."

e. When feasible, Carrier personnel will permit military escorts to be in attendance during loading/unloading operations.

f. While on the ground, remains will be accorded special attention.

g. Containers of remains will be protected from the weather and not permitted to stay outside shelter any longer than necessary in ground movement and loading/unloading.

h. Wherever practicable, the Carrier will permit funeral directors to pick up the remains container at planeside.

i. Although military officials try to discourage next of kin or families of the deceased from coming to the airport to meet the arrival of the remains, sometimes they insist. In this event, the Carrier will make every effort to insure that they are properly received, and, whenever possible, are provided a suitable private place to await arrival of the remains.

j. If the remains must be held at the air terminal at destination or in-transit, the Carrier, whenever possible, will provide a suitable, dignified, private place for them, separate from baggage and cargo areas.

IV-10. Amendment. This Agreement may be amended by the execution of a mutually agreed upon supplement by or on behalf of the parties to this Agreement.

IV-11. Termination. This Agreement may be terminated by the Commander, NMPC, on behalf of the Military Agencies jointly, or by the Carrier, upon thirty (30) days prior written notice. Such termination shall not affect the rights or obligations which have vested or accrued hereunder prior to the effective date of such termination.

IV-12. Agreement Subject to Government Action. In the event of the enactment of legislation or any action of the CAB or any other governmental action which renders it impossible for either party of this Agreement legally to perform any of its obligations hereunder, this Agreement shall be amended or terminated in part or in full as required thereby.

IV-13. Communications with Carrier Representative.

Communications concerning this Agreement and the services of the Carrier may be addressed to: (to be completed by the carrier)



**IV-14. Communications with Headquarters, Military Traffic Management Command.**

**a. Contact by Telephone.**

(1) Normal duty hours are 8:00 a.m. to 5:30 p.m., Eastern Time, Monday through Friday, and 8:00 a.m. to 4:30 p.m., Eastern Time, on Saturday. During these hours of operation contact is made at Area Code 202-756-1160/1180.

(2) During non-duty hours contact is made through the Staff Duty Officer, at Area Code 202-756-1125.

b. Written communications concerning this agreement should be addressed to:

WD, MPMC  
ATTN: MT-PTS  
Washington, D. C. 20315

**IV-15. Waiver of Provisions of Agreement.**

In the event that any dispute concerning the interpretation or application of any provisions of this Agreement or any provision of the tariffs is settled by agreement of the parties, such settlement shall apply only to the particular case in which the settlement was reached and shall not be deemed to apply, by implication or otherwise, to any other case.

## **V. DOCUMENTATION AND BILLING**

### **V-1. Access to Records.**

Subject to security limitations, during regular business hours, MMC may provide authorized representatives of the air carrier with the routes and carriers over which any military passenger traffic has been routed pursuant to this Agreement.

### **V-2. Manifests. (Applies to Charters only.)**

a. The military service concerned will provide the Carrier with a list of passengers' names not later than 1 hour prior to the time of scheduled departure of the flight.

b. The Carrier will accept for transportation only those passengers traveling under the charter GTR(s) and whose names appear on the passenger list, and persons designated by MMC to perform en route surveillance checks on the charter flight.

### **V-3. Transportation Request and Bills of Lading.**

The Air Carrier shall not be obligated to accept or transport military traffic, except upon presentation of a GTR or GBL in proper form and properly executed. Booking and ticketing will be pursuant to Government regulations and carrier policy.

### **V-4. Rate and Service Proposal.**

All appropriate blocks must be filled out on the Rate and Service Proposal.

### **V-5. Payment.**

The Military Agencies will promptly, after submission by the Carrier of billings of proper form, pay the Air Carrier the amounts billed for the transportation of military traffic, subject to audit.

### **V-6. Charter Certificates.**

Upon completion of a CM, the carrier or his designated representative, will submit to HQ MMC, in quadruplicate, a charter certificate for each charter trip. Each certificate will be annotated with the following information:

- a. Name of the Carrier
- b. CM number
- c. Origin and destination
- d. Cost of the CM

**APPENDIX S**

**MILITARY GROUP MOVEMENTS VIA CHARTER AIR CARRIERS  
AND NUMBER OF MOVES**

**FISCAL YEARS 1983 THROUGH 1985**



**MILITARY GROUP MOVEMENTS VIA CHARTER AIR CARRIERS**  
**AND NUMBER OF MOVES**

**(FY83 - FY85)**

| CARRIER                       | FISCAL YEAR |      |      |
|-------------------------------|-------------|------|------|
|                               | 1983        | 1984 | 1985 |
| Aero Star                     | 19          | 12   |      |
| Air Atlanta                   |             |      | 22   |
| Air California                | 14          | 1    |      |
| Air Illinois                  | 39          | 10   |      |
| Air One                       | 1           | 6    |      |
| Air Wisconsin                 |             | 2    | 27   |
| Airlift International         | 5           | 122  | 130  |
| Alaska Airlines               | 4           | 4    | 8    |
| All Star Airlines             | 1           | 15   | 46   |
| Altair Airlines               | 2           |      |      |
| American Transair             | 41          | 53   | 27   |
| Arista                        | 4           |      |      |
| Arrow Air                     | 43          | 44   | 34   |
| Atlantic Gulf Airlines        |             | 1    |      |
| Best Airlines                 |             | 17   | 10   |
| Braniff Inc.                  |             |      | 8    |
| Britt Airways                 | 1           | 1    | 10   |
| Buffalo Airways               |             | 1    | 4    |
| Capitol International Airways |             | 1    |      |
| Continental Airlines          | 31          |      | 12   |
| Empire Airlines               |             |      | 3    |
| Flight International Airlines |             |      | 18   |
| Flying Tiger                  |             |      | 1    |
| Frontier Airlines             |             | 1    | 1    |
| Global                        | 54          | 7    |      |
| Great American Airways        |             |      | 1    |
| Gulf Air Transport            | 77          | 91   | 76   |
| Hawaiian Airlines             |             | 20   | 5    |
| Independent Air               |             | 4    | 21   |

**MILITARY GROUP MOVEMENTS VIA CHARTER AIR CARRIERS**  
**AND NUMBER OF MOVES (CONTINUED)**

(FY83 - FY85)

| CARRIER                      | FISCAL YEAR |              |              |
|------------------------------|-------------|--------------|--------------|
|                              | 1983        | 1984         | 1985         |
| Jet Charter Service          |             | 2            |              |
| Key Airlines                 |             | 2            | 30           |
| Metroflight Airlines         |             | 1            |              |
| Midway Airlines              | 4           | 20           | 40           |
| Muse Air                     | 54          | 50           | 37           |
| New York Air                 | 33          | 17           | 21           |
| Northwest Orient Airlines    |             |              | 1            |
| Overseas National            | 13          | 11           | 21           |
| Ozark Air Lines              | 82          | 65           | 46           |
| Pan American World Airways   | 14          | 3            | 3            |
| Piedmont Airlines            | 30          | 12           | 7            |
| Pilgrim Airlines             |             |              | 5            |
| Republic Airlines            | 15          | 190          | 100          |
| Rich International           |             |              | 4            |
| Ryan International Airlines  |             | 1            | 25           |
| Southwest Airlines           |             |              | 36           |
| Sun Country Airlines         |             | 6            | 8            |
| Total Air                    |             |              | 57           |
| Tower Air                    |             | 38           | 58           |
| Transamerica Airlines        | 96          | 86           | 65           |
| Trans-Central Airlines       | 1           |              |              |
| Trans World Airlines         |             | 4            |              |
| United Air Lines             | 104         | 36           | 1            |
| USAir                        | 114         | 52           | 7            |
| Westar International Airways |             | 30           | 1            |
| Western Airlines             | 1           | 23           | 25           |
| World Airways                | 15          | 36           | 16           |
| Worldwide Airlines           |             |              | 11           |
| <b>TOTALS</b>                | <b>912</b>  | <b>1,098</b> | <b>1,089</b> |

**APPENDIX T**

**MILITARY GROUP MOVEMENTS  
VIA SCHEDULED AIRLINE SERVICE  
(COMBINED AIR GROUP FARE - REGULAR SERVICE -  
SPECIAL DISCOUNT FARES)**

**FISCAL YEARS 1983 THROUGH 1985**





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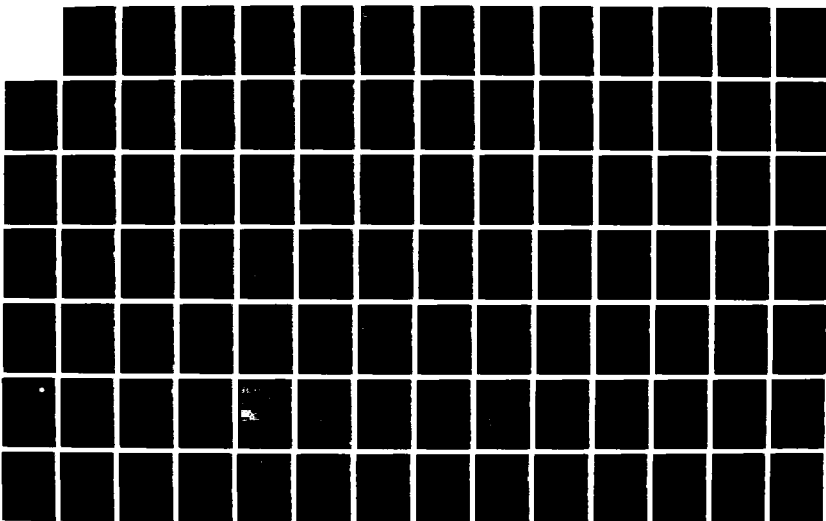
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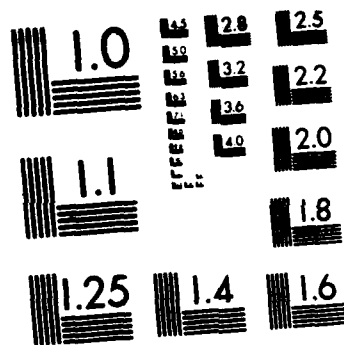
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**MILITARY GROUP MOVEMENTS**  
**VIA SCHEDULED AIRLINE SERVICE**  
**(COMBINED AIR GROUP FARE – REGULAR SERVICE –**  
**SPECIAL DISCOUNT FARES)**  
**(FY83 – FY85)**

| CARRIER                       | NUMBER OF MOVES |      |      |
|-------------------------------|-----------------|------|------|
|                               | 1983            | 1984 | 1985 |
| Air One                       |                 | 2    |      |
| Air Wisconsin                 |                 |      | 2    |
| Air California                | 19              | 4    | 21   |
| Alaska Airlines               | 1               | 13   | 14   |
| America West Airlines         |                 | 20   | 42   |
| American Airlines             | 395             | 383  | 329  |
| Atlantic Southeast Airlines   |                 | 1    |      |
| Best Airlines                 |                 | 5    |      |
| Braniff Inc.                  |                 | 13   | 27   |
| Britt Airways                 | 5               | 1    | 4    |
| Capitol Air Service           | 1               |      |      |
| Capitol International Airways | 1               |      |      |
| Continental Airlines          | 139             | 46   | 160  |
| Delta Air Lines               | 508             | 568  | 386  |
| Eastern Air Lines             | 366             | 358  | 573  |
| Empire Airlines               |                 |      | 2    |
| Frontier Airlines             | 43              | 65   | 72   |
| Golden West                   | 1               |      |      |
| Jet American Airlines         |                 |      | 2    |
| Metroflight Airlines          |                 | 3    |      |
| Midstate Airlines             |                 |      | 1    |
| Midway Airlines               | 37              | 6    | 4    |
| Muse Air                      | 4               | 8    | 9    |
| New York Air                  |                 | 4    | 20   |
| Northwest Orient Airlines     | 188             | 112  | 166  |
| Ozark Air Lines               | 58              | 32   | 63   |
| Pacific Express               | 2               |      |      |
| Pacific Southwest Airlines    | 65              | 48   | 22   |
| Pan American World Airways    | 4               | 17   | 10   |

**MILITARY GROUP MOVEMENTS**  
**VIA SCHEDULED AIRLINE SERVICE**  
**(COMBINED AIR GROUP FARE – REGULAR SERVICE –**  
**SPECIAL DISCOUNT FARES) (CONTINUED)**

(FY83 – FY85)

| CARRIER                      | NUMBER OF MOVES |       |       |
|------------------------------|-----------------|-------|-------|
|                              | 1983            | 1984  | 1985  |
| Piedmont Airlines            | 177             | 212   | 158   |
| Provincetown/Boston Airline  |                 | 1     |       |
| Republic Airlines            | 276             | 252   | 192   |
| Southwest Airlines           |                 |       | 116   |
| Texas International Airlines | 1               |       |       |
| Trans World Airlines         | 153             | 147   | 247   |
| United Air Lines             | 314             | 243   | 122   |
| USAir                        | 90              | 149   | 186   |
| Western Airlines             | 189             | 153   | 138   |
| Wien Air                     | 8               | 4     |       |
| World Airways                | 2               | 7     | 2     |
| TOTALS                       | 3,047           | 2,877 | 3,090 |

**APPENDIX U**

**MEMORANDUM FROM THE ASSISTANT SECRETARY OF DEFENSE  
(INSTALLATIONS AND LOGISTICS)**

**SUBJECT: DEPARTMENT OF DEFENSE (DOD) USE OF AIR TAXI  
SERVICE AND RELATED CAPABILITY SURVEYS**





ASSISTANT SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301

TS

INSTALLATIONS AND LOGISTICS

MEMORANDUM FOR The Assistant Secretary of the Army (I&L)  
The Assistant Secretary of the Air Force (I&L)

SUBJECT: Department of Defense (DoD) Use of Air Taxi Service  
and Related Capability Surveys.

This is in response to the memorandum of December 19, 1969 from the Commander, Military Traffic Management and Terminal Service (MTMTS) forwarding a proposed Tender of Service covering passenger air transportation by chartered air taxi operators and the March 30, 1970 memorandum from Commander, MTMTS enclosing a revised Basic Agreement for Air Taxi Commercial Operators (ATCOs) Authorized to Transport Hazardous Material for the Department of Defense for review and approval by this office.

The proposals referenced above have been the subject of several meetings and discussions between representatives of MTMTS, Department of the Air Force, and this office and the problems relative to the Military Airlift Command (MAC) Capability Surveys and Ramp Inspections as well as the general DoD use of air taxis have been carefully considered. This memorandum is to provide basic policy guidance regarding these matters. Additionally, it is desired to resolve certain inconsistencies in past policy regarding the application of Capability Surveys to different groups of commercial air carriers and aircraft operators.

For the past eight years any certificated scheduled, supplemental, or intra-state air route carrier and any air taxi commercial operator (ATCO) desiring to provide long-term contract service to this Department for passengers or cargo during a period of more than 90 days has been required to pass an on-site Capability Survey plus periodic Ramp Inspections by MAC. Concurrently, certificated Supplemental air carriers desiring to provide one-time air charters for DoD passengers in CONUS have been required to pass the same type of survey and inspection. Certificated scheduled air carriers, intra-state route carriers and air taxi operators, on the other hand, have been permitted to provide one-time chartered air service for DoD passengers in CONUS without such survey or inspection. Similarly

no requirement has existed for inspection by MAC of airlift operators providing one-time chartered service for DoD inert or dangerous cargo.

Enclosure one sets forth revised policy guidance regarding ramp inspections and MAC Capability Surveys applicable to certificated interstate and intra-state air carriers as well as providing uniform guidance concerning this Department's use of air taxi commercial operators. It is recognized that surveying the ATCOs represents a large potential workload for MAC, conceivably beyond present capabilities, and efforts have been made in enclosure one to minimize such impacts. However, in the event these efforts prove unsuccessful, it may be necessary to take further action to restrict the number of ATCOs authorized to move DoD passenger, hazardous or sensitive traffic. Such action will be initiated by this office in coordination with concerned elements of DoD, if required.

Based on the guidance set forth in enclosure one, it is desired that MTMTS develop a uniform set of requirements to be satisfied by each ATCO before he is authorized to move personnel, hazardous cargo, or sensitive material of this Department. It is noted that while the Tender of Service covering passenger movement as proposed by the MTMTS memorandum of December 19, 1969 is extremely detailed, the Basic Agreement covering dangerous cargo airlift proposed by MTMTS in March 1970 is relatively broad in terms and applicability. Concurrently we are advised that yet a third set of criteria has been promulgated to cover ATCO movement of Armed Forces Courier Service material. Variances in service criteria peculiar to each category of traffic are to be expected. However, since the similarities in equipment and service requirements for ATCOs desiring to move DoD passengers, hazardous cargo and sensitive material exceed the differences between them, we believe that a single basic set of requirements should be established by MTMTS to cover all such traffic. It is therefore requested that MTMTS develop a single Tender of Service or Basic Agreement to cover DoD traffic moved via chartered ATCOs and reflecting the specific guidance set forth in enclosure one.

This office is also concerned regarding the management of current DoD utilization of air taxi operators. It is our understanding that under present regulations less-than-release-unit lots of passengers or cargo require no centralized traffic management control prior to movement via chartered air taxis and receive limited management review after the fact. We are advised that in response to a request for routing by an installation, air taxi rates and tenders of service



filed by all participating ATCOs are transmitted to that installation for use in arranging chartered air taxi movements as considered appropriate. Our information indicates that no system exists at present for reporting such movements to MTMTS for review and analysis in order to determine that this service is being utilized appropriately.

In view of the growing use being made of ATCOs by DoD, it is considered imperative that a review and determination be made by MTMTS of the need for and desirability of further centralizing traffic management control of all full planeload charter operations. Under such a system of centralized control as we envisage it, an installation stating a requirement for movement would receive in response a completed air charter proposal arranged in toto by the management agency. As an alternative or an adjunct to such a system, consideration in the MTMTS review should be given to requiring separate reporting of each charter flight flown on an individual or periodic basis and in sufficient detail to permit analysis and identification of inappropriate or uneconomical uses of such service. Such after the fact analysis could also serve as a basis for development of quality control indices which might dampen current tendencies toward destructive rate competition.

In addition to developing the uniform Tender of Service or Basic Agreement and initiating the review of optimum management techniques, as discussed above, it is requested that MTMTS take action to amend the current Joint Military Air Transport Agreements as necessary to reflect the policy guidance stated in enclosure one. It is also desired that MAC take appropriate action to implement the Capability Survey program as described in enclosure one. Copies of proposed implementing actions relative to the foregoing should be presented to this office for review and approval prior to publication.

*P. H. Riley*

Enclosure

**POLICY OF THE DEPARTMENT OF DEFENSE  
REGARDING AIRLIFT CAPABILITY SURVEYS AND  
USE OF AIR TAXI COMMERCIAL OPERATORS.**

The present policies of the Department of Defense (DoD) concerning the use of commercial air route carriers and those supplemental air carriers approved by the Military Airlift Command (MAC) after completion of a Capability Survey were established by a Secretary of Defense memorandum dated November 17, 1961 and a subsequent memorandum of December 12, 1961 from this office. This is to revise those policies as well as to provide guidance regarding DoD utilization of air taxi commercial operators.

The basic responsibility to insure safety of commercial flight operations by U. S. air carriers rests with the Federal Aviation Agency (FAA) and primary reliance must be placed on that agency to see that those air carriers holding authority to serve the general public abide by appropriate safety regulations. However, this Department also has a responsibility to take appropriate action to insure that our traffic is moved in as reliable a manner as possible. Additionally, DoD is obligated to treat all air carriers or commercial aircraft operators in an equitable manner. In line with this position, the policy of this Department with regard to commercial aircraft ramp inspections, MAC Capability Surveys, and use of air taxi commercial operators shall be as follows:

- (a) All certificated interstate and intra-state commercial air carriers and all air taxi commercial operators selected for award of long-term DoD airlift service contracts which require performance over a period of time in excess of 90 days will be given a full-scale MAC Airlift Capability Survey covering pertinent financial and medical factors as well as operational, maintenance, and training policies and practices.
- (b) All certificated interstate and intra-state commercial air carriers not surveyed in accordance with sub-paragraph (a) and who desire to provide chartered airlift services of 90 days or less duration within CONUS will be given a Modified Airlift Capability Survey by MAC covering only those aspects of corporate practice directly related to flight safety, i. e., operational, maintenance, and training procedures. Financial condition and health service aspects of the full-scale Survey are not to be included in this modified Survey.

(c) Air Taxi Commercial Operators will be utilized by DoD on the following basis:

- (1) Basic reliance for safety of flight operations by ATCOs will continue to be placed on FAA. In the case of ATCOs chartered to move inert, non-sensitive cargo, no further qualifications beyond those established by FAA will be required.
- (2) ATCOs to be used repeatedly to transport DoD passengers or dangerous or sensitive cargo on a short-term contract (less than 90 days) or chartered basis will be required to first satisfy the FAA safety requirements as imposed on an air taxi operator desiring to conduct regular scheduled service; second, meet the specific insurance, equipment, training and service requirements established by the Military Traffic Management and Terminal Service (MTMTS); and third, satisfy the Capability Survey requirements of MAC.
- (3) In order to minimize the Capability Survey workload imposed on this Department, MTMTS will not request MAC to perform a Capability Survey of an air taxi operator unless and until he has: (i) completely met the FAA and MTMTS requirements referenced above, (ii) has satisfactorily performed some services for MTMTS, and (iii) has been identified by MTMTS as an operator likely to be used repeatedly by DoD.

(d) All certificated commercial air carriers and air taxi commercial operators providing either contract or chartered airlift service for DoD traffic within CONUS will be subject to periodic ramp inspections for safety of operations and contract compliance by appropriate Army, Navy, Air Force or Marine Corps personnel.

(e) In effecting the foregoing surveys and inspections, full use will be made of pertinent reports prepared by the commercial carriers or operators and submitted to appropriate Federal regulatory and supervisory agencies. Carriers will be requested to make available to appropriate DoD representatives copies of such submissions but will not be asked to separately develop duplicative data.

- (f) In addition to the foregoing general policies concerning Capability Surveys and ramp inspections as related to chartered air taxi operations, the following further specific guidance applies to DoD use of air taxi commercial operators:

Development of specific air crew and aircraft equipment requirements for ATCOs desiring to carry other than routine DoD inert cargo shall be the responsibility of MTMTS. Such requirements will be set forth in a uniform Tender of Service or Basic Agreement to be completed by each ATCO and which will allow for variations in criteria as necessary and appropriate to the different types of traffic involved. The Tender or Agreement thus developed will include the following specific requirements common to all DoD passenger, dangerous, or sensitive traffic movements:

- (1) Only multi-engine aircraft will be used.
  - (2) Each aircraft will be equipped for IFR flight operations.
  - (3) Flights carrying the above types of traffic will have both a pilot and co-pilot aboard.
  - (4) While it is not necessary that all ATCO aircraft have deicing or anti-icing equipment, no such aircraft transporting DoD traffic will be flown into known or forecast icing conditions unless that aircraft is equipped with functioning deicing or anti-icing equipment protecting each rotor blade, propeller, windshield, wing, stabilizing or control surface and each airspeed, altimeter, rate of climb or flight attitude instrument system.
  - (5) Each ATCO shall possess insurance coverage as specified by MTMTS.
- (g) In line with the concept that safety of commercial air operations is primarily the FAA's responsibility, it is a corollary responsibility of those charged with managing DoD use of air taxi operators to work closely with FAA in this connection, calling to that agency's attention those areas wherein adequate supervision, standards, or inspection do not appear to exist and urging corrective action.

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D.C. 20330



REPLY TO  
ATTN OF: AFSTP

4 JUN 1970

SUBJECT: Department of Defense (DOD) Use of Air Taxi Service and Related  
Capability Surveys

TO: MAC (MAMDC)

1. The Deputy Assistant Secretary of Defense (I&L) proposes a new overall policy covering airlift capability surveys and use of air taxi operators.
2. Request MAC develop implementing procedures necessary to accomplish the program proposed in the attachment to the ASD (I&L) memorandum of 18 May 1970.
3. A suspense date of 1 Jul 1970 has been placed on this action.

FOR THE CHIEF OF STAFF

A handwritten signature in cursive script, reading "Russell C. Clarke", is positioned above the typed name.

RUSSELL C. CLARKE, Colonel, USAF  
Dep Dir of Transportation, DCS/STL

1 Atch  
ASD (I&L) memo, 18 May 70,  
w/atc



ASSISTANT SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301

TS  
INSTALLATION AND LOGISTICS

MEMORANDUM FOR The Assistant Secretary of the Army (I&L)  
The Assistant Secretary of the Air Force (I&L)

SUBJECT: MAC Capability Surveys and Ramp Inspections.

By memorandum of May 18, 1970, this office promulgated a uniform policy regarding the Department of Defense use of air taxi operators and the application of Military Airlift Command (MAC) airlift capability surveys and ramp inspections to all air carriers performing contract or one-time chartered airlift service for this Department.

However, developments subsequent to the issuance of this policy and further discussions with concerned elements of the Department of Defense and industry have indicated that the workloads involved in such surveys and inspections may be excessive and that the need for certain of these surveys no longer exists. Consequently, a meeting of interested representatives of the Air Force headquarters, MAC, and the Military Traffic Management and Terminal Service (MTMTS) was convened in this office on January 15 to discuss this matter.

As a result of the above-referenced meeting, this office has determined that the current policy should be modified to delete the requirement for a capability survey of scheduled or supplemental air carriers as a pre-condition to award of intra-CONUS MTMTS charter business. The present requirement for periodic ramp inspections of selected one-time charter flights of scheduled or supplemental air carriers will also be deleted. In lieu thereof, occasional "Standards of Service" ramp checks will be made to verify compliance with agreed-upon service requirements.

In consonance with the foregoing, attached is a revision to the enclosure to our previous memorandum of May 18, 1970, setting forth the policy of the Department of Defense regarding airlift capability surveys and use of air taxi commercial operators.

Enclosure

PAUL H. RILEY  
Deputy Assistant Secretary of Defense  
(Supply, Maintenance & Services)

RAMM 200 100 962

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, D.C.  
20330



REPLY TO  
ATTN: GPT STP

SUBJECT: MAC Capability Surveys and Ramp Inspections

RE: MAC/DMP

1. The Deputy Assistant Secretary of Defense (Supply, Maintenance and Services), has determined that the current policy regarding DOD use of air taxi operators and the application of MAC airlift capability surveys and ramp inspections to all carriers performing contract or one-time chartered airlift service, should be modified.
2. Attached for your implementation is the revision setting forth the policy of the DOD regarding airlift capability surveys and use of air taxi commercial operators.

FOR THE CHIEF OF STAFF

A handwritten signature in cursive script, reading "Russell C. Clarke", is positioned above the typed name.

RUSSELL C. CLARKE, Colonel, USAF  
Dep Dir of Transportation, DCS/SAI

1 Atch  
Cy ltr fm Asst SecDef,  
29 Jan 71, w/atc

Copy to: AF/SPP

Underwrite Your Country's Might - Buy U.S. Savings Bonds

MEMO FOR RECORD

16 Feb 1971

**SUBJECT: MAC Capability Surveys and Ramp Inspections**

On 16 Feb 1971 I discussed subparagraph a. of the attachment to Secretary Riley's Memo of 29 Jan 1971 with Mr. Loyd, OSD I&L, to clarify intent. It was pointed out that the paragraph does not stipulate frequency of full scale surveys for carriers being awarded long-term DOD airlift service contracts. Mr. Loyd indicated that the frequency of surveys was a matter that was within the discretion of MAC and that they were aware that presently they were generally done every two years for those scheduled and supplemental carriers routinely awarded MAC contracts. I stated that we believed that the requirement for full scale surveys for the MAC contracts should be governed by ASPR Section I, Part 9 which provides the Contracting Officer a number of options regarding pre-award surveys. Mr. Loyd indicated that he thought application of ASPR 1-900 criteria would be consistent with their Memorandum.



**R. A. CLEMENS**  
Chairman, Procurement Committee  
DCS/Materiel



**APPENDIX V**

**DOMESTIC LONG-TERM PASSENGER CONTRACTS**



# DOMESTIC LONG-TERM PASSENGER CONTRACTS

| CARRIER                 | FY83<br>(\$000) | FY84<br>(\$000) | FY85<br>(\$000) |
|-------------------------|-----------------|-----------------|-----------------|
| AAA Air Enterprises     | 0.098           | 0.102           | 0.073           |
| Actus Aviation          | 0.100           | 0.053           |                 |
| Aero Industries         |                 | 0.052           |                 |
| Air Resort              | 1.964           | 2.526           | 2.930           |
| Aspen Helicopter        |                 | 1.327           |                 |
| Bank Air                |                 |                 | 0.263           |
| Cerand Aviation         |                 |                 | 0.048           |
| Clover Aero             |                 | 0.101           |                 |
| Continental Air Marine  | 0.627           |                 |                 |
| Evergreen International | 0.947           | 0.947           | 0.947           |
| Executive Air Service   | 0.620           | 0.377           | 0.407           |
| Flight International    | 0.126           |                 | 0.151           |
| Florida Air Motive      |                 | 0.165           | 0.144           |
| Hawthorne Aviation      |                 |                 | 0.410           |
| High Lift Helicopters   | 0.202           |                 | 1.000           |
| Kenmore Air Harbor      | 0.392           | 0.517           | 0.455           |
| Key Airlines            | 10.120          | 9.699           | 12.108          |
| Long Beach Helicopter   | 0.252           |                 |                 |
| Methow Aviation         |                 |                 | 0.093           |
| Mid Eastern             | 0.083           |                 |                 |
| National Air College    |                 |                 | 0.053           |
| National Helicopter     |                 | 0.096           |                 |
| North Star Aviation     |                 |                 | 0.063           |
| Pegasus Aviation        |                 | 0.113           |                 |
| Ram Hanover             | 0.028           |                 |                 |
| Richardson Aviation     | 0.275           |                 |                 |
| Rusk Aviation           | 0.098           |                 |                 |
| Star Inc.               |                 |                 | 0.430           |
| Superior Aviation       | 0.149           |                 | 0.040           |
| Tenn Valley Airways     |                 |                 | 0.415           |
| Tridair Helicopter      | 0.104           |                 | 0.105           |
| Twin Town Leasing       | 0.402           | 0.060           | 0.179           |
| TOTAL                   | 16.587          | 16.135          | 20.314          |



**APPENDIX W**

**MAC UNIFORM NEGOTIATED RATE CONCEPT**



## MAC UNIFORM NEGOTIATED RATE CONCEPT

Several studies were completed since the Airline Deregulation Act of 1978 which addressed alternative strategies for purchasing airlift to meet DoD requirements. One of these studies was conducted by HQ MAC and another was done by an independent contractor.<sup>1</sup> In each instance the review included an assessment of current Air Force methods for the contracting of commercial augmentation airlift in light of airline deregulation. The following summarizes and updates the previous studies.

The central issue continues to be the preservation of an effective "mobilization base." Therefore, each alternative acquisition method must provide a basis for offering some kind of contract to each of the CRAF carriers each year. This is due to the fact that the mobilization base involves all suitable U.S. civil aircraft. There is no element of choosing from among many potential CRAF participants since all are needed. Additionally, these carriers are not only expected to surrender their aircraft to the Government, but also to operate them in an emergency. This means that each carrier is expected to assure that enough of its flying personnel will be prepared to fly where directed by the Military Airlift Command (MAC) and that its ground personnel are ready and able to move, if necessary, to new locations so that its aircraft can be maintained and managed to produce the maximum capability for MAC.

MAC cannot rely on such complex and costly action by CRAF carriers without a clear, contractual basis for the carriers' duties and for the Government's obligations in return. Attempting to negotiate such contracts after the onset of an

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<sup>1</sup>Mr. John Wilson Perry, former SAF/ALG, under contract to HQ USAF.

emergency would be completely contrary to the current "fast reaction" concepts. Consequently, mobilization base planning depends on having contracts in existence with all CRAF carriers during peacetime to govern conduct in an emergency situation.

When mission control of the aircraft passes to MAC, the carrier loses the ability to schedule for greater utilization and, thus, greater profits. As MAC requirements increase for any reason, the carriers have a real incentive to provide voluntarily the number of flights MAC needs so they can retain mission control of their own aircraft. In essence, this means that MAC's clear contractual ability to activate CRAF incrementally has made the need to do so disappear. This was demonstrated clearly during the 1968 Tet offensive (Vietnam) when, initially, MAC could not obtain enough commercial flights to meet the urgent military needs. The Secretary of Defense authorized the activation of CRAF Stage II, whereupon all of the carriers voluntarily agreed to furnish the number of flights needed. It was, therefore, not necessary to carry out the activation. If MAC did not have the ability to activate the CRAF incrementally and take mission control, it would not get voluntary increases in service beyond the point where each carrier would have to cut back or turn away commercial, nondefense business.

Contracts with all the CRAF carriers are priced at uniform industry-wide passenger mile, ton mile, or airplane mile rates set by MAC.<sup>2</sup> These rates are developed to be fair and reasonable for the industry as a whole. They are then applied to the fixed business ordered in the initial contract, to the expansion business ordered during the year, and to all service in the event of a partial or full CRAF activation. Thus, price has not been a factor in the process of distributing peacetime business among the CRAF carriers that constitute the national defense

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<sup>2</sup>The Civil Aeronautics Board (CAB) set the rates until passage of the Airline Deregulation Act of 1978.



airlift mobilization base. The basic purpose of mobilization base contracting is to use DoD's peacetime airlift service requirements, contracted at fair and reasonable rates (not necessarily the lowest rates available at the time), to reduce the amounts which the taxpayers would otherwise be required to pay to meet approved national defense airlift readiness requirements.

When individual companies in any industry are given the opportunity to propose their own individual prices, their prime motivation is to make a profit. If a company is sure it will get a contract, its motivation is not to set its price as low as it can, but rather to set the price as high as it can without causing the customer to change his mind. In the present situation, the Air Force wants to contract with all CRAF carriers so as to optimize its mobilization base. The independent study referred to earlier concluded that competitive pricing could result in higher prices than would result from contracting at fixed industry-wide rates established in advance.

In light of the national defense need for an airlift mobilization base, savings from low prices brought on by periods of low demand are probably not helpful. For example, the supply of airlift may exceed total demand during the introduction of new, more efficient aircraft, the purchase of which increases total capacity. Any carrier's fear that increased capacity will force it to sell service at less than cost may discourage the purchase of new modern aircraft—to the detriment of the mobilization base. Assurance to carriers that their Government, at least, will continue to pay a fair, fully compensatory price for service, even in periods when capacity temporarily exceeds demand, will encourage periodic modernization of the U.S. air transport industry. Conversely, savings from prices below cost, while capacity exceeds demand, are only temporary savings. The costs incurred by the carrier must be recouped through higher prices as soon as the law of supply and demand permits. In the long run these prices tend to average out. Carriers which go

too far into the red may never recover because competitors with less to recoup will hold down prices. This result is also undesirable from the mobilization base point of view. Carriers unable to recover slump-induced losses will eventually become smaller or go out of business entirely. There is no assurance their capacity will be replaced by CRAF-suitable U.S. carriers. Foreign airlines may move in; they, of course, cannot be relied upon for a U.S. mobilization base. Alternatively, the financially hurt carrier may be replaced by carriers who minimize their capital investment by using smaller, cheaper aircraft of less value to the mobilization base. Aggressive carriers might submit price offers below cost in order to gain a preferred position for later procurements—i.e., "buy-in"—making Air Force business less attractive to competitors, and clearly intending to get back current losses at a later date when other carriers become less competitive. The mobilization base, however, is optimized when the industry, as a whole, is strong and efficient, not when one or two carriers have been allowed to weaken their competitors through price-war techniques.

All of these factors suggest that the profit motive, which dominates competitive pricing, is a two-edged sword. Incentives keyed to encouraging particularly cost-efficient carriers to offer lower prices are desirable. Such incentives will work, though, only if the carrier believes that it can improve its profit by offering the lower price; but if these incentives induce below-cost offers, or involve benefits to low offerors which drive higher cost operators away from the mobilization base program, they will hurt rather than help the national defense. Also, only short-term savings would be involved; these will be lost as soon as the surviving carriers achieve a sufficiently dominant position.

In contrast, the current MAC rate-making methodology develops rates that are based on incurred operating costs plus a fair profit. This method ensures equitable rates in a long-term scenario and does not invite cutthroat pricing techniques that

could lead to severe financial conditions for CRAF carriers. Experience has shown that when the Air Force follows a conscious policy of paying a full, fair price for service, including periods when supply exceeds demand, the industry, under a continuous mobilization base program, reciprocates with fair and reasonable prices to DoD including periods when demand exceeds supply. Since the last international rates were set by the CAB in 1977, the MAC rates have increased an average of 5.4 percent per year up to FY86. During the same period, the Air Transport Association composite index on airline costs has increased an average of 7.8 percent per year. Although many carriers are offering low rates on high-density, competitive routes, they are doing so only to maintain their share of the market at the expense of profit.

When industry-wide rates are set on the basis of costs previously incurred, and applied to subsequent business, the amount of profit made by each carrier depends on how far it can keep its current costs below the previously set rate. These current costs, will, in turn, be the basis for setting rates for the next contract period. The carriers with below-average costs make above-average profit and carriers with above-average costs make below-average profits on both on a short- and long-term basis. This direct incentive to reduce costs is the essence of competition.

Thus, the industry-wide rate procedures used by MAC for the past 25 years do achieve competition. The purpose of competitive pricing, then, is not to create competition but rather to test whether the industry-wide rates are higher than necessary. (See Table W-1 for a comparison of MAC-wide rates to the lowest commercial economy and promotional fares available over representative routes.)

Industry comments were solicited as part of the independent study. On the question of competitive price offers, the carriers generally believed that formal advertising on a route-by-route basis would not work. They anticipated that MAC would receive no bids at all or bids well above cost on the undesirable routes, while

**TABLE 1. COMPARISON OF CATEGORIES A/Z/Y AND COMMERCIAL FARES**  
(Round Trip Costs)

| ROUTE                                                       | ROUND TRIP<br>CATEGORY<br>A/Z FARE | ROUND TRIP<br>CATEGORY Y<br>FARE | LOWEST COMMERCIAL<br>ECONOMY CLASS COST<br>(NO PROMOTIONS) |                      | LOWEST PROMOTIONAL COST<br>(I.E., APEX, SUPER SAVER, ETC.) |                      |                      |
|-------------------------------------------------------------|------------------------------------|----------------------------------|------------------------------------------------------------|----------------------|------------------------------------------------------------|----------------------|----------------------|
|                                                             |                                    |                                  | Carrier                                                    | Cost                 | Carrier                                                    | Cost                 |                      |
|                                                             |                                    |                                  |                                                            |                      |                                                            | Low                  | High                 |
| Los Angeles -<br>Honolulu - Los Angeles                     | 279.92                             | 261.02                           | NWA<br>UAL                                                 | 774.00<br>774.00     | NWA<br>UAL                                                 | 258.00<br>258.00     | 458.00<br>558.00     |
| Los Angeles - Manila -<br>Los Angeles                       | 1,500.00                           | 783.46                           | NWA<br>UAL                                                 | 1,518.00<br>1,746.00 | NWA<br>UAL                                                 | 1,024.00<br>1,870.00 | 1,126.00<br>2,300.00 |
| Los Angeles - Tokyo -<br>Los Angeles                        | 1,118.00                           | 590.16                           | NWA<br>UAL                                                 | 1,410.00<br>1,598.00 | NWA<br>UAL                                                 | 851.00<br>851.00     | 927.00<br>927.00     |
| JFK - Frankfurt - JFK                                       | 786.00                             | 393.78                           | PAA                                                        | 738.00               | PAA                                                        | 941.00               | 991.00               |
| JFK - London - JFK                                          | 706.00                             | 352.52                           | PAA                                                        | 776.00               | PAA                                                        | 579.00               | 689.00               |
| San Francisco - Seoul -<br>San Francisco                    | 1,202.00                           | 634.88                           | NWA                                                        | 1,516.00             | NWA                                                        | 850.00               | 1,208.00             |
| San Francisco - Tokyo -<br>San Francisco                    | 1,050.00                           | 556.76                           | NWA                                                        | 1,410.00             | NWA                                                        | 851.00               | 927.00               |
| Seattle - Seoul - Seattle                                   | 1,136.00                           | 576.68                           | NWA                                                        | 1,516.00             | NWA                                                        | 850.00               | 1,208.00             |
| Seattle - Tokyo - Seattle                                   | 986.00                             | 498.56                           | NWA                                                        | 1,410.00             | NWA                                                        | 851.00               | 927.00               |
| Washington National -<br>Frankfurt - Washington<br>National | 790.00                             | 415.52                           | PAA                                                        | 1,704.00             | PAA                                                        | 619.00               | 1,267.00             |
| Washington National -<br>London - Washington<br>National    | 710.00                             | 374.16                           | PAA                                                        | 1,550.00             | PAA                                                        | 619.00               | 826.00               |

NOTE: NWA = Northwest Airlines; UAL = United Air Lines; PAA = Pan American World Airways

carriers would concentrate on preferred routes. They also anticipated that some carriers might try to "buy-in" by bidding low on preferred routes, thereby hoping to discourage competitors from participating in the peacetime defense airlift procurement at all and intending to raise prices in later years when the competition had dropped out. The carriers also indicated that, with competitive formal bidding, no carrier would sign a "call contract" for only expansion and emergency activation in that carriers excluded from the fixed buy awards would wait to price their services for expansion when the requirements arose.

In any valid attempt to resolve the issues, it is first essential to put the entire matter into proper perspective. Simply stated the question is: Which is more important: the CRAF mobility base or price competition? Based on the law, the answer to the issue is that CRAF is more important. In this regard, attention is invited to Executive Order No. 11490, as amended, wherein each agency of the Federal Government is charged with planning and providing for "any national emergency type situation." That directive specifically directs the Secretary of Defense to "develop and furnish quantitative and time-phased military requirements...and supporting requirements for... transportation and other services needed to carry out specified Department of Defense current mobilization procurement." It also requires the Secretary of Defense to "furnish military requirements for all forms of transportation and transportation facilities in planning for and in the event of emergency." It is from this order and similar preceding directives that the concept of CRAF was developed and still exists today. There have not been any new directives published that have changed the authority or obligation of that directive.

Based on historical evidence, an unbiased examination will clearly establish that the essence of the CRAF program has been successful in achieving its desired goal as a part of the total defense plan of the United States, providing the Defense Department with the added margin it lacks in organic aircraft. The current world situation dictates, now even more than when the Executive Order and its predecessors were issued, that CRAF is vitally important to national security.

Further authority for the national defense and mobilization concept is found in 10 U.S.C. 2304(a) 16, wherein, if CRAF is determined to be in the interest of national defense, the Secretary has the authority to negotiate for such services as opposed to advertising for them. This authority is limited, however, by 10 U.S.C. 2310(b), which requires that the use of the authority to negotiate, by virtue of 10 U.S.C.

2304(a) 16, is contingent upon a Secretary's finding that sets out facts and circumstances "clearly illustrative of the conditions" described in clause 16 of Section 2304(a). Thus, for the past 25 years, the Secretary has, in fact, been making the requisite findings that the CRAF program was essential to the national defense.

On the other hand, the law does not support the alleged importance of price competition. While it is conceded that "competition" is the foundation of the Airline Deregulation Act, that Act applies strictly to the commercial airline industry and, by its very terms, excludes matters involving the national defense. Blind adherence to the concept of price competition where national defense may be at issue is, in fact, in violation of the law. Thus, as far as the current law is concerned, CRAF is clearly more important than price competition, particularly when there is no assurance that price competition will be of overriding benefit to the Government.

During the course of a MAC in-house study for FY80, industry was queried on possible changes to the CRAF program to inject more price competition. The majority of the airlines stated that, if price competition was the main consideration, they would not enter the CRAF program. A basic knowledge of economics supports their views. Contrary to the situation in the commercial world, a MAC contract for airlift (which forms the basis of the CRAF program) is for a full year and, if obtained by price competition, would be on an essentially fixed-price basis. There is no corresponding counterpart in the volatile world of commercial business. Contracts are generally short term and subject to price fluctuations depending on the conditions of the market place. Currently there is sufficient commercial business to attract competitors and the commercial world is free of many of the requirements (such as diversion, conversion, suspension, etc.) imposed on the industry when it accepts a government contract. Thus, it is unwise to assume that price competition would, in fact, achieve any of the results normally attributable to its use.

By the very nature of price competition, those bidding lower prices would receive more of the MAC business, which, in turn, would lower their available reserve for application to CRAF. Those receiving little or no business would have no incentive to provide aircraft to the CRAF program.

Simply stated, price competition has a definite potential for reducing the aircraft assigned to CRAF, and the very real potential of not achieving any cost savings. On the other hand, continuation of the current CPAF program has a definite potential for maintaining (and increasing) the aircraft available to CRAF and, as the study supports, already has price competition included in it.

It is, therefore, evident that, when viewed in proper perspective, CRAF is more important than price competition. There is nothing in the independent study, nor the last MAC in-house study, nor the laws, that refutes that conclusion. Before the current CRAF concept came into being, price competition was used and resulted in tragic experiences which led to the development of the current CRAF program.





**APPENDIX X**

**HQ MAC/TRCC  
CAPABILITY SURVEY CHECKLIST  
(OPERATIONS/SAFETY/MAINTENANCE/FAA)**



HQ MAC/TRCC  
Capability Survey Checklist  
Operations/Safety

1. Certification. Does the carrier possess a valid Air Carrier Operating Certificate Issued by the FAA?

2. Operations Specifications.

a. Does the carrier possess FAA approved Operations Specifications to perform unique military requirements as outlined by the MAC solicitation? (aircraft type, pax, cargo)

b. Is the carrier authorized operations as outlined by FAR Part 121/135?

3. Aircraft.

a. Does carrier possess the type and number of aircraft called for in the solicitation?

b. Does carrier have Operations Specifications to operate and maintain offered aircraft?

c. Does carrier own or lease offered aircraft?

d. Do leases cover entire contract period?

e. Are all offered aircraft listed in Operations Specifications Part D?

f. Do all aircraft comply with operating noise limits established in FAR 36/91?

g. Is aircraft capable of performing all requirements of the solicitation?

h. Is there an approved Flight Manual for types of aircraft operated by the carrier?

i. What are the carrier's arrangements for substitute service and are they adequate?

j. Is aircraft equipped in accordance with the requirements of the solicitation? (Comm/nav equipment, anti-ice capability, seat spacing, lavatories)

k. Document findings on MAC Form 235/235a

4. Insurance. Does company have adequate insurance coverage?

5. Management Personnel. Are management/supervisory personnel qualified in accordance with 121.59/121.61 or 135/39?

6. Economic Authority.

a. Does Part 135 carrier possess current aircraft registration validated by CAB form 298A or DOT Form OST F 4507?

b. Does Part 121 carrier possess DOT economic authority to operate, outlined by Section 401 certification?

c. Does Part 121 carrier possess a DOT Certificate of Public Convenience and Necessity or CAB equivalent, if required to provide foreign air service?

d. Has carrier undergone substantial change in operations such as cargo to passengers or charter to scheduled, which would require a fitness determination by DOT?

7. Manuals.

a. Does the carrier possess an FAA General Operating Manual describe company policy, organization, and operational procedures?

b. Does the manual have a section which adequately describes military charter and contract operations?

c. Does the carrier have adequate control over the distribution and currency of manuals?

8. Training.

a. Does the carrier have an FAA approved training program for the equipment offered and scope of operations?

b. Does the carrier have an FAA approved training manual?

c. Is the training program established and functioning as approved by FAA?

d. Are Second-In-Command qualified pilots current and qualified IAW FAR 135.297 as required by MAC policy?

e. Does the carrier have enough trained and qualified crew members to support the solicitation requirements?

f. Does carrier possess crews in sufficient numbers of US citizenship to support CRAF requirements if applicable?

g. Does the company have any qualified check airmen?

h. Are flight crew records adequately maintained?

i. Are adequate controls established to insure currency of physicals, recurring flight evaluations, and training?

j. How do pilots receive route and special airport qualifications (tape slide, video tape, actual)?

k. Inspect pilot records for medical certificate, training and check ride currency?

9. Dispatch/Flight Following/Flight Planning.

a. Does the carrier have an adequate dispatch and/or flight following system to support all operations?

b. How many licensed dispatchers does the company employ and how are they trained?

c. What communications capability does the company possess?

d. What flight planning capability does the company possess such as computer support, weather, flight plans, and NOTAMS?

e. How does dispatch insure currency of Flight Information Publications or Jeppesen Airway Manuals?

f. How does company get "the Word Out" to crew in the field?

g. What arrangements have been made for flight planning and servicing at enroute stations?

h. Check for insufficient, inadequate, or outdated flight publications?

i. Does company operate dispatch 24 hours a day or while aircraft are on road? (Part 121 subpart U)?

j. Have operations personnel complete an IFR flight plan, including weight and balance, for the critical route segment under IFR conditions, showing a 45 minute reserve at normal cruise power setting?

k. Does the company have adequate controls to insure that flight times are not exceeded?

The following flight time limitations shall apply to FAR Part 136 Air Taxi Operators:

10 hours per 24 hour period

100 hours per consecutive 30 day period to include all DOD commercial flying

1000 hours in any 12 consecutive calendar months

Maximum crew duty time shall not exceed 14 hours.

10. Facilities.

a. Are facilities adequate for the carrier's operations?

b. How are facilities maintained?

c. Do plans exist for improving or expanding facilities?

11. Weight and Balance Program.

a. Is the aircraft offered capable of performing the solicitation requirements using established criteria?

b. When was offered aircraft last weighed?

c. Aircraft shall be capable of carrying sufficient fuel to fly for a minimum of two hours at normal cruise speed. For evaluation purposes, available fuel will be calculated in the following manner.

(1) Maximum takeoff gross weight minus empty weight will determine useful load.

(2) The total government passenger/cargo weight required plus aircrew weight (340 lb) will be subtracted from the useful load.

(3) The remaining weight will be available for fuel. This weight will then be used to calculate endurance. AVGAS will be assumed to weight six pounds per gallon.

NOTE: This method of calculation is not applicable to FAR 135.2 and FAR 121 operators.

## 12. Safety Program.

a. Does the company have a ground/flying accident prevention program?

b. Is the program formalized and published?

c. How is the program implemented?

d. Is the safety program adequate for company operations?

e. Is the safety program effective? (FAA record of mishaps and violations)

f. Does the carrier have a designated individual responsible for accident prevention?

g. Does the carrier have adequate housekeeping practices to support Air Carrier Operations?

h. Does the carrier have adequate facilities and procedures for the storage of hazardous materials?

i. Are administrative areas, classrooms, crew rest and comfort areas adequate for purposed requirement?

## 13. Civil Reserve Air Fleet Carriers (CRAF).

a. Determine type and numbers of aircraft offered.

b. Does carrier have exclusive use of aircraft throughout contract period?

c. Do all aircraft have United States registry?

d. If aircraft are convertible, determine:

- (1) Does company possess conversion kit? Proof
- (2) Where is/are conversion kit(s) located?
- (3) Who will perform conversion?

e. Inspect cargo conversion system to include parts inventory and installation diagrams.

f. Does carrier employ required number of flight crews to meet a 4:1 crew to aircraft ratio?

g. Are all flight crew members United States citizens? (No ARF permitted)

h. Have all flight crew members been cleared for access to SECRET classified materials?

i. What actions, if any, have been taken by the company to get the required security clearances?

j. Who is the air carrier's security manager?

k. What navigational capability does the offered equipment have to operate on the NATS (North Atlantic Track System)?

l. Complete aircraft inspection for compliance with CRAF contract. Annotate findings on MAC Form 235a, MAC Contract Inspection Checklist.

HQ MAC/TRCC  
Capability Survey Checklist  
Maintenance

1. Management personnel requirements.

- a. Are management/supervisory personnel qualified in accordance with 121.59/121.61/135-37/135-39? (Deviations may be authorized in accordance with 135.39(d))
- b. Are maintenance inspectors qualified in accordance with 121.371/135.429?

2. Aircraft maintenance.

- a. Where is maintenance actually performed? Is maintenance contracted to another organization? If so, the Operations Specifications or Maintenance Manual must list who, where, and what is accomplished by non-company employed mechanics.
- b. Is contractor that is performing company's maintenance an FAA licensed Repair Station? If so, then a copy of the repair station certificate should be obtained.

3. Maintenance Program.

- a. How many mechanics does company employ? (A&P, avionics, others)
- b. Under what type of maintenance program are company aircraft maintained (Part D of Operations Specifications will describe program, obtain copy for the survey report.)
- c. How is maintenance scheduled? (scheduled and unscheduled)
- d. How are inspection requirements and time change components monitored and controlled?
- e. When was the last FAA inspection? What type was it? Were there any discrepancies noted? If so, a copy of the report should be obtained, including the corrective actions taken.
- f. Do you have a maintenance training program? Does it include recurrent training?
- g. Review the offered aircraft's records - latest inspection, latest weight and balance (request a copy); pay particular attention to safety and instrumentation calibration requirements.
- h. How are spare parts managed? What kind of supply area do they have?

4. Aircraft Inspection.



a. Complete MAC Form 235, Air Taxi Ramp Inspection Checklist and/or MAC Form 235a, MAC Contract Inspection Checklist as applicable (be descriptive on forms).

b. Check registration and airworthiness certificate (must be kept on aircraft).

c. Check interior and exterior to ensure aircraft meets solicitation requirements, i.e. lighting, seats, etc.

d. Check baggage compartment and LD3 compatible roller system operation if installed.

5. Quality Control.

a. Is there a maintenance analysis program. If so, explain.

b. Are Airworthiness Directives (ADs) complied with in the time specified? Is compliance adequately inspected and recorded?

c. Is an aircraft accident prevention and ground safety program in effect?

d. What types of nondestructive testing are in use?

e. Is adequate technical data maintained and on hand? (manufacturer's inspection, repair, and overhaul manuals)

6. Facilities:

a. Is hangar and shop space adequate. Are they kept clean and neat?

b. Is a wash rack available?

c. Is the inspection of emergency equipment maintained? (fire extinguishers, life preservers, life rafts, etc.)

7. Civil Reserve Air Fleet (CRAF). The following items may be filled in on AF Form 235a, as appropriate.

a. Determine seat pitch throughout aircraft (must be a minimum of 34 inches or as per contract requirements).

b. Determine the number of lavatories available (as per contract requirements with a minimum of two).

c. Ensure:

(1) Aircraft pressurization system is operative

(2) Aircraft has weather avoidance radar

(3) Aircraft has dual navigation system for overwater operations

(4) Aircraft has floor covering

(5) Aircraft has sufficient passenger flight comfort items, i.e. pillows, blankets, etc.

8. Copies of the following should be obtained (if possible):

- a. Repair Station Certificate
- b. Latest weight and balance worksheet
- c. Parts D and E of Operations Specifications
- d. Listing of aircraft
- e. Listing of contracted maintenance
- f. Any part of the maintenance manual you deem necessary to use as support data.
- g. Unique maintenance forms

HQ MAC/TRCC  
Capability Survey Checklist  
Federal Aviation Administration

1. Schedule visit to the certificate holding district office for meeting with Principal Operations Inspector and Principal Maintenance Inspector. Interview FAA officials.
2. Discuss purpose of visit. Explain what air transportation services the air carrier will perform for the DOD.
3. Invite FAA participation during on-site capability survey of the air carrier.
4. Insure management/supervisory personnel are qualified in accordance with 121.59/121.61 or 135.39 to complete satisfaction of the FAA.
5. Review FAA Executive Order 8000.4E which outlines FAA coordination with MAC/TRCC during the capability surveys.
6. Does carrier have established ground/flight safety program? Is a single person designated.
7. Does carrier have an Air Carrier Operating Certificate and Operations Specifications for authorizing them to operate aircraft as outlined in the contract/solicitation?
8. What does the carrier's Operating Specifications authorize them to do? (type equipment, passengers, cargo, area of operations)
9. What is the carriers record of performance and compliance with established safety standards?
10. What is the frequency of surveillance, base inspection, ramp inspection, flight evaluation?
11. Has the carrier received a higher headquarters directed inspection such as NATI, GSA or AQAFO? When? What were the findings?
12. Has FAA designated check airmen for the air carrier? Who are they, what are their qualifications? Are there any significant checkride trends or findings?
13. Review the FAA correspondence file on air carrier for any significant information?
14. Does the air carrier have a satisfactory crew training program commensurate with the scope of present/future operations?
15. Does Air carrier have a satisfactory/adequate FAA approved maintenance program to support the scope of operation?

16. Is Operations Specifications Part D current, reflecting all offered aircraft?
17. Are there any adverse trends identified in company operations or airworthiness practices which may impact DOD requirements?
18. Has there been or is there any enforcement action pending or outstanding?
19. Is there a record of accidents on the company? (date, location, extent, type aircraft, probable cause, NTSB findings)
20. Is there a record of incidents? (date, location, extent, circumstances, type aircraft, FAA action, carrier action)
21. Is there any record of sustained violation(s)? (crew position, date, location, type aircraft, FAA action, penalty, company) Was The violation operations or airworthiness related.
22. Have there been any significant changes in management, aircraft, or scope of operations?
23. Does any information exist relating to known financial problems and what is impact on carrier's operations?
24. Clarify MAC policy on checkride requirements for Part 135 Second-In-Command qualified pilots.
25. Review latest FAA certified revision to maintenance manual for later check against carriers manual.
26. When was most recent FAA facility inspection? Did it reveal any specific problem areas?
27. What is the quality of maintenance performed by the carrier? Comments.
28. Does the carriers operations specifications mirror what is on file with the FAA?
29. Does the carrier possess an FAA repair station certificate?
30. What type of relationship does the FAA have with the air carrier? (adversarial, cooperative, etc.)
31. What is overall opinion of inspectors regarding air carrier operations? dispatch? training? maintenance? management?
32. Is company in compliance with all Federal Aviation Regulations and FAA requirements?

**APPENDIX Y**

**MAC FORM 235a**

**"MAC CONTRACT INSPECTION CHECK LIST - MAINTENANCE"**



# MAC CONTRACT INSPECTION CHECK LIST - MAINTENANCE

|                                                                             |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
|-----------------------------------------------------------------------------|-------------|---------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DATE                                                                        | TRIP NUMBER | LOCATION      | INSPECTION<br><input type="checkbox"/> DEPARTURE<br><input type="checkbox"/> EN ROUTE | DELAY RESPONSIBILITY<br><input type="checkbox"/> CARRIER <input type="checkbox"/> MILITARY | HOURS<br>DELAY                                                                                                                                                                                                            |
| CARRIER                                                                     |             |               | AIRCRAFT TYPE AND SERIAL NUMBER                                                       |                                                                                            |                                                                                                                                                                                                                           |
| FLIGHT DECK CREW DATA                                                       |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| CAPTAIN                                                                     |             | FIRST OFFICER | FLIGHT ENGINEER                                                                       |                                                                                            | NAVIGATOR                                                                                                                                                                                                                 |
| INSPECTION ITEMS                                                            |             |               | S                                                                                     | U                                                                                          | REMARKS                                                                                                                                                                                                                   |
| I. FLIGHT DECK                                                              |             |               |                                                                                       |                                                                                            | EXPLAIN ALL UNSATISFACTORY ITEMS & CORRECTIVE ACTION TAKEN BY CARRIER. BRIEFLY EXPLAIN THE CAUSE OF ANY DELAY. NOTIFY THE CREW OF ALL DISCREPANCIES NOTED.<br>(Items marked with a (I) will be confirmed by Flight Crew). |
| 1. REVIEW LOGBOOK FOR MEL. REPEAT TREND ITEMS AND AIRWORTHINESS CERTIFICATE |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 2. OPERATIONS & MAINTENANCE MANUALS AVAILABLE                               |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 3. FLIGHT DECK FOR CLEANLINESS                                              |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 4. WINDSHIELDS & WINDOWS FOR CONDITION                                      |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 5. CREW SEATS AND SAFETY BELTS                                              |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 6. CREW CHECK LISTS/NORMAL & EMERGENCY                                      |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 7. INSTRUMENTS - FLIGHT/ENGINE                                              |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 8. WEATHER AVOIDANCE RADAR I                                                |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 9. RADIOS NAV/COMM I                                                        |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 10. DE-ICING SYSTEM OPERATION I                                             |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 11. HEATING AND COOLING SYSTEM I                                            |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 12. PRESSURIZATION I                                                        |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 13. CREW SMOKE & OXYGEN MASKS FOR CONDITION                                 |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 14. OXYGEN QUANTITY                                                         |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 15. FLIGHT DECK/FIRE EXTINGUISHER                                           |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 16. EMERGENCY AX - FLIGHT DECK                                              |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| II. MAIN CABIN                                                              |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 17. GENERAL CONDITION                                                       |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 18. SECURITY OF SEATS IN TRACK                                              |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 19. EMERGENCY EXITS-MARKINGS & ACCESSABILITY                                |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 20. SAFETY BELTS                                                            |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 21. SUITABLE FLOTATION EQUIPMENT                                            |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 22. ESCAPE SLIDES AND ROPES                                                 |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 23. MAIN CABIN FIRE EXTINGUISHER                                            |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 24. PASSENGER OXYGEN EQUIPMENT & QUANTITY                                   |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 25. FLASHLIGHTS (1 per crew member)                                         |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 26. EMERGENCY LIGHTING FOR OPS AND INTENSITY                                |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 27. MEGAPHONE (Check Operation)                                             |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 28. SECURITY OF MISCELLANEOUS EQUIPMENT                                     |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| III. AIRCRAFT EXTERIOR                                                      |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 29. GENERAL AIRFRAME CONDITION                                              |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 30. LEAKS/FUEL, OIL, HYDRAULIC                                              |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 31. FLIGHT CONTROL SURFACES                                                 |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 32. ENGINE CONDITION & COWL INSTALLATION                                    |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 33. WHEEL WELL AREAS FOR CONDITION                                          |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 34. TYRES AND BRAKES FOR CONDITION                                          |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 35. SECURITY OF DOORS AND PANELS                                            |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 36. LIGHTS/LANDING, NAV AND ROTATING BEACONS                                |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 37. EMERGENCY EXIT-MARKING/INSTRUCTIONS                                     |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| IV. OTHER ITEMS NOT LISTED ABOVE                                            |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 38.                                                                         |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 39.                                                                         |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| 40.                                                                         |             |               |                                                                                       |                                                                                            |                                                                                                                                                                                                                           |
| TYPED NAME & GRADE OF INSPECTING OFFICIAL                                   |             |               | SIGNATURE                                                                             |                                                                                            |                                                                                                                                                                                                                           |

MAC FORM 235a  
JAN 68

PREVIOUS EDITIONS OF THIS FORM MAY BE USED





**APPENDIX Z**

**MAC FORM 209**

**"CIVIL CARRIER GROUND AND INFLIGHT INSPECTION REPORT"**



# **CIVIL CARRIER GROUND AND INFLIGHT INSPECTION REPORT**

|                    |  |                            |            |                             |  |
|--------------------|--|----------------------------|------------|-----------------------------|--|
| 1. NAME OF CARRIER |  | 2. MISSION NUMBER AND DATE |            | 3. TYPE AIRCRAFT AND NUMBER |  |
| 4. CONTRACT NUMBER |  | 5. ACL                     | 6. ROUTING | 7. CHECKED BETWEEN          |  |

| 8. ARRIVAL AND DEPARTURE TIMES FROM EACH STATION (Block times) |  |  |  |  |  |  |  |  |  |
|----------------------------------------------------------------|--|--|--|--|--|--|--|--|--|
| STATION CODE                                                   |  |  |  |  |  |  |  |  |  |
| SCHEDULED TIME                                                 |  |  |  |  |  |  |  |  |  |
| ACTUAL TIME                                                    |  |  |  |  |  |  |  |  |  |

|                                    |  |  |  |  |  |  |  |  |  |
|------------------------------------|--|--|--|--|--|--|--|--|--|
| 9. CARRIER PERSONNEL CONTACTED     |  |  |  |  |  |  |  |  |  |
| 10. GOVERNMENT PERSONNEL CONTACTED |  |  |  |  |  |  |  |  |  |

|                |  |  |  |  |                              |  |  |  |  |
|----------------|--|--|--|--|------------------------------|--|--|--|--|
| 11. CHECKED BY |  |  |  |  | 12. SIGNATURE / ORGANIZATION |  |  |  |  |
|----------------|--|--|--|--|------------------------------|--|--|--|--|

|                                                                                                     |  |  |      |          |      |                                                                                                                         |  |  |  |
|-----------------------------------------------------------------------------------------------------|--|--|------|----------|------|-------------------------------------------------------------------------------------------------------------------------|--|--|--|
| <b>LEGEND:</b> S = Satisfactory      R = Remark      X = Not Checked      N/A = Not Applicable      |  |  |      |          |      |                                                                                                                         |  |  |  |
| <b>I. GOVERNMENT FURNISHED SERVICES</b>                                                             |  |  |      |          |      |                                                                                                                         |  |  |  |
| <b>A. TRANSIENT ALERT AND RAMP SERVICES</b>                                                         |  |  | ORIG | EN-ROUTE | TERM |                                                                                                                         |  |  |  |
| 1. Landing                                                                                          |  |  |      |          |      | 12. Cargo handling equipment                                                                                            |  |  |  |
| 2. Follow-me vehicle                                                                                |  |  |      |          |      | 13. Potable water                                                                                                       |  |  |  |
| 3. Towing                                                                                           |  |  |      |          |      | 14. Baggage carts                                                                                                       |  |  |  |
| 4. Parking                                                                                          |  |  |      |          |      | 15. Lavatory servicing carts, including positioning, hookup, and depositioning                                          |  |  |  |
| 5. Checking                                                                                         |  |  |      |          |      | 16. Flightline transportation for crews                                                                                 |  |  |  |
| 6. Positioning, operating and depositioning of APU                                                  |  |  |      |          |      | 17. Position, operate and deposition ground air conditioning or heating units where available and required              |  |  |  |
| 7. Fire guard for engine starts                                                                     |  |  |      |          |      | 18. Highlift truck for galley servicing at those military bases where commercial catering service is not available      |  |  |  |
| 8. Positioning, operating and depositioning of engine start carts                                   |  |  |      |          |      | <b>C. OTHER SERVICES</b>                                                                                                |  |  |  |
| 9. Positioning, operating, and depositioning of compressor for airing of struts and tires           |  |  |      |          |      | 1. Fire and crash rescue support                                                                                        |  |  |  |
| 10. Ramp sweeping                                                                                   |  |  |      |          |      | 2. Aircraft clearance facilities                                                                                        |  |  |  |
| 11. To-plane service of hydraulic fluid, ADI fluid and wing de-icing fluid, on a reimbursable basis |  |  |      |          |      | 3. Emergency medical services to contractor air crews and personnel on a reimbursable basis IAW AFR 55-20 and AFR 168-1 |  |  |  |
| 12. Maintenance stands, refueling ladders, and crew stairs when required for normal operations      |  |  |      |          |      | <b>II. CONTRACTOR FURNISHED SERVICES</b>                                                                                |  |  |  |
| 13. To-plane fuel servicing                                                                         |  |  |      |          |      | <b>A. PRE-DEPARTURE</b>                                                                                                 |  |  |  |
| 14. Supply of oxygen (Gaseous or LOX) and to-plane service                                          |  |  |      |          |      | 1. Meals properly chilled/frozen and accessory items refrigerated when placed aboard aircraft                           |  |  |  |
| <b>B. TERMINAL AND TRAFFIC SERVICES</b>                                                             |  |  |      |          |      | 2. Adequate dry ice/refrigeration available                                                                             |  |  |  |
| 1. Passenger processing                                                                             |  |  |      |          |      | 3. Flight attendants assisted passengers in boarding/ deplaning                                                         |  |  |  |
| 2. Passenger manifest and documentation                                                             |  |  |      |          |      | 4. Children under 12, infirm or handicapped persons are not to be seated in rows where emergency exits are located      |  |  |  |
| 3. Baggage handling                                                                                 |  |  |      |          |      | 5. Flight attendants assisted dependents and children                                                                   |  |  |  |
| 4. Passenger boarding stairs                                                                        |  |  |      |          |      | 6. Head count taken prior to departure (Stations on/off - loading passengers)                                           |  |  |  |
| 5. Customs clearance (Government traffic only)                                                      |  |  |      |          |      | 7. Passengers were promptly notified of "No Smoking" and "Fasten Seat Belt" signs                                       |  |  |  |
| 6. Medical Clearance (Passenger only)                                                               |  |  |      |          |      | 8. Contractor self-support considered adequate                                                                          |  |  |  |
| 7. Agriculture inspections (If required)                                                            |  |  |      |          |      | 9. Safety barriers (Strap, Net, Bar) used when appropriate                                                              |  |  |  |
| 8. Immigration clearance                                                                            |  |  |      |          |      |                                                                                                                         |  |  |  |
| 9. Cargo receiving, processing, documentation, and positioning for loading                          |  |  |      |          |      |                                                                                                                         |  |  |  |
| 10. Loading, tie-down, and unloading                                                                |  |  |      |          |      |                                                                                                                         |  |  |  |
| 11. Cargo manifesting                                                                               |  |  |      |          |      |                                                                                                                         |  |  |  |

| B. FLIGHT COMFORT NEEDS                                                                                          |  |  |  | ORIG | EN-ROUTE | TERM | D. INFLIGHT SERVICES                                                                |  |  |  | ORIG | EN-ROUTE | TERM |
|------------------------------------------------------------------------------------------------------------------|--|--|--|------|----------|------|-------------------------------------------------------------------------------------|--|--|--|------|----------|------|
| 1. Passenger seats meet contract specifications (Width, spacing, recline)                                        |  |  |  |      |          |      | 1. Current reading material available (15% of passenger ACL)                        |  |  |  |      |          |      |
| 2. Head rest covers clean and sanitary                                                                           |  |  |  |      |          |      | 2. Flight attendants briefed                                                        |  |  |  |      |          |      |
| 3. Cabins and lavatories were cleaned and serviced                                                               |  |  |  |      |          |      | a. Geographical points of interest                                                  |  |  |  |      |          |      |
| 4. Seat occupied card available                                                                                  |  |  |  |      |          |      | b. Cruising altitude                                                                |  |  |  |      |          |      |
| 5. Cabin temperature and ventilation maintained at a comfortable level (68 - 74 degrees)                         |  |  |  |      |          |      | c. General Weather statement                                                        |  |  |  |      |          |      |
| 6. Adequate lighting                                                                                             |  |  |  |      |          |      | d. Ground temperature at destination                                                |  |  |  |      |          |      |
| C. PASSENGER BRIEFINGS                                                                                           |  |  |  |      |          |      | e. ETA at destination                                                               |  |  |  |      |          |      |
| 1. Use of life preservers (Must stress that they will be donned only on order of aircraft commander)             |  |  |  |      |          |      | f. Name of military station including geographical location                         |  |  |  |      |          |      |
| 2. Use of emergency oxygen equipment (Stress parent don their own mask first, then check passenger next to them) |  |  |  |      |          |      | 3. Meal service                                                                     |  |  |  |      |          |      |
| 3. Location of emergency exits                                                                                   |  |  |  |      |          |      | a. Meals palatable and served in pleasing manner                                    |  |  |  |      |          |      |
| 4. Location of life rafts                                                                                        |  |  |  |      |          |      | b. Meals and snacks served in accordance with appropriate meal schedule             |  |  |  |      |          |      |
|                                                                                                                  |  |  |  |      |          |      | c. Beverages (Coffee, tea, milk, soft drinks) available on request                  |  |  |  |      |          |      |
|                                                                                                                  |  |  |  |      |          |      | 4. Flight attendants maintained cabin and lavatories in clean and orderly condition |  |  |  |      |          |      |
|                                                                                                                  |  |  |  |      |          |      | 5. Latrines accessible during flight                                                |  |  |  |      |          |      |

III. MAC Form 1444 Issued ☐ YES ☐ NO

REMARKS

7-27-81

**APPENDIX AA**

**MAC FORM 8**

**"CIVIL AIRCRAFT CERTIFICATE"**



| CIVIL AIRCRAFT CERTIFICATE                                                                                                                                                                                                                              |                                           |         |                       | NUMBER                                 |             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|---------|-----------------------|----------------------------------------|-------------|
| <b>I. CONTRACT TERMS</b>                                                                                                                                                                                                                                |                                           |         |                       |                                        |             |
| CONTRACTOR                                                                                                                                                                                                                                              |                                           |         | GUARANTEED<br>ACL     | CONTRACT NUMBER                        | ITEM NUMBER |
|                                                                                                                                                                                                                                                         |                                           |         |                       | F11626-                                |             |
| This is to certify that the carrier named herein is under contract with the United States Air Force; that trip indicated has been duly authorized; and the aircraft is permitted to transit military installations on ferry portions of the trip.       |                                           |         |                       |                                        |             |
| DATE                                                                                                                                                                                                                                                    | NAME, GRADE AND TITLE OF ISSUING OFFICIAL |         | SIGNATURE             |                                        |             |
|                                                                                                                                                                                                                                                         |                                           |         |                       |                                        |             |
| <b>II. TRIP DATA</b>                                                                                                                                                                                                                                    |                                           |         |                       |                                        |             |
| ROUTING                                                                                                                                                                                                                                                 | TRIP NUMBER                               |         | MONTH OF<br>OPERATION | TYPE AIRCRAFT                          | TAIL NUMBER |
|                                                                                                                                                                                                                                                         |                                           |         |                       |                                        |             |
| <b>III. CERTIFICATE OF SERVICES PERFORMED AND ACCEPTED</b>                                                                                                                                                                                              |                                           |         |                       |                                        |             |
| I hereby certify that the transportation services as indicated in the Offload and Onload columns below were performed by the above Contract Carrier in accordance with the provisions of the above cited contract, and were accepted by the Government. |                                           |         |                       |                                        |             |
| <b>FLIGHT LOG SUMMARY</b>                                                                                                                                                                                                                               |                                           |         |                       |                                        |             |
| STATION                                                                                                                                                                                                                                                 | OFFLOAD                                   | ONLOAD  | DEPARTURE<br>LOAD     | CERTIFYING SIGNATURE OF STATION CONCOR |             |
|                                                                                                                                                                                                                                                         | PAX/LBS                                   | PAX/LBS | PAX/LBS               |                                        |             |
|                                                                                                                                                                                                                                                         |                                           |         |                       |                                        |             |
|                                                                                                                                                                                                                                                         |                                           |         |                       |                                        |             |
|                                                                                                                                                                                                                                                         |                                           |         |                       |                                        |             |
|                                                                                                                                                                                                                                                         |                                           |         |                       |                                        |             |
|                                                                                                                                                                                                                                                         |                                           |         |                       |                                        |             |
|                                                                                                                                                                                                                                                         |                                           |         |                       |                                        |             |
|                                                                                                                                                                                                                                                         |                                           |         |                       |                                        |             |
|                                                                                                                                                                                                                                                         |                                           |         |                       |                                        |             |
|                                                                                                                                                                                                                                                         |                                           |         |                       |                                        |             |
| REMARKS (Any differences between the amount of guaranteed ACL and the Departure Load at either the originating station or at any intermediate station must be fully explained by the certifying Officer in accordance with Attachment 11, MACR 70-1)    |                                           |         |                       |                                        |             |
|                                                                                                                                                                                                                                                         |                                           |         |                       |                                        |             |
| <b>IV. CARRIER'S CERTIFICATE OF SERVICES PERFORMED</b>                                                                                                                                                                                                  |                                           |         |                       |                                        |             |
| I certify that the services listed above have been performed and that said services were in accordance with contract requirements.                                                                                                                      |                                           |         |                       |                                        |             |
| DATE                                                                                                                                                                                                                                                    | NAME OF CARRIER REPRESENTATIVE            |         |                       | SIGNATURE                              |             |
|                                                                                                                                                                                                                                                         |                                           |         |                       |                                        |             |





**APPENDIX BB**

**MAC FORM 166**

**"CIVIL AIR CARRIER  
PASSENGER CONTRACT AIRLIFT CHECKLIST"**



# **CIVIL AIR CARRIER PASSENGER CONTRACT AIRLIFT CHECKLIST**

*(Based on Provisions of the Basic Contract and Attachment A)*

|                                                  |                                                                                                   |                         |                |                          |           |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------|----------------|--------------------------|-----------|
| CIVIL AIR CARRIER                                |                                                                                                   | MISSION NUMBER AND DATE | MONTH AND YEAR | TYPE AIRCRAFT AND NUMBER |           |
| FACILITY                                         |                                                                                                   | SPECIFICATIONS          |                |                          | COMPLIES  |
| A.                                               |                                                                                                   | B.                      |                |                          | YES<br>C. |
|                                                  |                                                                                                   |                         |                |                          | NO<br>C   |
| <b>I. AIRCRAFT SEATING AND INTERIOR/EXTERIOR</b> |                                                                                                   |                         |                |                          |           |
| 1. SEATS                                         | AS PER CONTRACT                                                                                   |                         |                |                          |           |
| 2. SEAT OCCUPIED CARDS/TAGS                      | ONE FOR EACH SEAT AT ENROUTE STOPS                                                                |                         |                |                          |           |
| 3. FLOOR COVERING                                | EQUAL TO REGULAR PASSENGER COMMERCIAL SCHEDULED SERVICE                                           |                         |                |                          |           |
| 4. SEAT TRACK COVERS                             | ADEQUATELY COVERED                                                                                |                         |                |                          |           |
| 5. NO SMOKING SECTION                            | CLEARLY MARKED                                                                                    |                         |                |                          |           |
| 6. LIGHTS                                        | ADEQUATE FOR PASSENGER NEEDS                                                                      |                         |                |                          |           |
| 7. AIRCRAFT EXTERIOR APPEARANCE                  | CLEAN AND EQUAL TO REGULAR PASSENGER COMMERCIAL SCHEDULED SERVICE                                 |                         |                |                          |           |
| 8. AIRCRAFT INTERIOR APPEARANCE                  | CABIN AND LAVATORY SPACE CLEAN AND APPROPRIATELY SERVICED                                         |                         |                |                          |           |
| <b>II. PASSENGER COMFORT/CONVENIENCE ITEMS</b>   |                                                                                                   |                         |                |                          |           |
| 9. LAVATORIES                                    | 2 COMPLETE SERVICEABLE LAVATORIES AND 1 ADDITIONAL FOR EACH 40 OR FRACTION THERE OF OVER 40       |                         |                |                          |           |
| A. SUPPLIES                                      | TOILET TISSUE, SANITARY NAPKINS, TOWEL AND SOAP                                                   |                         |                |                          |           |
| B. WASH WATER                                    | SERVICE WITH POTABLE AND SUFFICIENT QUANTITY                                                      |                         |                |                          |           |
| C. DOOR                                          | EQUIPPED WITH INSIDE LOCK (Key available from stewardess)                                         |                         |                |                          |           |
| D. EQUIPMENT                                     | MIRROR, WASHBOWL                                                                                  |                         |                |                          |           |
| 10. HEADREST COVER                               | CLEAN AND SANITARY FOR EACH SEAT                                                                  |                         |                |                          |           |
| 11. PILLOW WITH CASE                             | CLEAN AND SANITARY FOR 90 PERCENT OF SEATS                                                        |                         |                |                          |           |
| 12. BLANKET                                      | WOOL OR EQUIVALENT, MINIMUM 3456 SQUARE INCHES, IN A SANITARY CONDITION (For 50 percent of seats) |                         |                |                          |           |
| 13. AIR SICKNESS CONTAINER                       | 1 PER SEAT PLUS SUFFICIENT REPLACEMENTS                                                           |                         |                |                          |           |
| 14. BASSINETS                                    | 1 PER INFANT UNDER 1 YEAR                                                                         |                         |                |                          |           |
| A. DIAPERS                                       | 1/2 DOZEN DISPOSABLE                                                                              |                         |                |                          |           |
| B. BABY FOOD                                     | EMERGENCY SUPPLY PER CONTRACT                                                                     |                         |                |                          |           |
| 15. MAGAZINES                                    | ADEQUATE NUMBER FOR PASSENGERS, PERCENT OF ACL AS PER CONTRACT                                    |                         |                |                          |           |
| 16. PASSENGER SERVICE KITS                       | 1 FULLY STOCKED AS PER ATTACHMENT A                                                               |                         |                |                          |           |
| 17. UNIFORMED FLIGHT ATTENDANTS                  | NEAT AND CLEAN UNIFORMS                                                                           |                         |                |                          |           |
| <b>III. FOOD SERVICE</b>                         |                                                                                                   |                         |                |                          |           |
| 18. MEALS AND BEVERAGES                          | QUANTITY ADEQUATE FOR ACL AND FROM APPROVED MENU                                                  |                         |                |                          |           |
| A. SERVING                                       | IAW MACR 70-1                                                                                     |                         |                |                          |           |
| B. PLATWARE                                      | STAINLESS                                                                                         |                         |                |                          |           |
| 19. GALLEY                                       | CLEANED, SERVICED AND OPERATIONAL                                                                 |                         |                |                          |           |
| A. DRINKING WATER                                | CONTAMINATION TEST                                                                                |                         |                |                          |           |
| <b>IV. DELAYED OR INTERRUPTED FLIGHTS</b>        |                                                                                                   |                         |                |                          |           |
| 20. POSITIONED                                   | ACL 105-235 2 HOURS / ACL 236 OR MORE 3 HOURS                                                     |                         |                |                          |           |
| 21. ON TIME DEPARTURE                            | WITHIN 20 MINUTES OF SCHEDULED DEPARTURE                                                          |                         |                |                          |           |
| 22. INTERRUPTED FLIGHT                           | PASSENGERS GIVEN ADEQUATE REST                                                                    |                         |                |                          |           |
| A. BILLETS AND MEALS                             | ADEQUATE QUARTERS AND MEALS AS SPECIFIED IN THE CONTRACT                                          |                         |                |                          |           |
| <b>V. MISCELLANEOUS</b>                          |                                                                                                   |                         |                |                          |           |
| 23. BASE SUPPORT                                 | AS PER CONTRACT                                                                                   |                         |                |                          |           |
| 24. SAFETY (Ground)                              | AS PER FAA DIRECTIVES AND AFR 127-101 AND LOCAL BASE REGULATION                                   |                         |                |                          |           |
| 25. MAC FORM 8                                   | COMPLETED AND DISTRIBUTED                                                                         |                         |                |                          |           |
| 26. AMENITY KITS                                 | AS PER CONTRACT                                                                                   |                         |                |                          |           |
| 27. BAGGAGE NETS                                 | INSTALLED AND SERVICEABLE                                                                         |                         |                |                          |           |
| 28. AF FORM 151                                  | ON BOARD AND CURRENT                                                                              |                         |                |                          |           |
| 29. CREW AVAILABILITY                            | AT AIRCRAFT 1 HOUR PRIOR TO DEPARTURE                                                             |                         |                |                          |           |
| 30. IMMIGRATION                                  | CUSTOMS AND IMMIGRATION FORMS ABOARD                                                              |                         |                |                          |           |
| 31. REIMBURSABLE SUPPORT                         | AUTHORIZED BY CONTRACT AND IAW MACR 70-1                                                          |                         |                |                          |           |
| 32. WAIVERS                                      | ENTER UNDER REMARKS                                                                               |                         |                |                          |           |
| 33. NAME OF ENTREES SERVED                       | ENTER UNDER REMARKS                                                                               |                         |                |                          |           |

MAC FORM 166  
NOV 78

PREVIOUS EDITION WILL BE USED

REMARKS

TYPED NAME AND TITLE OF AUTHENTICATING OFFICIAL

SIGNATURE

★ U.S. GPO 1983-664-033/1084

**APPENDIX CC**

**MAC FORM 166a**

**"CIVIL AIR CARRIER CARGO CONTRACT AIRLIFT CHECKLIST"**



**CIVIL AIR CARRIER CARGO CONTRACT AIRLIFT CHECKLIST**  
*(Based on Provisions of the Basic Contract and Attachment A thereto)*

|                   |                         |                |                      |
|-------------------|-------------------------|----------------|----------------------|
| CIVIL AIR CARRIER | MISSION NUMBER AND DATE | MONTH AND YEAR | TYPE AIRCRAFT AND NR |
|-------------------|-------------------------|----------------|----------------------|

| FACILITY<br>A | SPECIFICATIONS<br>B | COMPLIES |         |
|---------------|---------------------|----------|---------|
|               |                     | YES<br>C | NO<br>D |

**PART I** **AIRLIFT EQUIPMENT**  
*(To be accomplished for 50% of each carriers departure from originating and turnaround stations)*

|                                    |                                                         |  |  |
|------------------------------------|---------------------------------------------------------|--|--|
| 1. CARGO COMPARTMENT               | APPROPRIATELY CLEANED AND SERVICED AND W/O OBSTRUCTIONS |  |  |
| 2. FLOOR LOADING                   | SMOOTH AND STRENGTH CONSPICUOUSLY PLACARDED             |  |  |
| 3. TIE DOWN FITTINGS AND DEVICES   | ADEQUATE                                                |  |  |
| 4. RAIL SYSTEM AND LOCKING DEVICES | ADEQUATE AND OPERATIONAL                                |  |  |
| 5. AIRCRAFT LIGHTING               | ADEQUATE                                                |  |  |
| 6. SEATS <i>(Two for Couriers)</i> | PASSENGER, OBSERVER OR JUMP TYPE                        |  |  |
| 7. MEALS                           | FOR GOVT SPONSORED PERSONNEL                            |  |  |
| 8. POSITIONED                      | ON TIME                                                 |  |  |
| 9. DEPARTURE                       | WITHIN 3/10 OF AN HOUR OF SCHEDULE                      |  |  |

REMARKS

|                                        |                  |
|----------------------------------------|------------------|
| CONCOR NAME AND GRADE <i>(Printed)</i> | CONCOR SIGNATURE |
|----------------------------------------|------------------|

**PART II****COMPUTATION OF EXCESS ACL***(To be completed for all cargo departures from CONUS originating stations)***10. TO BE COMPLETED AND SIGNED BY THE CARRIER REPRESENTATIVE AND FURNISHED TO THE CONCOR.**

|                                                                                                                                                      |                                         |                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|------------------------|
| <b>A. ROUTING</b>                                                                                                                                    |                                         | <b>B. CRITICAL LEG</b> |
| <b>C. AIRCRAFT OPERATING WEIGHT</b>                                                                                                                  |                                         |                        |
| <b>D. MAXIMUM ALLOWABLE TAKE-OFF WEIGHT</b><br><i>(Adjusted for temp, wind, etc)</i>                                                                 | <b>1ST LEG</b>                          | <b>CRITICAL LEG</b>    |
| <b>E. TAKE-OFF FUEL REQUIREMENT</b><br><i>(Composed of Flight Plan Fuel Required plus any Valid Additional Amount for the First or Critical Leg)</i> | <b>1ST LEG</b>                          | <b>CRITICAL LEG</b>    |
| <b>F. CARRIER STATED ACL</b>                                                                                                                         | <b>1ST LEG</b>                          | <b>CRITICAL LEG</b>    |
| <b>CARRIER REPRESENTATIVE NAME (Printed)</b>                                                                                                         | <b>CARRIER REPRESENTATIVE SIGNATURE</b> |                        |

|                                                                         |                |                     |
|-------------------------------------------------------------------------|----------------|---------------------|
| <b>11. TO BE COMPUTED BY THE CONCOR USING THE ABOVE DATA.</b>           | <b>1ST LEG</b> | <b>CRITICAL LEG</b> |
| <b>A. MAXIMUM ALLOWABLE TAKE-OFF WEIGHT</b><br><i>(From 10 D Above)</i> |                |                     |
| <b>B. LESS: ACFT OPERATING WEIGHT</b><br><i>(From 10 C Above)</i>       |                |                     |
| <b>C. DIFFERENCE</b>                                                    |                |                     |
| <b>D. LESS: TAKE-OFF FUEL REQUIREMENT</b><br><i>(From 10 E Above)</i>   |                |                     |
| <b>E. CONCOR ACL</b>                                                    |                |                     |
| <b>F. CARRIER STATED ACL</b><br><i>(From 10 F Above)</i>                |                |                     |
| <b>G. ACL DIFFERENCE</b>                                                |                |                     |

|                 |
|-----------------|
| <b>12. GACL</b> |
|-----------------|

|                |
|----------------|
| <b>REMARKS</b> |
|----------------|

|                                        |                         |
|----------------------------------------|-------------------------|
| <b>CONCOR NAME AND GRADE (Printed)</b> | <b>CONCOR SIGNATURE</b> |
|----------------------------------------|-------------------------|



**APPENDIX DD**

**MAC FORM 166b**

**"CONTRACT DISCREPANCY  
OR VIOLATION NOTICE - CIVIL AIRLIFT"**



**CONTRACT DISCREPANCY OR VIOLATION NOTICE - CIVIL AIRLIFT**

TO: (See paragraph 5-7-b)

**CONTRACTOR****CONTRACT NUMBER****SERVICE ORDER NUMBER****DATE OF NON  
COMPLIANCE****PLACE****TYPE AIRCRAFT/NUMBER****MISSION NUMBER/DATE****CONTRACT PROVISION(S) NOT COMPLIED WITH****DESCRIPTION OF NON COMPLIANCE****RECOMMENDED CORRECTIVE ACTION BY CONTRACT COORDINATOR****TYPED NAME OF REPORTING INSPECTOR****GRADE****TITLE****ORGANIZATION****DATE****SIGNATURE****Receipt hereof does not constitute concurrence that a discrepancy and or violation has in fact occurred.****TYPED NAME OF CONTRACTORS REPRESENTATIVE****SIGNATURE**



**APPENDIX EE**

**MAC FORM 253**

**"AIR PASSENGER COMMENTS"**



## AIR PASSENGER COMMENTS

Please provide a copy to terminal management by placing in the slot marked for Squadron/Port Operations Officer. Terminal addresses are listed on the reverse in case you desire to mail your comments to a terminal you have passed through. Your comments to Squadron/Port Operations Officers will let them take immediate action. If you feel I need to know about a particular item, send a copy of your comments to me:

HQ MAC/TRPO  
HQ Military Airlift Command  
Scott AFB, IL 62225



COMMENTS

To assist us please provide the following information below when applicable.

|                                     |  |                  |                         |                                          |
|-------------------------------------|--|------------------|-------------------------|------------------------------------------|
| NAME (Last, First, M.I. - Optional) |  | GRADE (Optional) | DUTY ADDRESS (Optional) | DATE FORM PREPARED<br>(Day, Month, Year) |
| FLIGHT NUMBER                       |  | DEPARTING FROM   |                         | DESTINATION                              |

| TERMINAL        | ADDRESS                                                                                                       |
|-----------------|---------------------------------------------------------------------------------------------------------------|
| ANDERSEN        | 605 MASS/TRO, APO San Francisco 96334                                                                         |
| ANDREWS         | 93 APS/TRO, Andrews AFB DC 20331                                                                              |
| ATHENS          | Det 3, 625 MASG, APO New York 09223                                                                           |
| AVIANO          | Det 5, 625 MASG, APO New York 09293                                                                           |
| CHARLESTON      | 437 APS/TRO, Charleston AFB SC 29404                                                                          |
| CLARK           | 374 APS/TRO, APO San Francisco 96274                                                                          |
| DOVER           | 436 APS/TRO, Dover AFB DE 19901                                                                               |
| ELMENDORF       | 616 APS/TRO, Elmendorf AFB AK 99506                                                                           |
| HICKAM          | 619 MASS/TRO, Hickam AFB HI 96853                                                                             |
| HOWARD          | 1300 MASS/TRO, APO Miami 34001                                                                                |
| INCIRLIK        | 628 MASS/TRO, APO New York 09289                                                                              |
| IWAKUNI         | MCAS, FPO Seattle 98764                                                                                       |
| KADENA          | 603 MASS/TRO, APO San Francisco 96239                                                                         |
| LAJES           | 1605 TRNSS/TRO, APO New York 09406                                                                            |
| LOS ANGELES     | OL-A, 63APS (MAC) Los Angeles Air Station, P. O. Box 92960,<br>World Postal Center, Los Angeles CA 90006      |
| McCHORD         | 62 APS/TRO, McChord AFB WA 98438                                                                              |
| McGUIRE         | 438 APS/TRO, McGuire AFB NJ 08641                                                                             |
| MILDENHALL      | 313 APS/TRO, APO New York 09127                                                                               |
| MISAWA          | OL-C, 316 APS/TRO, APO San Francisco 96519                                                                    |
| NORFOLK         | Air Terminal Officer, NAS Norfolk VA 23511                                                                    |
| NORTON          | 63 APS/TRO, Norton AFB CA 92409                                                                               |
| OAKLAND         | OL-B, 60 APS (MAC) Box 44, #1 Airport Road, Oakland CA<br>94614                                               |
| OSAN            | 611 MASS/TRO, APO San Francisco 96570                                                                         |
| PATRICK         | 6550 ABG/LGTT, Patrick AFB FL 32925                                                                           |
| PHILADELPHIA    | OL-A, 438 APS (MAC), Overseas Terminal Room 108,<br>Philadelphia International Airport, Philadelphia PA 19104 |
| RAMSTEIN        | 608 APS/TRO, APO New York 09012                                                                               |
| RHEIN-MAIN      | 435 APS/TRO, APO New York 09057                                                                               |
| ROOSEVELT ROADS | Air Terminal Officer, Box 3008, FPO Miami 34051                                                               |
| ROTA            | Det 1, 625 MASG, FPO New York 09540                                                                           |
| SCOTT           | 375 AAW/TRO, Scott AFB IL 62225                                                                               |
| ST LOUIS        | OL-A, 375 AAW (MAC), Lambert-St Louis International Airport,<br>St Louis MO 63134                             |
| TORREJON        | 625 APS/TRO, APO New York 09283                                                                               |
| TRAVIS          | 60 APS/TRO, Travis AFB CA 94535                                                                               |
| YOKOTA          | 316 APS/TRO, APO San Francisco 96328                                                                          |
| NAPLES          | OL-J, 625 MASG, FPO New York 09520                                                                            |
| SIGONELLA       | Det 2, 625 MASG, FPO New York 09532                                                                           |



**APPENDIX FF**

**DD FORM 1341**

**"REPORT OF COMMERCIAL CARRIER PASSENGER SERVICE"**



| REPORT OF COMMERCIAL CARRIER PASSENGER SERVICE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |      |                         |         |                    | REPORTS CONTROL SYMBOL<br>MTMC-4                                            |                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------------------------|---------|--------------------|-----------------------------------------------------------------------------|--------------------|
| <p><b>GENERAL INSTRUCTIONS:</b> Information on this form will assure that Department of Defense passengers receive efficient transportation service. It will also be used to verify transportation charges with data appearing on vouchers submitted by commercial carriers.</p> <p><b>SECTION 1 -</b> Items 1-8 and 22-23 to be completed by <b>ORIGIN TRANSPORTATION OFFICER or COMMANDER, AFES.</b></p> <p><b>SECTION 2 -</b> Items 9-21 and 24-25 to be completed by <b>GROUP LEADER or INDIVIDUAL TRAVELER.</b> At destination, mail this form using the instructions on the <b>REVERSE SIDE.</b></p> <p><b>SECTION 3 - CARRIER use only.</b></p> |      |                         |         |                    |                                                                             |                    |
| <b>SECTION 1 - Origin Transportation Officer or Commander, AFES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |      |                         |         |                    | <b>SECTION 2<br/>Group Leader or Individual Traveler</b>                    |                    |
| 1. MGN NUMBER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |      | 2. PERO NUMBER          |         | 3. SCHEDULED       |                                                                             | 4. ACTUAL          |
| 4. ORIGIN ACTIVITY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |      | 5. DESTINATION ACTIVITY |         | LOCAL TIME (Hr/Mn) | DATE (Yr/Mo/Day)                                                            | LOCAL TIME (Hr/Mn) |
| 6. SUPPL MRO NO.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | FROM | CARRIER                 |         | (Departure)        |                                                                             | (Departure)        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | TO   | TR NUMBER               | NO PERS | (Arrival)          |                                                                             | (Arrival)          |
| 7. CAM/MAIN OR MRO NO.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | FROM | CARRIER                 |         | (Departure)        |                                                                             | (Departure)        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | TO   | TR NUMBER               | NO PERS | (Arrival)          |                                                                             | (Arrival)          |
| 8. SUPPL MRO NO.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | FROM | CARRIER                 |         | (Departure)        |                                                                             | (Departure)        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | TO   | TR NUMBER               | NO PERS | (Arrival)          |                                                                             | (Arrival)          |
| 10. ENTER NUMBER OF PERSONS IN YOUR GROUP INCLUDING YOURSELF THAT TRAVELED. →                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |      |                         |         |                    | * YES                                                                       | * NO               |
| 11. DID ALL TRAVELERS COMPLETE THE ENTIRE TRIP?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |      |                         |         |                    |                                                                             |                    |
| 12. WAS THE TRIP COMPLETED WITHOUT DELAY(S)?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |      |                         |         |                    |                                                                             |                    |
| 13. WAS FOOD SATISFACTORY AND MEALS SERVED DURING NORMAL MEAL TIMES?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |      |                         |         |                    |                                                                             |                    |
| 14. WAS DRINKING WATER AVAILABLE? (NOT APPLICABLE TO BUS EQUIPMENT)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |      |                         |         |                    |                                                                             |                    |
| 15. WAS PASSENGER AREA OF EQUIPMENT, INCLUDING REST ROOMS, WELL MAINTAINED?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |      |                         |         |                    |                                                                             |                    |
| 16. WAS BAGGAGE HANDLING SATISFACTORY?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |      |                         |         |                    |                                                                             |                    |
| 17. WERE CARRIER EMPLOYEES COURTEOUS AND HELPFUL? (IF NOT, NAME PERSON(S) & DESCRIBE BELOW)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |      |                         |         |                    |                                                                             |                    |
| 18. WERE BLANKETS AND PILLOWS AVAILABLE?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |      |                         |         |                    |                                                                             |                    |
| 19. (AIR TRAVEL ONLY) WERE EMERGENCY PROCEDURES EXPLAINED?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |      |                         |         |                    |                                                                             |                    |
| 20. DID YOU HAVE ANY UNUSED TICKETS OR CARRIER REFUND RECEIPTS? (IF SO, INDICATE WHAT YOU DID WITH THEM IN ITEM 21 "REMARKS" BELOW)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |      |                         |         |                    |                                                                             |                    |
| 21. REMARKS:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |      |                         |         |                    | * EXPLAIN ALL "NO" ANSWERS AND "OUTSTANDING SERVICE" IN ITEM 21, "REMARKS". |                    |
| 22. DESTINATION TRANSPORTATION OFFICER'S TELEPHONE NUMBER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |      |                         |         |                    | 23. HQ MTMC STAFF DUTY OFFICER'S TELEPHONE NUMBER                           |                    |
| 24. NAME, GRADE/RANK (Group Leader or Individual Traveler)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |      |                         |         |                    | 25. ORGANIZATION AND MAILING ADDRESS (Include ZIP Code.)                    |                    |
| <b>SECTION 3 - CARRIER</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |      |                         |         |                    |                                                                             |                    |
| CARRIER'S COMMENTS TO ITEM 21 "REMARKS" ABOVE.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |      |                         |         |                    |                                                                             |                    |

DD FORM 1341  
FEB 68

EDITION OF 1 DEC 78 MAY BE USED UNTIL 1 SEP 88.

1. MOISTEN THE GUMMED EDGE AND SEAL JUST AS YOU WOULD AN ENVELOPE.
2. RETURN BY U. S. MAIL (NO STAMP NECESSARY).

FOLD ALONG THIS LINE

DEPARTMENT OF THE ARMY



NO POSTAGE  
NECESSARY  
IF MAILED  
IN THE  
UNITED STATES

OFFICIAL BUSINESS  
PENALTY FOR PRIVATE  
USE \$300



POSTAGE WILL BE PAID BY DEPARTMENT OF ARMY

Commander  
Military Traffic Management Command  
ATTN: MT-PTS  
Washington, DC 20315

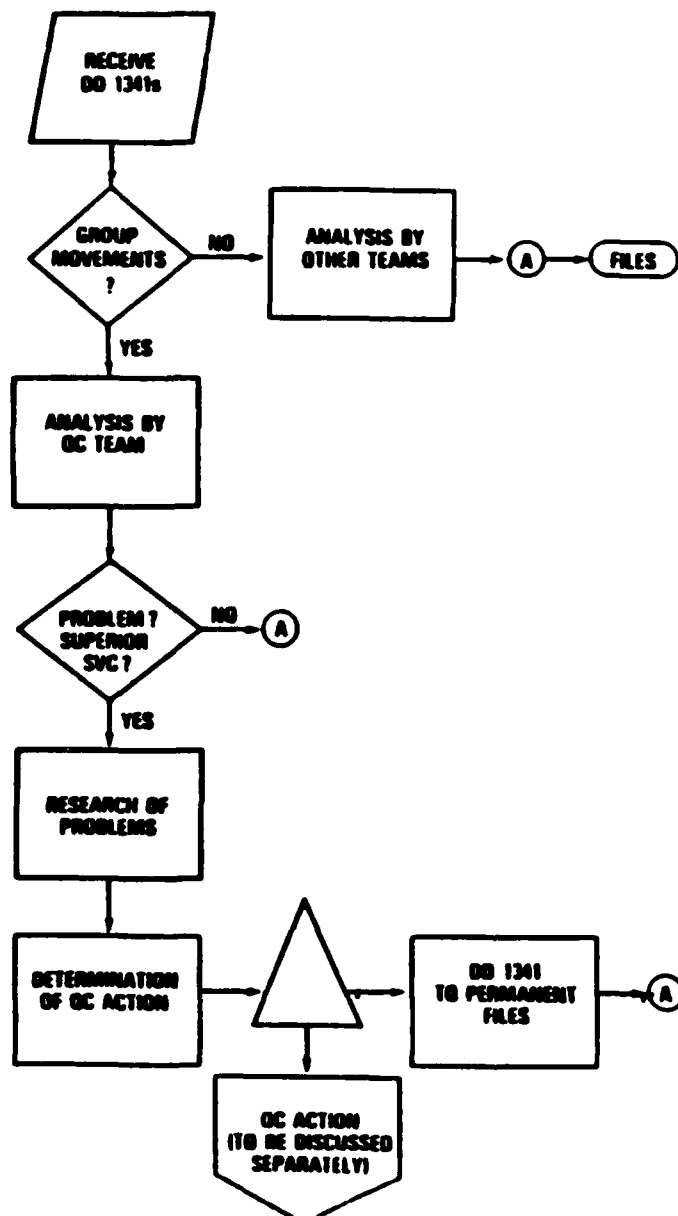


**APPENDIX GG**

**PROCESSING REPORTS  
OF COMMERCIAL CARRIER PASSENGER SERVICE  
(DD FORMS 1341)**



# PROCESSING REPORTS OF COMMERCIAL CARRIER PASSENGER SERVICE (DD FORMS 1341)







## **APPENDIX HH**

### **MTMC QUALITY ASSURANCE ACTIONS IN CONNECTION WITH PASSENGER AIR CARRIERS**



**MTMC QUALITY ASSURANCE ACTIONS IN CONNECTION  
WITH PASSENGER AIR CARRIERS**

**I. Qualification**

- A. Provide general information to prospective carrier
- B. Convene a Qualification Review Board in accordance with MTMC Memorandum 15-5, 23 August 1985

**II. Quality Control (QC) Requirement: Eighty-five percent on-time reliability and high quality service**

**A. Methods of monitoring**

- 1. DD Form 1341
- 2. Standards of Service and Surveillance Checks (MT-PT Form 110R)
- 3. Other (user letters, telecalls, messages)

**B. QC Actions (Based upon A above)**

- 1. Research circumstances and refer to appropriate agency
- 2. Take one or more of the following actions, as appropriate:
  - a) Letter of Concern with request for explanation
  - b) Letter of Warning with threatened nonuse or disqualification
  - c) Nonuse, in accordance with MTMC Memorandum 15-1, 12 December 1984
    - (1) Indefinite (until problem resolved)
    - (2) For up to 30 days pending a review board
  - d) Review Board
    - (1) No further action; reinstate carrier from nonuse
    - (2) Disqualify carrier from operating MTMC-arranged moves for up to 2 years
    - (3) Place carrier on Suspended Disqualification, i.e., probation

- (4) Impose additional requirements, e.g., reinstatement pending requalification; reinstatement pending reinspection of carriers aircraft
- e) Awards for "Excellence in Charter Service," established in 1984 for carriers reflecting at least 98 percent ontime reliability with no more than one service discrepancy

Examples of MTMC involved actions against air carriers during FY83 through FY86 are shown in Table HH-1.

**TABLE HH-1. MTMC-INVOLVED ACTION AGAINST AIR CARRIERS**

| DATE               | ACTION | CARRIER                      | REASON                                                                   | RESULT <sup>1</sup>                                                   |
|--------------------|--------|------------------------------|--------------------------------------------------------------------------|-----------------------------------------------------------------------|
| <b><u>FY83</u></b> |        |                              |                                                                          |                                                                       |
| 22 November 1982   | Board  | Transamerica Airlines        | Delays                                                                   | Disq - 30 days; Prob - 30 days.                                       |
| 7 January 1983     | Letter | Transamerica Airlines        | Delays                                                                   | Disq - 30 days.                                                       |
| 4 March 1983       | Board  | Continental Airlines         | Pilot reported under influence of alcohol.                               | Referred to FAA.                                                      |
| 15 September 1983  | Board  | Overseas National            | Aggravated delay of 42 hours.                                            | Disq - 45 days.                                                       |
| <b><u>FY84</u></b> |        |                              |                                                                          |                                                                       |
| 12 January 1984    | Board  | Airlift International        | Delays of 4 CAMS.                                                        | Prob - 45 days.                                                       |
| 6 March 1984       | Board  | Arrow Air                    | 2 moves in December 1983 = Delays of 43 hours and 2 hours, respectively. | Prob - 30 days.                                                       |
| 28 August 1984     | Board  | Air National                 | Nonpayment of fuel bills.                                                | Indefinite Disq.                                                      |
| 21 September 1984  | Letter | Westar International Airways | On-time performance and nonpayment of fuel bills.                        | Indefinite Disq.                                                      |
| <b><u>FY85</u></b> |        |                              |                                                                          |                                                                       |
| 17 October 1984    | Board  | Arrow Air                    | History of unsatisfactory performance.                                   | Disq - 90 days; Prob - 120 days.                                      |
| 8 January 1985     | Board  | Buffalo Airways              | Unsatisfactory service.                                                  | Disq - 60 days, 30 days suspended. Resume operations 7 February 1985. |
| 10 July 1985       | Board  | Airlift International        | Apparent illegality of bids.                                             | Nonuse pending review board<br>Nonuse immediately lifted.             |
| <b><u>FY86</u></b> |        |                              |                                                                          |                                                                       |
| 6 December 1985    | Letter | Airlift International        | Noncompliance w/FAA noise abatement requirements.                        | Indefinite nonuse effective 1 January 1986.                           |

NOTE: Disq = Disqualification; Prob = Probation.



**APPENDIX II**

**MT-PT FORM 110R**

**"COMMERCIAL AIR MOVEMENT STANDARDS  
OF SERVICE AND SURVEILLANCE CHECK LIST"**





| COMMERCIAL AIR MOVEMENT STANDARDS OF SERVICE<br>AND SURVEILLANCE CHECK LIST                                                                                                                                                                                                                      |                             |                     |     | DATE      |              |                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------|-----|-----------|--------------|--------------------------------------|
| INSTRUCTIONS: This form will be completed in accordance with instructions on the reverse.                                                                                                                                                                                                        |                             |                     |     |           |              |                                      |
| SECTION I - IDENTIFICATION DATA                                                                                                                                                                                                                                                                  |                             |                     |     |           |              |                                      |
| EACH NUMBER                                                                                                                                                                                                                                                                                      | AIRLINE/REGISTRATION NUMBER | AIRPORT ORIGIN      | EYB | EYB       | SEATS OF FAX |                                      |
|                                                                                                                                                                                                                                                                                                  |                             | AIRPORT DESTINATION | EYA | EYA       | SEATS OF FAX |                                      |
| SECTION II - PRE-BOARDING STANDARDS OF SERVICE CHECK                                                                                                                                                                                                                                             |                             |                     |     |           |              |                                      |
|                                                                                                                                                                                                                                                                                                  |                             |                     |     |           | S<br>A<br>T  | C<br>O<br>M<br>P<br>L<br>E<br>T<br>E |
| 1. SEATS                                                                                                                                                                                                                                                                                         |                             |                     |     |           |              |                                      |
| a. 16 1/2 inches between arm rests. Padding sufficient to prevent contact with rest parts.                                                                                                                                                                                                       |                             |                     |     |           |              |                                      |
| b. 30 inch passenger clearance.                                                                                                                                                                                                                                                                  |                             |                     |     |           |              |                                      |
| c. Recline 30°.                                                                                                                                                                                                                                                                                  |                             |                     |     |           |              |                                      |
| d. Arm rests 2 inch width.                                                                                                                                                                                                                                                                       |                             |                     |     |           |              |                                      |
| 2. AISLE - Floor covered - In good condition - Clean.                                                                                                                                                                                                                                            |                             |                     |     |           |              |                                      |
| 3. APPEARANCE - Headline hat racks in place, fixed bulkhead between crew and passenger compartment, all fixtures in good order and clean, ash trays clean.                                                                                                                                       |                             |                     |     |           |              |                                      |
| 4. LAVATORIES - One complete serviceable unit on aircraft with 49 or less passenger seats. One for each additional 50 passenger seats or fraction thereof.                                                                                                                                       |                             |                     |     |           |              |                                      |
| 5. SUPPLIES                                                                                                                                                                                                                                                                                      |                             |                     |     |           |              |                                      |
| a. Tissues - Soap - Towels - Sanitary Napkins - Air sickness bags for each rest - Drinking water and cups for passenger liquid - Clean head rest covers - Clean pillows and blankets for passenger use.                                                                                          |                             |                     |     |           |              |                                      |
| b. Passenger service kit (First Aid)                                                                                                                                                                                                                                                             |                             |                     |     |           |              |                                      |
| 6. ATTENDANTS - One qualified uniformed flight attendant for each 50 passengers or fraction thereof. Neat and clean in appearance.                                                                                                                                                               |                             |                     |     |           |              |                                      |
| 7. GALLEY - Clean - adequately equipped.                                                                                                                                                                                                                                                         |                             |                     |     |           |              |                                      |
| 8. FOOD - Name of commercial caterer - Meals sufficient in number - Adequately refrigerated.                                                                                                                                                                                                     |                             |                     |     |           |              |                                      |
| 9. AIRPORT FACILITIES - Availability of trip insurance forms - Adequacy of space - Baggage and passenger check-in areas - Protection from inclement weather - Protective safety fence, gates, etc., between terminal and aircraft - Facilities to provide meals, meals, etc., in case of delays. |                             |                     |     |           |              |                                      |
| SECTION III - SURVEILLANCE CHECK                                                                                                                                                                                                                                                                 |                             |                     |     |           |              |                                      |
| INFLIGHT SERVICE                                                                                                                                                                                                                                                                                 |                             |                     |     |           |              |                                      |
| a. Briefings: By aircraft personnel on emergency exits, equipment, and procedures - safety - unusual or irregular flight routes.                                                                                                                                                                 |                             |                     |     |           |              |                                      |
| b. Service: Efficient, courteous, helpful. Consideration given comfort and safety of passengers.                                                                                                                                                                                                 |                             |                     |     |           |              |                                      |
| c. Meals/Snacks: Appealing - tasty - properly heated or refrigerated - served during scheduled meal periods.                                                                                                                                                                                     |                             |                     |     |           |              |                                      |
| d. Identify any delay and note in remarks section.                                                                                                                                                                                                                                               |                             |                     |     |           |              |                                      |
| REMARKS:                                                                                                                                                                                                                                                                                         |                             |                     |     |           |              |                                      |
| NAME, GRADE AND DUTY STATION OF INSPECTOR                                                                                                                                                                                                                                                        |                             |                     |     | SIGNATURE |              |                                      |

### INSTRUCTIONS

**GENERAL.** Reference is made to Chapter 310, Military Traffic Management Regulation, (AR 55-355/NAVSUP INST 4600.70/AFM 73-2/MCO P4600.14A/DSAR 4500.3). Complete Section I and II for origin Check. Complete all Sections for origin and inflight checks.

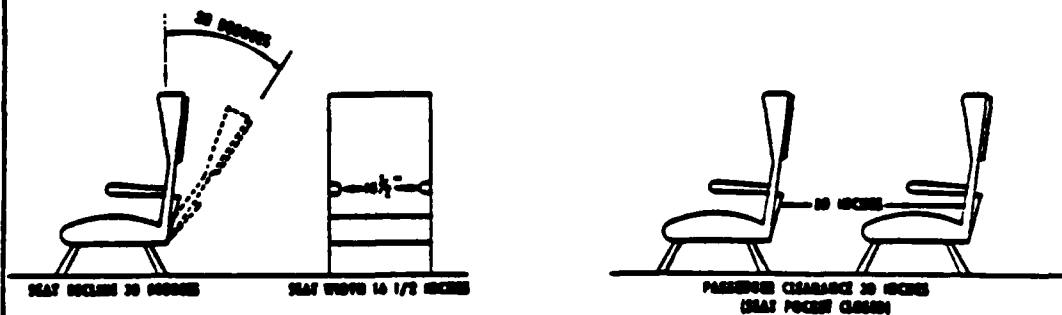
**SECTION I** ETD/ATD and ETA/ATA. Show estimated/actual times of departure from origin airfield loading ramp area and arrival at final destination airfield unloading ramp area as appropriate when performing an origin or destination check.

**SECTION II** - Items 1A through 1C. Refer to Paragraph 310005a(1) and (2), Military Traffic Management Regulation, and the diagram below. Articulated seating (fixed frame-sliding seat cushions) is exempt from the minimum 30° recline specified in Item 1C. An adjustable protractor may be used to measure degrees of seat recline.

**PREFLIGHT CORRECTIVE ACTIONS.** The aircraft captain or chief flight attendant should be contacted regarding correction of unsatisfactory items prior to aircraft departure. When preflight corrections are made, specify in remarks. Aircraft departures will not normally be delayed for corrective actions. If an item appears so unsatisfactory as to seriously affect passenger health or safety, immediately request guidance by telephone from HQ MTMC (Normal duty hours, Monday thru Friday, 0800-1630, Autovon: 289-1670 or Area Code 202 756-1670; all other times, MTMC Duty Officer, Autovon 289-1926 or Area Code 202 756-1926).

**COMPLETE AND MAIL PROMPTLY TO:** Commander, Military Traffic Management Command, ATTN: MT-PTS, Washington, DC 20315.

### SEATING SPECIFICATIONS MTMC CHARTER AIR MOVEMENTS FIGURE 310-1 MTMR



**APPENDIX JJ**

**MEMORANDUM FROM THOMAS S. FALATKO,  
DEPUTY FOR TRANSPORTATION AND CIVIL AVIATION,  
DEPARTMENT OF THE AIR FORCE**

**SUBJECT: DoD PASSENGER AIRLIFT STUDY**



30535

DEPARTMENT OF THE AIR FORCE  
OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM

21 FEB 86

VIC:

Here in AF user input  
TO WARE STUDY EFFORT



THOMAS S. FALATKO  
Deputy for Transportation  
and Civil Aviation

U S G P O : 1984 O - 220-470-1 1/4 1/4



INFORMATION MEMORANDUM FOR MR FALATKO (SAF/ALG)

SUBJECT: DOD Passenger Airlift Study

ISSUES

- a. Provide assessments of passenger airlift services for CONUS and overseas support. Reflect any changes of service quality/reliability over past five years.
  - Quality of MAC service significantly improved in past five years
    - Commercial gateway departures
    - 90 percent movement on "wide body" aircraft
    - In flight movies, amenities, and full beverage service
    - Baggage interlining to final destination
    - Increased baggage allowance (from 66 lbs to 140 lbs)
    - Expedited automated passenger check-in
    - Large, comfortable, responsive USO's in all major commercial terminals to accommodate member and family needs
  - MAC image remains negative from the user viewpoint
    - MAC does not "sell" the positive improvements in service to the "travel agents" (ITO's/TMO's) who in-turn can influence the perception of the passenger
      - Most ITO/TMO "travel agents" have never been on a MAC passenger aircraft or seen the MAC commercial gateway facilities. Need to position a MAC wide body aircraft at MTMC conferences and invite a tour. Schedule MTMC conference in MAC gateway cities and offer tour of MAC facilities.
    - Still "cattle car" image even though seat spacing equals or better than industry. MAC has 100 percent load factor (crowded) versus 63 percent load factor for industry. <sup>FREE SPACE PROGRAM CAUSES 100% LOAD FACTOR</sup>
    - No "thru ticketing"; i.e., need MAC ticket plus commercial connection ticket.
    - MAC information pamphlets on gateways still not readily available in advance of travel for the member. Problem is that it is a MAC publication and not a DOD publication. Distribution is impossible. MAC/HQ USAF have been "working" the problem for several years—still not available.

- MTMC CONUS moves do not consider total cost to the DOD, only transportation costs at the expense of comfort to the traveling member. Often times members are moved long distances (900-1000 miles) by bus because the transportation cost per passenger is a "few dollars" less than by air even though the bus trip may take two or more days. The added cost to the DOD or user service in per-diem costs is not considered in the cost comparison or the comfort (quality of life/retention) for the member.
- b. Access responsiveness of MTMC/MAC reservation processing actions taken on complaints regarding service and safety and general appraisal of TOA effectiveness in passenger airlift operations.
  - The MAC passenger reservation centers are increasingly difficult to contact by telephone. The AUTOVON system, both CONUS and overseas, is non-responsive. At some installations, an ITO/TMO must get a "control number" prior to placing the AUTOVON call. MAC "sells" \$350 million dollars of passenger airlift to DOD users each year. They need to spend a "few of those dollars" and upgrade communication to all 800 toll free numbers into reservation centers to improve responsiveness to DOD users. Additionally, ~~thought should also be given to inter-~~ <sup>linkage</sup> facing MAC's reservation system with a commercial system. This linkage would provide the ITO's/TMO's direct access to the MAC data base, dramatically improving service currently provided.
  - While passenger complaints are reviewed, it is done at several levels. Some complaints received at the local level receive no visibility at the higher headquarters and vice versa. There should be one central screening activity for complaints, to access trends, responses, perceptions, needed improvement areas, etc., then if necessary they could be answered at various management levels to spread the work load. MAC has no true assessment of total passenger complaints.

Lt Col Thompson  
HQ USAF/LETTC, 74742  
19 February 1986



**APPENDIX KK**

**MEMORANDUM FROM THE DEPARTMENT OF THE NAVY,  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS**

**SUBJECT: DoD PASSENGER AIRLIFT REVIEW**



AD-A191 921

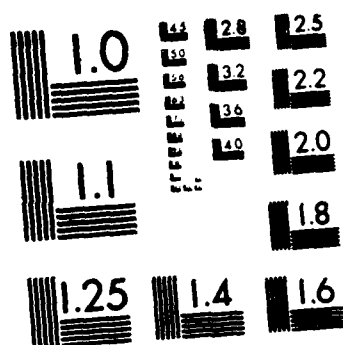
PASSENGER AIRLIFT POLICIES AND PROCEDURES REVIEW VOLUME 4/4  
2(U) DEPARTMENT OF DEFENSE WASHINGTON DC 02 APR 86

UNCLASSIFIED

F/G 1/6

NL





MICROCOPY RESOLUTION TEST CHART  
NATIONAL BUREAU OF STANDARDS 1963 A



DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
WASHINGTON, DC 20350

IN REPLY REFER TO  
414/86-01  
14 Feb 1986

MEMORANDUM FOR THE DIRECTOR, DOD PASSENGER AIRLIFT WORKING GROUP

Subj: DOD PASSENGER AIRLIFT REVIEW

1. This memorandum provides our comments and recommendations for inclusion in the DoD Passenger Airlift Review Report.
2. CONUS and overseas passenger airlift service adequately supports our requirements. The trend in quality of service has been steadily improving. Most notable are the increased use of commercially procured airlift which provides improved levels of passenger comfort and convenience, use of commercial gateways instead of military aerial ports, termination of customs preclearance inspections on CAT B flights, and baggage interlining. The comprehensive review of space available policy and procedures in 1984, participated in by all Services and unified commands, was also a much needed effort.
3. We consider MAC and MTMC to be responsive in passenger reservation processing. To improve support of our fleet and shore activities worldwide, we are working with MAC to help us upgrade our access to the reservation system. We have requested MAC to install Passenger Reservation and Manifesting Systems (PRAMS) terminals at all of our direct port calling activities. We have not experienced any problems with MTMC's or MAC's responsiveness on complaints regarding service. We recommend, however, that the TOAs expand beyond the use of DD Form 1341 and MAC Form 253 in monitoring passenger satisfaction to include distributing mail-in forms or conducting a separate survey. This would be a positive step in increasing awareness of passenger perceptions.
4. We concur with the Working Group's approach and Terms of Reference. In addition, we have had cooperative support from MAC and MTMC in dealing with any problems involving airlift service in the past. The annual MAC Users Conference and close Headquarters and working level contact on an on-going basis have proven to be effective.

T. T. LEBER  
By direction



**APPENDIX LL**

**MEMORANDUM FROM THE DEPARTMENT OF THE ARMY,  
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR LOGISTICS**

**SUBJECT: TERMS OF REFERENCE FOR REVIEW  
OF DoD PASSENGER AIRLIFT POLICIES AND PROCEDURES**







DEPARTMENT OF THE ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR LOGISTICS  
WASHINGTON, D.C. 20310-05

DALO-TSP-PC

MEMORANDUM FOR CHAIRMAN, SENIOR REVIEW GROUP, PASSENGER AIRLIFT  
EXECUTIVE REVIEW GROUP

SUBJECT: Terms of Reference for Review of DOD Passenger Airlift  
Policies and Procedures

1. We have reviewed subject document, from the perspective of the user, and offer the following comments concerning airlift support and services provided by MAC and MTMC.

a. Assessment of services for CONUS and overseas support and changes in quality and reliability over the past five years.

Airlift support provided by both MAC and MTMC has been outstanding. Our concerns, in the past, have been related to MAC's tariff rates which were higher than scheduled commercial discount fares and the restricted travel options caused by the limited availability of Cat B and Cat Y service from CONUS inland aerial parts. In response to requests from the Services and recommendations from MTMC, MAC has made significant strides in passenger service improvements. New Cat Y channels are being established on a continuing basis, passenger rates were decreased to compete with commercial fares, MAC's Passenger Reservations and Manifesting System (PRAMS) has been expanded to permit high-volume ITOs direct access for booking reservations, and accompanied baggage may be interlined between connecting scheduled service and Cat B. During FY85, more than 350,000 Army passengers moved on commercial airlift procured by MAC.

In addition to acquiring scheduled and charter airlift for group movement requirements, MTMC performs other services for the Army, among which are arranging transportation of recruits under prior arranged passenger standing route orders (PSROs) which ensure rapid movement to reception stations; and continuously analyzing ways to increase efficiency, service and economy of personnel movements. Cost avoidance achieved by MTMC in routing Army passengers in FY85 was more than \$51.5M.

b. Assessment of responsiveness of reservation processing.  
Improvements are needed by both MTMC and MAC with regards to confirmation of reservations. Major complaints from ITOs and passengers are:

(1) Calls are placed on "hold" at MAC for long periods (sometimes up to 60 minutes), followed by disconnection or preemt.

DALO-TSP-PC

SUBJECT: Terms of Reference for Review of DOD Passenger Airlift Policies and Procedures

(2) MAC confirms port calls outside requested travel window or places short-fused requests on "hold" instead of advising of nonavailability.

(3) On occasion, units are not given sufficient lead time on confirmation of transportation arranged by MTMC.

c. Actions taken on complaints regarding service and safety. Complaints relating to international travel are forwarded to MAC for review and appropriate action; those concerning CONUS carriers are reviewed by MTMC. In both cases, Army monitors to ensure satisfactory resolution. Average complaints received by ODCSLOG is 3-5 per year.

d. General appraisal of TOA effectiveness in passenger airlift operations. The current arrangement of MAC and MTMC procuring commercial airlift meets the needs of the Army. It nurtures each TOA's readiness program and allows for procurement of safe and reliable airlift services at reasonable costs.

2. We concur with approach in Terms of Reference.



R. L. STEARNS  
Colonel, GS  
Chief, Transportation  
Management Division  
Directorate for Transportation  
Energy and Troop Support

**APPENDIX MM**

**MEMORANDUM FROM HEADQUARTERS U.S. MARINE CORPS**

**SUBJECT: REVIEW OF PASSENGER AIRLIFT SERVICE**

MM-2



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
WASHINGTON, D.C. 20380-0001

4600/13  
LFT-2-SM

14 FEB 1986

From: Commandant of the Marine Corps  
To: Chairman, DoD Passenger Airlift Executive Review Group,  
Working Group, Washington, DC 20301

Subj: REVIEW OF PASSENGER AIRLIFT SERVICE

Encl: (1) Reports on contract/charter airlift problems

1. This letter provides information requested by the chairman of the Executive Review Group during the 11 February 1986 meeting.

a. The Military Airlift Command (MAC) and the Military Traffic Management Command (MTMC) have been responsive to our Service needs, to include reservations, actions taken on complaints regarding service and safety, and also in areas of proposed service improvements. Over the the past five years, service and reliability have remained constant or improved. Examples of service improvements are MAC's efforts to place flight information on Category Y service in Scheduled Airline Traffic Office CRT's and MTMC's efforts to satisfy our unique Selected Marine Corps Reserve group movement requirements.

b. We agree with the terms of reference established for the Executive Review Group. We especially support efforts to improve information flow between MAC, MTMC, and the Federal Aviation Administration and efforts to improve feedback procedures by users in the area of safety and service.

c. In the specific area of service quality and safety, an option worth investigating is the use of scientific sampling methods to detect service and safety deviations from the norm. These sampling techniques could be incorporated into redesigned service and safety questionnaires.

d. The enclosure contains examples of infrequent problems experienced by our special assignment airlift mission/charter validators.

2. We believe the recommendations developed during the review of contract/charter airlift will improve safety and the quality of service provided our servicemen and women.



REPORTS ON CONTRACT/CHARTER AIRLIFT PROBLEMS

ENCLOSURE (1)





# UNCLASSIFIED

ARLINGTON ANNEX  
MESSAGE CENTER

PRIORITY

ZYUW RUCBSGG5524 0432352

P 122255Z FEB 86

FM CG FMFLANT

TO CDRMTMC FALLS CHURCH VA//MT:PTC//

INFO CMC WASHINGTON DC

CG SECOND MAW

MACG TWO EIGHT

RUCKSAA/CG 11 MAF

CG FOURTH MAB

UNCLAS //NO4630//

CMC//CODEXLFT-1/CODEXLPP/

SUBJ: REPORT OF POSSIBLE SAFETY VIOLATIONS OF A COMMERCIAL CHARTER  
ACFT

1. DURING A RECENT COMMERCIAL AIRLIFT MISSION SKYSTAR AIRLINES PROVIDED AIRLIFT SERVICE FOR MARINES OF FMFLANT. SKYSTAR A 8707 OPERATING CAM NR 1A50-014 DID PROVIDE ADEQUATE SERVICE ON 27 JAN 86.
  2. HOWEVER, DURING CONVERSATIONS BETWEEN A FLIGHT ATTENDANT AND THE AIRCRAFT TROOP COMMANDER IT WAS DISCOVERED THAT SOME OR ALL OF THE CREW WAS SCHEDULED FOR A 23 HOUR CREW DAY.
  3. ACCORDINGLY, IT IS REQ THAT A REVIEW BE CONDUCTED AND STEPS BE INITIATED TO ENSURE THAT AIR TRAVEL IS SAFE FOR ALL.
  4. POC: 1STLT SARAGA, AV 564-6309/6954, FTS 954, OR COMM (804) 444.
- BT

CMC WASH DC

CGC (8)

INFO (8) TFK CK (1)

(U.P)

17

MCN=86043/38208

TCN=86043/23547

TAO=86043/23542

CDSN=MAX933

PAGE 1 OF 1  
122255Z FEB 86

# UNCLASSIFIED

MM-7

UNCLASSIFIED

ARLINGTON ANNEX  
MESSAGE CENTER

PRIORITY

ZYUW RUCBSGG6422 0441229

P 131205Z FEB 86

FM CG FMFLANT

TO HQ MAC SCOTT AFB IL//TRK/DOOMS/LNM//  
CDRMTMC FALLS CHURCH VA//MT:PTC//

INFO CMC WASHINGTON DC

CG FMFPAC

RUCKSAA/CG 11 MAF

CG 111 MAF

CG SECOND MARDIV

UNCLAS //NO4630//

CMC//CODEXLFT-1//

SUBJ: CONTRACTING OF COMMERCIAL CHARTERED AIRCRAFT MISSIONS

1. DURING CALENDAR YEAR 1985, FMFLANT VALIDATED AND RECEIVED 279 COMMERCIAL AIRLIFT MISSIONS. IN MOST CASES SERVICE WAS FOUND TO BE PROFESSIONAL, TIMELY, AND DEPENDABLE AT COMPETITIVE RATES. ON OCCASION, WHEN A AIRLINE NOT A REPRESENTATIVE OF THE COMMERCIAL AIRLINES INDUSTRY DID NOT PERFORM AS REQUIRED, MTMC PROV SWIFT AND AFFIRMATIVE ACTION TO DETOUR REOCCURANCES.

2. AS A RESULT OF THE ASSOCIATION WITH NUMEROUS CARRIERS LESSONS HAVE BEEN LEARNED AND READINESS THROUGH TRAINING HAS BEEN ENHANCED. HOWEVER, WHEN A PROBLEM HAS OCCURED NEARLY IN EVERY CASE CONFUSION OF CONTRACTING BY THE PROVIDER AND/OR USER HAS BEEN THE CAUSE.

3. FOR EXAMPLE: CONTRACTING BY THE NUMBER OF PASSENGERS VICE BY THE ALLOWABLE CABIN LOAD (ACL). AS MAC/MTMC UTILIZE A PLANNING FACTOR OF 160 LBS PER PAX, EACH AIRCRAFT PILOT ESTIMATES A VARIETY OF DIFFERENTS WT'S. EXPERIENCE HAS SHOWN 172-180 LBS IS MORE ACCURATE FOR AND AVG BODY WT OF A MARINE. ALTHOUGH WE WEIGH BAGGAGE AND CARGO THE PAX WT IS ESTIMATED AND WHEN OUR ESTIMATES ARE LESS THAN A PILOTS THIS RESULTS IN FRUSTRATED CARGO/BAGGAGE. WHEN CONFRONTING THE PILOT OR CREW THE CONDITIONS OF THE CONTRACT ARE OFTEN UNKNOWN. EVEN IF THE CARRIER PROVIDES ADDITIONAL AIRLIFT FREE OF CHARGE, VALUABLE TIME IS LOST AND THEREFORE OBSTRUCTING A MOVEMENT.

4. ACCORDINGLY, IT IS RECOMMENDED THAT THE FOL ACTIONS BE CONSIDERED TO ENHANCE PLANNING AND PROVIDE A TOOL FOR CHECKS AND BALANCES:

A. THAT MAC/MTMC INCREASE THE CONTRACT BODY WT TO 175 LBS.

B. THAT CONDITIONS OF THE CONTRACT BE PROV TO THE USER AND REQD IN POSSESSION OF THE CREW PERFORMING THE MSN.

C. THAT A MINIMUM ACL BE A CONDITION OF THE CONTRACT WITH AUTHORIZATION TO OFFER EXCESS CAPABILITY AT NO ADDITIONAL COST.

D. THAT AN ACFT FLOW INCLUDING ARRIVAL AND DEPARTURE TIMES FOR APOE/APOD BE REQUIRED TO BE PROV NLT 5 DAYS PRIOR TO THE MSN. ARRIVAL TIMES AT THE APOE HAS NOT BEEN PROV TO DATE.

E. THAT A ON SITE CARRIER OR CONTRACTING AUTHORITY REP HAVE ON HAND A FORM THAT REQUIRES A USER AND CREW SIGNATURE FOR SERVICES PROVIDED AND RECEIVED.

5. POC: 1STLT J. T. SARAGA AV 564-6309/6954, FTS. 954-XXXX. OR COMM (804) 444-XXXX. BT

CMC WASH DC

COG LF(8)

INFO A(9) HQS(1) POC(1) TFK CK(1)

(U,P)

20

MCN=86044/18951

TOR=86044/1236Z

TAD=86044/1237Z

COSN=MAC358

PAGE 1 OF 1  
131205Z FEB 86

UNCLASSIFIED

MM-8

# UNCLASSIFIED

ARLINGTON ANNEX  
MESSAGE CENTER

ZYUW RHCJSGG2823 0432019

PRIORITY  
P 122019Z FEB 86  
FM CG FOURTH MARDIV  
TO CMC WASHINGTON DC  
ACCT NA-CNRF

UNCLAS //NO4600//  
CMC//CODEXLFT-2/

UBJ: UNSATISFACTORY SERVICE OF COMMERCIAL AIRLINE CARRIERS  
L. FONECON BETWEEN CAPT ARSENEAU (4THMARDIV) AND MR. MCNAIR  
(LFT-2) OF 12 FEB 86.

1. IRT REF (A) FOL INFO IS PROV:

A. CAM/DATE: 1A50-02/15 NOV 85  
CARRIER: SKY STAR AIRLINES  
INCIDENT: CARRIER FAILED TO PROVIDE REQUESTED MEAL SERVICE

B. CAM/DATE: 1A81-123/15 NOV 85  
CARRIER: KEY AIRLINES  
INCIDENT: CARRIER FAILED TO PROVIDE REQUESTED MEAL SERVICE

C. CAM/DATE: 1AJW-36/15 NOV 85  
CARRIER: ARROW AIRLINES

INCIDENT: ABORTED TAKE-OFF. CARRIER BACK TAXIED BUT DID NOT  
SHUT DOWN. SECOND ATTEMPT AT TAKE-OFF WAS SUCCESSFUL W/NO FURTHER  
INCIDENTS.

P.O.C. THIS HQ: CAPT ARSENEAU, AVN: 363-1345. BT

*The Tail Dragging Incident*

CMC WASH DC  
ACTION LF (8)  
INFO L (8) TFK CK (1)

(U.P)

17

MCN=86043/36826

TOR=86043/2310Z

TAD=86043.2314Z

CDSN=MAX808

PAGE 1 OF 1  
122019Z FEB 86

# UNCLASSIFIED

MM-9

RJUTINE

R 200411Z DEC 85

FM CG FMFPAC

INFO HQ MAC SCOTT AFB IL//TRKS/DOOX/OJMS/LNM/TRC//

USCINCPAC HONOLULU HI

HQ PACAF HICKAM AFB HI//LGTA/PAMO//

P 170151Z DEC 85

FM CG III MAF

TO CG FMFPAC

INFO CG FMFLANT

CG SECOND MAW

P 120616Z DEC 85

FM MAG TWELVE

TO CG III MAF

INFO CG FIRST MAW

UNCLAS //NO4600//

SUBJ: MAC SAAM DISCREPANCY SUBMISSION

A. CG FMFPAC 042347Z SEP 84

B. PHONE CON BETWEEN FMAW EMBO AND MAG-12 EMBO ON 9 DEC 85

1. IAW REF A AND B THE FOL RPT IS SUBM:

A. MISSION DATA

C1) SAAM NO. 4584/MISSION NO. 2

(2) APOE: NAS CECIL FIELD

(3) APOD: MCAS IWAKUNI JAPAN

(4) ACFT TYPE: DC-8

G4(5)...ORIG FOR CG FMFPAC(12)  
SSEC(1) G3(6)

/13/

J4(5)...INFO FOR USCINCPAC HONOLULU H(14)  
CDO(3) J3(5) IPAC(5) OO-01-04(1)

00180/ 3/0396

RTD:000-000/COPIES:0026

397089/354  
CSN:OCA 00024

1 OF 2 MATA0538 354/04:55Z  
354/04:57Z

120616Z DEC 85  
MAG TWELVE

- (5) OPERATING UNIT: VA-15/VA-192
- (6) LOAD: 200 PAX, 10 TONS BAGS
- (7) SCHEDULED ARR/DEP: 1215Z 6 DEC 85/1435Z 6 DEC 85
- (8) ACTUAL ARR/DEP: 1554Z 6 DEC 85/1715Z 6 DEC 85

B. PROBLEMS ENCOUNTERED

- (1) THE AIRCRAFT WAS SCHEDULED TO DEPART IWAKUNI AFTER NORMAL FIELD OPERATING HOURS. DUE TO DELAYS THE AIRCRAFT ARRIVED AND DEPARTED IWAKUNI AFTER NORMAL FIELD OPERATING HOURS.
- (2) TWO OF THE FOUR CARGO DOORS WERE INOPERATIVE MAKING IT NECESSARY TO LOAD/UNLOAD ALL BAGGAGE VIA THE FORWARD AND AFT CARGO DOORS.
- (3) INFLIGHT MOVIES WERE REQUESTED HOWEVER, NONE WERE PROVIDED.
- (4) THE TOILETS ABOARD THE AIRCRAFT HAD NO RUNNING WATER.
- (5) SERVICE PROVIDED BY THE FLIGHT ATTENDANTS WAS POOR AND NO COFFEE WAS AVAILABLE TO THE PASSENGERS.
- (6) AIRCRAFT CABIN TEMPERATURE CONTROL SYSTEM WAS UNABLE TO RAISE CABIN TEMPERATURE TO AN ACCEPTABLE COMFORT LEVEL.

C. RECOMMENDATIONS

- (1) THAT THIS SAAM MISSION BE REVIEWED TO ASCERTAIN WHETHER OR NOT THE CARRIER MET CONTRACTUAL OBLIGATIONS.
- (2) THAT APPROPRIATE ACTION BE TAKEN TO ENSURE ADEQUATE SERVICES ARE PROVIDED ON FUTURE SAAM MISSIONS UTILIZING CONTRACTED CIVILIAN CARRIERS.

2. MAG-12, POC: LTCOL STEWART OR CAPT NUZUM (AV) 236-3082

BT

397089/354  
CSN:OCA 00024

2 OF 2    MATA0538 354/04:55Z

120616Z DEC 85  
MAG TWELVE

ROUTINE

R 070535Z JAN 86

FM CG FMFPAC

INFO CG III MAF

R 301500Z DEC 85

FM HQ MAC SCOTT AFB IL//TR//

TJ CG FMFPAC

UNCLAS

SUBJECT: MAC SAAM DISCREPANCY SUBMISSION.  
REFERENCE: YOUR MESSAGE 200411Z DEC 85, SAME SUBJECT.

1. ITEM 1: THE SCHEDULED OPERATING HOURS WERE AFFECTED BY A REQUIRED EN ROUTE SERVICING STOP AT YOKOTA AB JAPAN. SINCE YOKOTA WAS CLOSING FOR RUNWAY REPAIR, THIS IMPACTED OPTIONS AS FAR AS ARRIVAL/DEPARTURE. ITEM 2: THE CARRIER ACKNOWLEDGES THE CARGO DOORS WERE MISSING HANDLES AND WERE NOT AT FULL OPERATIONAL LEVELS. REPAIRS WERE MADE UPON RETURN. ITEM 3: MOVIES WERE NOT SHOWN BECAUSE THIS AIRCRAFT IS NOT CONFIGURED TO SHOW INFLIGHT MOVIES. PER OUR CONTRACT, ONLY WIDE BODY AIRCRAFT (DC 10, B747, L1011) ARE REQUIRED TO HAVE INFLIGHT MOVIES AVAILABLE. DC-8 AIRCRAFT NORMALLY DO NOT HAVE THIS CAPABILITY. ITEM 4: LAVS AND COFFEE WERE BOTH AFFECTED BY THE WATER PROBLEM. SINCE THE WATER SYSTEM WAS IN-OP, COFFEE COULD NOT BE MADE AND LAVS WERE OUT OF ORDER ALSO. THE CARRIER ACKNOWLEDGED THE WATER PROBLEM ON THIS AIRCRAFT AND REPAIRED THE PROBLEM AFTER THE MISSION TERMINATED. ITEM 5: SUBSTANDARD SERVICE BY FLIGHT ATTENDANTS IS NEVER ACCEPTABLE. THE CARRIER HAS BEEN ADVISED MAC WILL NOT TOLERATE REOCCURRENCE OF POOR PERFORMANCE BY FLIGHT ATTENDANTS. ITEM 6: CABIN TEMPERATURE MUST BE MAINTAINED AT CONTRACT-REQUIRED LEVELS OF BETWEEN 68-74 DEGREES.

2. MAC SHARES YOUR CONCERN OVER THIS FLIGHT AND HAS DISCUSSED THE MATTER AT LENGTH WITH THE CARRIER. THE CONTRACTOR HAS BEEN ADVISED OF OUR CLOSE SCRUTINY FOR THE IMMEDIATE FUTURE ON HIS LEVEL OF

G4(5)...ORIG FOR CG FMFPAC(12)  
SSEC(1) G3(6)

/13/

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CSN:DCA 00040

1 OF 2 MATA0816 067/05:46Z  
007/05:50Z

301500Z DEC 85  
HQ MAC SCOTT A

SERVICE RENDERED.

3. POC IS CAPT STAUBER, AUTOVON 576-5771.

BT

461249/007  
CSN:PCA 00040

2 JF 2 MATAG816 007/05:46Z

301500Z DEC 85  
HQ 4AC SCOTTY A





**APPENDIX NN**

**LIST OF ABBREVIATIONS AND ACRONYMS**



## LIST OF ABBREVIATIONS AND ACRONYMS

|                       |                                                                                    |
|-----------------------|------------------------------------------------------------------------------------|
| <b>AFEES</b>          | <b>Army Air Force Exchange Service</b>                                             |
| <b>AB</b>             | <b>Air Base</b>                                                                    |
| <b>AC</b>             | <b>Aircraft Commander</b>                                                          |
| <b>AFB</b>            | <b>Air Force Base</b>                                                              |
| <b>AFM</b>            | <b>Air Force Manual</b>                                                            |
| <b>ALD</b>            | <b>Airlift Division</b>                                                            |
| <b>ARF</b>            | <b>Air Reserve Forces</b>                                                          |
| <b>ASA(I&amp;L)</b>   | <b>Assistant Secretary of the Army (Installations and Logistics)</b>               |
| <b>ASAF(RD&amp;L)</b> | <b>Assistant Secretary of the Air Force (Research, Development, and Logistics)</b> |
| <b>ASD(A&amp;L)</b>   | <b>Assistant Secretary of Defense (Acquisition and Logistics)</b>                  |
| <b>AVPOL</b>          | <b>Aviation Petroleum, Oil, and Lubricants</b>                                     |
| <b>CA</b>             | <b>Contract Administrator</b>                                                      |
| <b>CAB</b>            | <b>Civil Aeronautics Board</b>                                                     |
| <b>CAM</b>            | <b>Commercial Air Movement</b>                                                     |
| <b>CAMS</b>           | <b>Consolidated Aircraft Maintenance Squadron</b>                                  |
| <b>CFR</b>            | <b>Code of Federal Regulations</b>                                                 |
| <b>CINCMAC</b>        | <b>Commander in Chief, Military Airlift Command</b>                                |
| <b>CMMS</b>           | <b>Congressionally Mandated Mobility Study</b>                                     |
| <b>COMP GEN</b>       | <b>Comptroller General</b>                                                         |
| <b>CONCOR</b>         | <b>Contract Coordinator</b>                                                        |
| <b>CONUS</b>          | <b>Continental United States</b>                                                   |
| <b>CRAF</b>           | <b>Civil Reserve Air Fleet</b>                                                     |
| <b>DCAS</b>           | <b>Defense Contract Administrative Service</b>                                     |
| <b>DLAR</b>           | <b>Defense Logistics Agency Regulation</b>                                         |
| <b>DoD</b>            | <b>Department of Defense</b>                                                       |
| <b>DoT</b>            | <b>Department of Transportation</b>                                                |
| <b>FAA</b>            | <b>Federal Aviation Administration</b>                                             |
| <b>FAR</b>            | <b>Federal Aviation Regulations</b>                                                |
| <b>FY</b>             | <b>Fiscal Year</b>                                                                 |

|            |                                                                               |
|------------|-------------------------------------------------------------------------------|
| GSA        | General Services Administration                                               |
| GTR        | Government Transportation Request                                             |
| HQ         | Headquarters                                                                  |
| ITO        | Installation Transportation Officer                                           |
| JA/ATT     | Joint Airborne/Air Transportability Training                                  |
| JCS        | Joint Chiefs of Staff                                                         |
| MAC        | Military Airlift Command                                                      |
| MAJCOM     | Major Command                                                                 |
| MATA       | Military Air Transportation Agreement                                         |
| MATS       | Military Air Transport Service                                                |
| MCO        | Marine Corps Order                                                            |
| MEPS       | Military Entrance Processing Station                                          |
| MOU        | Memorandum of Understanding                                                   |
| MPM/D      | Million Passenger Miles per Day                                               |
| MSET       | Maintenance Standardization and Evaluation                                    |
| MTMA       | Military Traffic Management Agency                                            |
| MTMC       | Military Traffic Management Command                                           |
| MTMR       | Military Traffic Management Regulation                                        |
| MTM/D      | Million Ton Miles per Day                                                     |
| MV         | Mobilization Value                                                            |
| MWR        | Morale, Welfare, and Recreation                                               |
| NAFS       | Numbered Air Forces                                                           |
| NAVSUP     | Naval Supply Systems Command                                                  |
| NTSB       | National Transportation Safety Board                                          |
| OASD(FM&P) | Office of the Assistant Secretary of Defense (Force Management and Personnel) |
| OCONUS     | Outside the Continental United States                                         |
| OJCS       | Office of the Joint Chiefs of Staff                                           |
| OMB        | Office of Management and Budget                                               |
| OSD        | Office of the Secretary of Defense                                            |
| PCS        | Permanent Change of Station                                                   |

|               |                                                   |
|---------------|---------------------------------------------------|
| <b>PSRO</b>   | <b>Passenger Standing Route Order</b>             |
| <b>QC</b>     | <b>Quality Control</b>                            |
| <b>RDTM</b>   | <b>Rated Distribution and Training Management</b> |
| <b>SAAM</b>   | <b>Special Assignment Airlift Mission</b>         |
| <b>SAF</b>    | <b>Secretary of the Air Force</b>                 |
| <b>SEA</b>    | <b>Southeast Asia</b>                             |
| <b>SF</b>     | <b>Standard Form</b>                              |
| <b>TDY</b>    | <b>Temporary Duty</b>                             |
| <b>TMO</b>    | <b>Traffic Management Officer</b>                 |
| <b>TO</b>     | <b>Transportation Officer</b>                     |
| <b>TOA</b>    | <b>Transportation Operating Agency</b>            |
| <b>UPT</b>    | <b>Undergraduate Pilot Training</b>               |
| <b>USAF</b>   | <b>United States Air Force</b>                    |
| <b>U.S.C.</b> | <b>United States Code</b>                         |
| <b>UTE</b>    | <b>Utilization</b>                                |
| <b>WASP</b>   | <b>War Air Service Program</b>                    |



## **APPENDIX OO**

### **DEFINITIONS**





## **DEFINITIONS**

### **CATEGORY A**

Transportation of individually ticketed passengers on scheduled service pursuant to contracts with MAC.

### **CATEGORY B**

Transportation of passengers in plane load lots pursuant to contracts with MAC.

### **CATEGORY Y**

Round trip movement of passengers in blocks of 20 or more per flight on scheduled service at the rate established for Category B service pursuant to contracts with MAC.

### **CATEGORY Z**

Transportation of individually ticketed passengers on scheduled service pursuant to a published tariff.

### **COMMERCIAL AIR MOVEMENT (CAM)**

A routing symbol and number assigned by carriers to identify a commercial air movement of group traffic subject to centralized control by MTMC. CAM numbers are applicable to charter air moves or group moves in scheduled service.

### **CONTINENTAL UNITED STATES (CONUS)**

The contiguous 48 states and the District of Columbia.

### **GOVERNMENT TRANSPORTATION REQUEST (GTR)**

A fiscal document (Standard Form 1169) used for the procurement of transportation from commercial carriers when the charges are properly payable by the Government directly to the carrier.

### **GROUP MOVEMENT**

Usually 21 or more passengers moving over 450 miles between origin and destination within the CONUS and routed by MTMC.

### **INSTALLATION TRANSPORTATION OFFICER (ITO)**

The designated transportation officer located at military installations (referred to as the TMO or Traffic Management Officer by the U.S. Air Force).

### **PASSENGER STANDING ROUTE ORDER (PSRO)**

Issued by MTMC to designate the origin, destination, mode of transportation, carrier, schedule to be used, and other special instructions for movement of repetitive traffic between the same points in CONUS.

### **SPECIAL ASSIGNMENT AIRLIFT MISSION (SAAM)**

An airlift mission operated by MAC to satisfy a requirement needing special pickup or delivery at a point outside the MAC channel or requiring special consideration due to the number of passengers, size, or weight of the cargo or the urgency/sensitivity of movement.

END

DATE

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