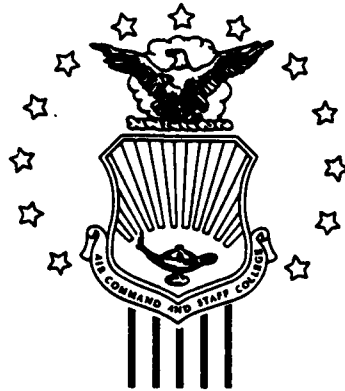


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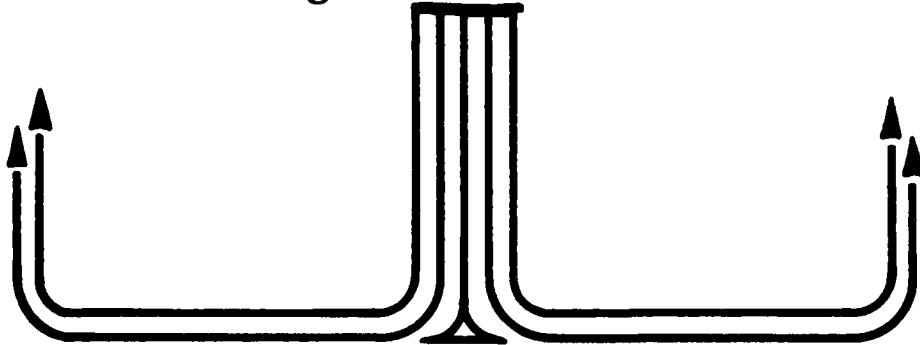
-AIR COMMAND AND STAFF COLLEGE-

STUDENT REPORT
BASE LEVEL TRANSPORTATION
PLANS AND PROGRAMS

MAJOR ARTHUR E. PEARSALL 68-2080

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REPORT NUMBER 88-2080
TITLE BASE LEVEL TRANSPORTATION PLANS AND PROGRAMS

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Submitted to the faculty in partial fulfillment of
requirements for graduation.

**AIR COMMAND AND STAFF COLLEGE
AIR UNIVERSITY
MAXWELL AFB, AL 36112-5542**

REPORT DOCUMENTATION PAGE

Form Approved
 OMB No. 0704-0188

1a. REPORT SECURITY CLASSIFICATION UNCLASSIFIED		1b. RESTRICTIVE MARKINGS	
2a. SECURITY CLASSIFICATION AUTHORITY		3. DISTRIBUTION / AVAILABILITY OF REPORT	
2b. DECLASSIFICATION / DOWNGRADING SCHEDULE		STATEMENT "A" Approved for public release; Distribution is unlimited.	
4. PERFORMING ORGANIZATION REPORT NUMBER(S)			
5. MONITORING ORGANIZATION REPORT NUMBER(S)		6a. NAME OF PERFORMING ORGANIZATION ACSC/EDC	
6b. OFFICE SYMBOL (If applicable)		7a. NAME OF MONITORING ORGANIZATION	
6c. ADDRESS (City, State, and ZIP Code) Maxwell AFB AL 36112-5542		7b. ADDRESS (City, State, and ZIP Code)	
8a. NAME OF FUNDING / SPONSORING ORGANIZATION		8b. OFFICE SYMBOL (If applicable)	
9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER		10. SOURCE OF FUNDING NUMBERS	
8c. ADDRESS (City, State, and ZIP Code)		PROGRAM ELEMENT NO.	PROJECT NO.
		TASK NO.	WORK UNIT ACCESSION NO.
11. TITLE (Include Security Classification) BASE LEVEL TRANSPORTATION PLANS AND PROGRAMS			
12. PERSONAL AUTHOR(S) Pearsall, Arthur E., Major, USAF			
13a. TYPE OF REPORT	13b. TIME COVERED FROM _____ TO _____	14. DATE OF REPORT (Year, Month, Day) 1988 April	15. PAGE COUNT 37
16. SUPPLEMENTARY NOTATION			
17. COSATI CODES		18. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)	
FIELD	GROUP	SUB-GROUP	
19. ABSTRACT (Continue on reverse if necessary and identify by block number)			
<p>The purpose of this report is to aid base level transportation managers determine the mission, organization and duties of their newly authorized plans and programs (LGTX) workcenter. The report also addresses the training needs of the personnel assigned to the LGTX workcenter. The information in this report would allow for standardization of the LGTX workcenter if applied throughout the USAF transportation community. It recommends that additional efforts be made to identify or develop formal training opportunities for transportation personnel assigned to the base level transportation LGTX workcenter.</p>			
20. DISTRIBUTION / AVAILABILITY OF ABSTRACT <input type="checkbox"/> UNCLASSIFIED/UNLIMITED <input checked="" type="checkbox"/> SAME AS RPT. <input type="checkbox"/> DTIC USERS		21. ABSTRACT SECURITY CLASSIFICATION UNCLASSIFIED	
22a. NAME OF RESPONSIBLE INDIVIDUAL ACSC/EDC Maxwell AFB AL 36112-5542		22b. TELEPHONE (Include Area Code) (205) 294-2867	22c. OFFICE SYMBOL

PREFACE

The United States Air Force and its sister services require a well maintained, equipped, supplied and trained transportation support system in order to meet their world wide defense missions. In today's world of limited resources the Air Force will only be able to provide such a system if proper planning and programing is performed at all levels to insure maximum utility is achieved from its available resources. This report is being written to improve the likelihood of proper transportation planning and programing at base level.

The purpose of this report is to help base level transportation leaders determine the mission, organization and duties of their newly authorized plans and programs function, while providing some continuity of operation between similar base level organizations within the transportation community. This document will provide a broad overview of the mission statement, organization, duties and responsibilities for a generic base level transportation plans and programs workcenter; and will offer information concerning the training of its personnel. Each unit may have unique features that may require modifications to the presented information to shape it to their own specific mission support requirements. Therefore, a collection of ideas under each area will be presented for the reader's consideration to apply as his or her situation may dictate.

The author recognizes the contributions made by the Air Force Logistics Management Center (AFLMC) Directorate of Transportation and the other people and publications listed in the bibliography.



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ABOUT THE AUTHOR

Major Arthur E. Pearsall Jr. has thirteen years of experience as an Air Force transportation officer. Previous duties related to transportation plans and programs include: Officer-In-Charge (OIC) Vehicle Maintenance Branch of the 317th Transportation Squadron (TAC); OIC Traffic Management Office of the 48th Transportation Squadron (USAFE); OIC Vehicle Operations Branch of the 437th Transportation Squadron (MAC); Chief of Transportation of the 6168th Combat Support Squadron (PACAF); Air Staff Training Officer, Headquarter US Air Force Directorate of Transportation; Transportation Plans and Programs Officer Headquarters Strategic Air Command, Directorate of Transportation; Aerial Port Operations Officer for the 310th Military Airlift Squadron (MAC); Commander of the 6th Aerial Port Squadron (MAC); Director of Air Transportation for the 310th Military Airlift Group (MAC); and J4 for US Southern Command's Joint Deployable Task Force Headquarters. While serving in these billets, he has been directly responsible for the planning, programing and budgeting the utilization and authorization of transportation personnel, supplies and equipment required to accomplish assigned mission support functions at all levels of command throughout the DOD and USAF transportation community.

Major Pearsall attended Virginia Polytechnic Institute and State University graduating with a Bachelor of Arts degree in Art. He is a graduate of the Air Force Vehicle Management School and Advanced Air Transportation Course. Major Pearsall completed Squadron Officers School through residence and is currently a resident student at Air Command and Staff College (ACSC).

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EXECUTIVE SUMMARY



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REPORT NUMBER 88-2080

AUTHOR(S) ARTHUR E. PEARSALL JR, USAF

TITLE BASE LEVEL TRANSPORTATION PLANS AND PROGRAMS

I. **Purpose:** To identify the mission, organization, duties and responsibilities, and training associated with the effective operation of a base level transportation plans and programs (LGTX) workcenter within base transportation activities.

II. **Problem:** Although the United States Air Force transportation community has historically had the LGTX workcenter within their headquarters organizations, the Major Command Transportation Directors support the observation that adequate guidance for the operation of base level transportation LGTX workcenters is frequently difficult to identify and that no standardization of the workcenters' organization, mission, or duties and responsibilities currently exists. These shortfalls have resulted in insufficient guidance being available to base level transportation managers to efficiently and effectively establish LGTX workcenters within their organizations.

III. **Objective:** The objective of this report is to aid base level transportation managers in determining the mission, organization and duties of their newly authorized plans and programs workcenter, while providing continuity of operation between similar base level organizations within the transportation community. The report provides a broad overview of the mission statement, organization, duties

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and responsibilities for a generic base level transportation plans and programs workcenter; and will also offer information concerning the training of the workcenters' personnel.

IV. Conclusions: The information presented in Chapters One through Four of this paper provide base level transportation managers with the currently available guidance for establishing an effective plans and programs workcenter within their unit. These chapters provide for universal standardization, when applied throughout the Air Force transportation community, of the workcenter's organization, mission, and duties. This standardization of the transportation communities' overall planning and programming effort will assist the United States Air Force to maintain a well equipped, supplied and trained transportation support system capable of meeting its world wide defense mission today and in the future. Training opportunities for the workcenter's personnel is considered to be extremely limited, especially in the formal schools area.

V. Recommendations: The Air Force Logistics Management Center Directorate of Transportation evaluate Department of Defense and US Air Force training curricula to identify courses with possible application for personnel assigned to the base level LGTX workcenter. If no courses that can train transportation personnel in the duties and responsibilities of the base level transportation plans and programs workcenter can be identified, efforts should be undertaken to establish such training.

GLOSSARY

ADMIN	- Administration
AFLOGMET	- Air Force Logistics Management Engineering Team
AFRES	- Air Force Reserve
ANG	- Air National Guard
DOD	- Department of Defense
DOC	- Designed Operational Capability
DOX	- Director of Operations Plans Office
FASTCAP	- Fast Payback Capital Investment Program
HQ	- Headquarters
LET	- Director of Air Force Transportation
LETX	- Air Force Transportation Plans and Programs
LGT	- Chief of Transportation
LGTM	- Vehicle Maintenance
LGTT	- Traffic Management Office
LGTV	- Vehicle Operations
LGTX	- Transportation Plans and Programs
LGX	- Logistics Plans Office
MAJCOM	- Major Command
NCO	- Noncommissioned Officer
PEP	- Productivity Enhancement Program

CONTINUED

PIF	- Productivity Incentive Fund
SAC	- Strategic Air Command
SORTS	- Status of Resources and Training System
TAC	- Tactical Air Command
TR	- Director of Air Transportation
TRE	- Aerial Port Executive Office
TRO	- Aerial Port Operations Office
TRT	- Aerial Port Traffic Management Office
TRX	- Aerial Port Plans and Programs
WRM	- War Reserve Material

Chapter One

INTRODUCTION TO BASE LEVEL TRANSPORTATION PLANS AND PROGRAMS

History has demonstrated that the geographical parameters of the battlefield are continually evolving and growing in complexity and scope. This has made it necessary for our nation to develop more complex weapon systems and forces to effectively operate across ever increasing levels of conflict ranging from terrorist activity on the low end to all out nuclear warfare. The Department of Defense (DOD) and United States Air Force (USAF) transportation system has also grown in complexity and size as it attempted to meet movement requirements associated with providing timely, effective and efficient global deployment, employment and resupply support to the military services. Martin Van Creveld identified the effects this growth would have on the transportation system when he said:

"The friction within any machine...human or mechanical...increases in proportion to the number of its parts...a prime example of the law of diminishing returns.....The speed and range of successive new means of transportation have been largely, if not completely, offset by the enormous increase in friction and above all, by the quantities of supplies required."(1:193)

Air Force transportation personnel must be able to identify the issues causing the friction within the transportation system and resolve them at all levels if they are going to effectively perform their mission today.

Historically, the USAF transportation community has used centrally located plans and programs staffs within headquarters organizations to identify and resolve problems associated with the friction within its support system. During the late 1970s, the leadership within the USAF transportation community recognized that not all the systems problems could be effectively identified or resolved by centralized planning and programming staffs. This realization led to Air Force Logistics Management Center producing the "Transportation Productivity Improvement Guide" in 1982. (3:1-14) The guide provided USAF transportation managers information on vital functional areas within base level transportation organizations and methods for identifying and resolving problems within them. The effort, although successful, resulted in little, if any, unity or consistence in the way similar problems were being resolved within to community on the whole. This lack of unity or consistency led the community, by the early 1980s, to recognize that a requirement existed for base level transportation plans and programs functions within its squadrons.

The decision was made by the USAF transportation community to establish Plans and Programs (LGTX) workcenters in base level transportation activities in 1984. Headquarters USAF/LETX, along with its MAJCOM counterparts, began efforts

to develop regulations and guidance for the effective operation and management of this new workcenter immediately. (18:1-4) However, these efforts have only resulted in draft documents being produced for the most part as of this date. Additionally, work is still on going with Air Force Logistics Management Engineering Agency to develop Air Force Manpower Standards for the new workcenter. (4:1-11) Although a great deal of guidance and information has been developed for the establishment and management of the new workcenter, little if any has been distributed to the field since base level transportation activities were directed to establish the workcenter from existing resources in 1985.

This paper is being written to provide base level transportation personnel with the information required to establish and effectively operate a Plans and Programs workcenter within their activities. It is hoped that the information presented will provide standardization in the manner Plans and Programs workcenters operate within base level transportation activities until official documentation currently under development can be completed and distributed throughout the community. The following chapters will provide information on the workcenter's mission statement, organization, duties and responsibilities, and finally training and qualifications for its assigned personnel. Since no organization can exist without first having a mission, the next chapter will address the transportation plans and programs workcenter mission statement.

Chapter Two

BASE LEVEL TRANSPORTATION PLANS AND PROGRAMS MISSION STATEMENT

This chapter will address the overall mission of the transportation plans and programs workcenter of base level transportation activities. A workcenter's mission statement, like that of any USAF organization, serves as a roadmap to the workcenter's leadership. It provides them with institutional guidance as to the functions, duties and responsibilities the workcenter was established to accomplish on behalf of the larger organization to which it belongs. The first step will be to identify the generic functions, duties and responsibilities associated with the transportation plans and programs workcenter, with the ultimate goal being the development of a generic mission statement for the workcenter.

HQ USAF/LET, in coordination with the MAJCOM transportation staffs, has identified several functions and duties to be performed by the base level transportation plans and programs workcenter. The most important result of this effort has been to tie the base level workcenter with that of the transportation plans and programs function found at USAF and MAJCOM headquarters. (18:1-11) This action provides command communication channels for the new workcenter identical to those currently found in the other transportation workcenters. This effort should increase the likelihood of greater consistency and uniformity throughout the transportation community in planning and programming its operational support requirements. These channels have already proven useful in identifying specific duties and responsibilities for the new workcenter.

The duties most commonly identified with base level transportation are listed in Figure 2-1. (17:14-19) This listing is by no means inclusive, but rather offered as a point from which to commence discussion of the responsibilities of the base level transportation plans and programs workcenter. The base level transportation plans and programs workcenter is responsible to the senior transportation officer within their assigned organization to act as office of primary responsibility for those duties listed in Figure 2-1. The primary responsibility of the new workcenter is to document the unit's transportation support capabilities, make inputs to installation plans and develop unit supporting plans for those developed by the installation. The workcenter also centrally programs unit resources to meet unit mission support requirements, and where shortfalls exist takes action to develop programs to correct the situation. Now that the USAF transportation communities' rationale for establishing base level transportation plans and programs workcenters has been reviewed, a mission statement can be developed. The following mission statement is offered as an example and was developed using the TAC/LGTX mission statement. (5:33-34)

**Base Level
Transportation Plans and Programs**

The base level transportation plans and programs workcenter is responsible to the senior transportation officer within their assigned organization to act as office of primary responsibility for all unit planning and programing activity. They act as the transportation organization's single point of contact with all outside organizations desiring information or inputs from transportation concerning those subject areas. Finally, the workcenter is responsible for establishing and maintaining historical files of their efforts in the performance of their assigned duties. The workcenter develops and coordinates transportation inputs to war plans, programing plans, mobilization plans, contingency plans and local emergency plans. Provides transportation representation during formulation of wing plans, projects, and studies. Establishes, evaluates, and implements policies and procedures for local transportation requirements supporting wartime and contingency plans, exercises, unit moves and similar type activities as required; then insures they are incorporated in appropriate base operational and unit supporting plan. Evaluates available transportation specialty skills and manning availability against unit mission requirements; then recommends appropriate action to correct any noted discrepancies. Develops, justifies, recommends, and manages transportation training programs to ensure adequate training is accomplished within all functional areas to meet the units mission needs. Acts as focal point within the transportation activity for management of transportation resources to include financial management. Reviews, develops, and supports local requirements for facilities in support of the unit's missions. Acts as local focal point for the development of transportation information and related statistical analysis in support of assigned functional areas. Programs transportation resources to ensure they are available to meet requirements of assigned mission. Develops local position and input to major command headquarters through the base status of resources and training system (SORTS). Serves as transportation focal point for local special projects that involve transportation functions. Evaluates transportation aspects of host tenant and other local agreements that affect the units functional work-centers. Determines requirements for automated data processing (ADP) programs, including developing and implementing local, command and standard programs as they apply to itself. (5:33-34)

BASE LEVEL
TRANSPORTATION PLANS AND PROGRAMS
JOBS

Facilities	Budget	Mobility
Self-Inspection	Exercises	Personnel
Disaster Preparedness	Awards	Orientations
Trips/Visits	Manpower	Conferences
Security	Model Installation	Wartime Plans
Contingency Plans	Programs	Automation
Reserve Forces	War Reserve Material	Briefings
MAC Affiliation	Reception Plans	Training
Host Tenant Support	Suggestions	UNITREP
Memorandums	Agreements	Audits
Inspection Reports		

FIGURE 2-1

Chapter Three

BASE TRANSPORTATION PLANS AND PROGRAMS ORGANIZATION

This chapter will address the organizational structure of the base level plans and programs workcenter. It will identify the workcenter chain of command within the two major types of base level transportation agencies commonly found within the USAF structure today -- the base transportation squadron and the Military Airlift (MAC) aerial port squadron. Although there are other smaller types of base level transportation activities that will be receiving the plans and programs workcenter, they should be able to align the workcenter in a similar manner. Finally, this chapter will identify and examine an internal organizational structure for base level transportation plans and programs workcenters. (6:77)

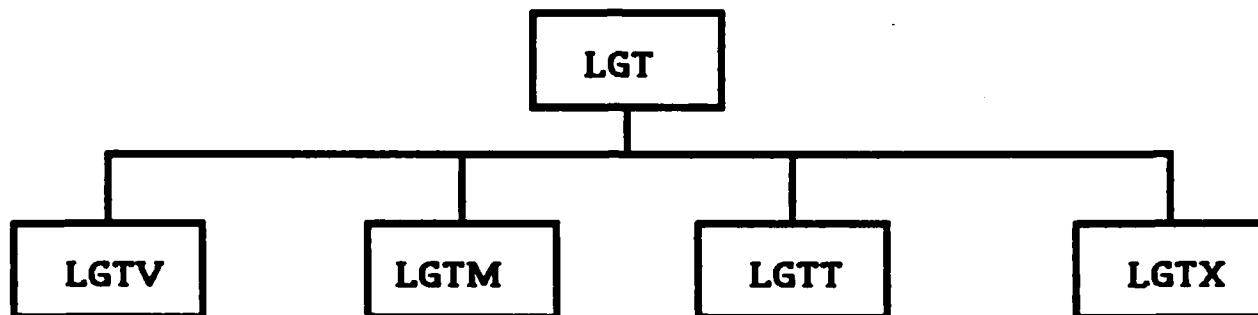
Current guidance on the organization of base level transportation plans and programs workcenters indicates that there will be two separate types of organization within the USAF transportation. The first will be known as Transportation Plans and Programs (LGTX) and will be organized within base level transportation squadrons directly under the Chief of Transportation (LGT), who in most cases is also the transportation squadron commander. The second organization will be organized within MAC aerial port squadrons and be known as Plans and Mobility (TRX) and will work directly for the Director of Air Transportation (TR) at the installation; this individual may or may not be the squadron commander depending on the size of the aerial port squadron. Both these new workcenters will be functionally equal to the major workcenters currently found in the two basic transportation squadron structures today (see organizational chart, Figure 3-1). It should be noted that when both the basic transportation organizations depicted in Figure 3-1 are located on the same installation, the Traffic Management Office (LGT/TRT) is found in only one of the organizations; within the CONUS it will normally be found in the aerial port squadron and at overseas locations it will normally be found in the base transportation squadron. Although this is the case with the traffic management office, it will not be the case for the plans and programs function; regardless of geographical location all base level transportation activities are to receive authorizations for a plans and programs workcenter. (17:1-2)

After examining how a base level transportation plans and programs workcenter is organized within its respective transportation activity, it is time to look at the internal organization of the workcenter. Transportation plans and programs workcenters at the headquarters level have historically been small in size when compared to their counterparts; this will likely remain the case at base level. However, due to the nature of their duties, their rank structure has been high. The workcenter should have a branch chief, administrative section and at least one officer or senior NCO assign to its plans section and programming section. Figure 3-2 illustrates how the workcenter would typically be organized. Although

manning within the workcenter's sections may vary based on the size of the transportation activity it supports. (6:77)

ORGANIZATIONAL CHART

Base Transportation Squadron



MAC Aerial Port Squadron

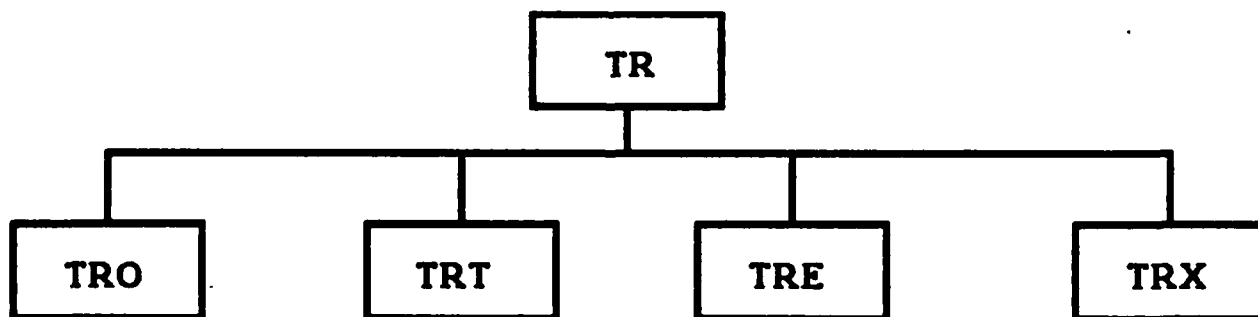


FIGURE 3-1

WORKCENTER ORGANIZATION

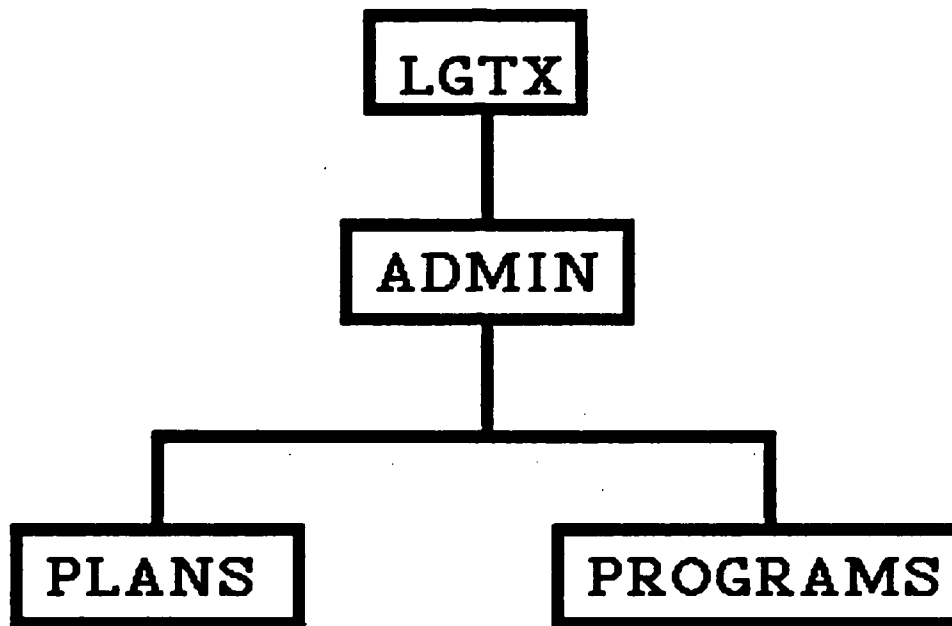


FIGURE 3-2

Chapter Four

BASE LEVEL TRANSPORTATION PLANS AND PROGRAMS DUTIES AND RESPONSIBILITIES

This chapter will address the duties and responsibilities of the two major functional areas found in the base level LGTX workcenter. The first step will be to divide the duties and responsibilities associated with the workcenter between its plans and programs functions. Once this is accomplished, the duties and responsibilities of each functional area will be addressed, paying attention to inter and intra organizational coordination required to properly accomplish each assigned duty and responsibility. The key to success for any transportation plans and programs workcenter lays in a clear understanding of the unit's mission and the ability to communicate its support requirements to personnel within and outside the squadron, at all level of command.

Both HQ USAF/LET and AFLOGMET/MEMT support the distribution of the workcenter's duties and responsibilities as identified in Figure 4-1. It is not necessary for all the duties and responsibilities identified in Figure 4-1 to be accomplished by all base level LGTX workcenters. The specific duties and responsibilities performed will vary depending on the unit's location. Those items asterisked (*) in the figure represent functions generally considered to be unique to transportation organization in overseas areas. (17:3-12) Using these workload distributions, the duties of the base level LGTX functional areas will be reviewed beginning with its planning functional area.

The plans function's first and perhaps most critical duty is that of monitoring all base contingency plans. During this review, the functional manager identifies all transportation taskings for personnel, equipment and facilities regardless of the operational tasking in a base plan (ie. Mobility, Reception, Noncombatant Evacuation, ect.). (17:7-8) Once the unit's support taskings are identified, this function preplans the availability of the required support resources, identifying and resolving possible shortfalls. The final product of this effort will be the unit's input to the plan being reviewed and initial formulation of unit policies and procedures required for the unit to support the base plan. The tasking for a plan review or input will normally flow to the unit from the base LGX. It is essential that plans function develop and maintain a good working relationship with their local LGX counterpart throughout the planning process, keeping them advised on all transportation issues pertaining to the supportability of any base plan and the units required inputs. The base LGX office can also help clarify and resolve transportation support issues LGTX may have with other base agencies. They can support efforts to resolve unit shortfalls in planned support requirements, if they are kept informed and current on the issues. (8:5-20) The LGTX plans function also needs to coordinate identified transportation taskings with the other unit workcenters. This is essential due to the fact that the majority of the personnel, equipment and facilities required to support any transportation requirements

identified in a base plan will be provided from these workcenters' resources. This action will also increase the likelihood that all transportation support issues for a given plan are identified and resolved, even if this means identifying them as limiting factors within the supported base plan. (2:11-12) Once the transportation support taskings and issues are identified for a base plan, the plans function begins developing unit implementing instructions or operating policies required to support the base plan.

During development of unit implementing instructions and operating policies, LGTX plans personnel will identify which transportation workcenters and resources will be required to support a particular base plan, and how those workcenters and resources will be made available to support a base plan. These policies and instructions will identify unique relationships or requirements transportation personnel and workcenters will be required to operate under while supporting a given base plan. These documents should be reviewed and coordinated with all unit workcenters and local LGX to insure all transportation support requirements for a base plan have been properly addressed and conflicts resolved. Once implementing instructions and operating policies have been published, they will need to be periodically reviewed. This review should be performed annually, but not later than the review of the plan they were developed to support. (17:7-8)

Base transportation support for base plans normally entails deployment of some portion of the unit's assigned personnel and equipment. Because these resources are used daily in the unit's workcenters it is imperative that each unit develop and maintain contingency sustainment operating policies and procedures. The development of these documents falls on the Plans function. These documents recognize that even after a contingency plan has been implemented and its support forces deployed, transportation units still have to be able to receive, process and outload replacement personnel and resupply items for the deployed forces with its' remaining resources. These procedures and policies should address those changes required to normal operating procedures to insure the unit's support mission continues to be accomplished during contingencies. These documents need to be coordinated with all transportation workcenters for completeness; with limiting factors identified through local channels to MAJCOM LGTX for information and resolution assistance as required. The unit's contingency sustainment operating policies and procedures should be reviewed periodical, especially when the unit is task to support a new base plan. The plans function should insure that unit personnel are knowledgeable concerning these documents effect on them and their workcenters. (17:10)

The plans function is responsible for the administration and management of the unit's resources tasked to support all base plans. In this area they work with the unit commander and other workcenter supervisors to identify unit personnel, equipment and supplies not only required to deploy in support of base plans, but also operate the transportation mobility and reception workcenters in support of a base plan. The plans function will arrange for the procurement, storage and accountability of equipment and supplies identified for this purpose to ensure their availability in quantities sufficient to meet taskings. During this process the plans function will coordinate closely with the base LGX for War Reserve Material (WRM)

support as required. Personnel identified for deployment will be identified on the unit's mobility roster and identified for worldwide deployment through base LGX and Personnel Readiness Center. Close coordination must be maintained with both these organizations to insure that unit personnel selected for deployment meet all deployment requirements. Once personnel, equipment and supplies have been identified to support a base plan their readiness to respond to a base plans support tasking must be maintained. (8:7-25)

In order for the plans function to ensure the unit is ready to meet planned tasking in support of base plans, they must establish training programs for unit personnel and document its accomplishment as identified by the base Mobility Officer, normally an LGX officer. This effort will require that all unit workcenters ensuring that unit personnel and mobility augmentees receive required training associated with the proper operation of the workcenter in support of base plans. (8:7-25) All training received by unit personnel and assigned augmentees must be documented in the individual's training record and reported to the base Mobility Officer. The availability of unit equipment to meet base plan tasking must also be closely monitored and reported. (8:7-25) The plans function is dependent, in this area, on the other unit workcenters to report equipment problems to them for information and action as required. The plans function ensures that the unit personnel pyramid recall listing is prepared and current. The readiness of the unit is evaluated by the plans function through periodic exercises, coordinated with the Chief of Transportation or in conjunction with base and wing exercises, to see if the unit can respond to support planned tasking in a timely and orderly manner. (17:9-10) This type of unit evaluation will also ensure that the unit can establish its contingency workcenters in a timely manner to effectively deploy unit and base assets in support of a given base plan.

The plans function is the unit's single point for executing unit support activities associated with base plans, and as such participates in all wing/base mobility and deployment exercises as the unit's Mobility Control Center (MCC). In this role, they represent the Chief of Transportation in the initial concept brief provided by the base Mobility Officer; control and direct the assembly and processing of unit personnel and cargo for deployment; insure required transportation workcenters are formed and operational as required by the base plan being supported and the Chief of Transportation advised on the overall operation. The plans function establishes and maintains central coordination with other base deploying units through the base MCC. (8:21-25) Base transportation's ability to deploy and operate effectively in support of base plans is the real proof of the plans function's ability to properly plan the units support requirements for all base plans.

The final duty assigned to the Plans Function is that of liaison with Air National Guard (ANG) and Air Force Reserve (AFRES) units. To adequately perform this task the function must coordinate with the base personnel office, LGX, and even the operation plans (DOX) workcenters in an effort to identify ANG and AFRES units and personnel mobilized through or at the installation. Their key effort is to identify all transportation support these units and individuals may need during

their mobilization to include, but not limited to, vehicles, training, workcenter support, aircraft loading, load planning and transportation advice. The support requirements generated through this action should be formalized in a host-base support agreement, or similar document, and become part of the unit and base's planned contingency workload. (17:10) It is important that throughout this process LGX be kept advised on all actions taken as they are the base's single point for support agreements.

Now, that a review of the LGTX plans functions' duties and responsibilities has been performed; it is time to examine the duties and responsibilities of the LGTX programs function, beginning with its administration of the unit's resource management program. (17:10) This single responsibility is perhaps the function's most critical duty since its proper accomplishment directly affects the size of the unit's annual operating budget and adequacy of its facilities. The programming function serves as the unit resource advisor and develops, submits and defends the unit's annual budget forecast. Additionally, the function is responsible for allocating the unit's annual budget to all workcenters and monitoring how the funds are being spent throughout the year. If insufficient funds are projected to be available to support the unit's mission, it is incumbent on the programs function to request and defend additional funding through local and higher headquarters channels. Throughout the budgeting process this function will need to coordinate funding requirements with all unit workcenters to identify required funding levels and the effects inadequate funding levels will have on the unit's ability to accomplish its mission. The programs function will use the inputs received from the unit workcenters to support its efforts for additional unit funding through the base Budget Office and MAJCOM LGTX staff. The function is also tasked to advise the Chief of Transportation on all budget issues and identify their effects on the overall mission capability of the unit. In coordination with the Chief of Transportation, the programs function will take responsible management action to reduce the negative effects all funding limitations may have on the unit's ability to meet mission requirements. (13:70-74) Additionally as the unit's resource manager, the programs function is the single point for all actions dealing with the unit's facilities. In this role they act as the unit's central point of contact with base Civil Engineering, monitoring facility workorders and assisting unit workcenter managers with layout, design and possible funding for new facilities or improvements to existing structures. The programs function reviews the unit Military Construction Program project requests and prioritizes unit facility projects with the unit workcenter managers and the Chief of Transportation. This effort allows the function to better defend the unit's facility requirements at the base Facilities Utilization Board meetings. The programs function should keep their MAJCOM counterparts informed on the status of the unit's military construction program and problem areas they could assist in resolving. (11:90)

The next duty of the LGTX programs function to be examined is that of unit manpower monitor. The key element in this effort is the administration of unit requests for manning assistance, ensuring that each request is properly justified by the effected unit workcenter and is coordinated in a timely through local Personnel channels to MAJCOM for action. (2:3-5) The function will also, when requested, coordinate with local Management Engineering Team for workcenter and unit

manpower studies and serves as the unit's central point of contact for higher headquarters directed manpower studies of the unit and its workcenters. (17:10) Finally, the function will coordinate with local and higher headquarters manpower and personnel agencies on all changes to the unit's manpower authorizations and requirements to insure timely action is taken to fill new requirements and that differences between authorized and required manpower level are fully understood. In this area, the programs function attempts to take action to insure authorized and required manpower level are equal, when and wherever possible. (2:3-5)

The programs function is responsible to the Chief of Transportation for managing the unit's security program. (17:10) They function as the unit's security manager and are responsible for developing unit security operating instructions and training programs; ensuring they are coordinated through, and approved by, the base Security Police and support the base Resource Protection Plan. The function also insures that all security violations are properly investigated and reported and adequate corrective actions are take to preclude reoccurrence. The unit's security program should also address procedures for safeguarding and protecting its assigned resources. (14:8-26)

The programs function manages the unit Status of Resources and Training System (SORTS) program and overall capability reporting through the base Status of Resources and Training System. (17:10) In this regard, the function is responsible for consolidating and reviewing SORT statistical inputs from all unit workcenters. Based on the data collected, they will develop in individual capability ratings for all evaluated unit areas and one for the overall unit postures, using the appropriate guidance from AFR 55-15. They will develop an appropriate recommended commander's estimate of the units overall operational capability for approval by the Chief of Transportation. Once the units SORTS report is approved by the Chief of Transportation. The function will forward the units report to the base SORTS monitor for input to higher headquarters. In this role the programs function must keep the plans function informed of all changes to the units designed operational capability (DOC) statement since this document is the higher headquarters guidance as to what the designed operating capabilities are for the unit and the types of missions it is tasked to support. Problems in a units DOC statement should be raised through channels to MAJCOM for resolution and action by the programs function with the concurrence of the unit commander. (9:10-18)

The units self inspection program is also the responsibility of the programs function. The function develops the unit self inspections policies, procedures and checklists using both local and higher headquarters guidance. (17:11) The purpose of the self inspection program is to provide the unit will the tools needed to periodically evaluate all unit workcenters to insure they are in compliance with their governing directives. When the program identifies problems within a workcenter, that workcenter will identify corrective actions that has, or will be, taken to correct the problem and will provide an estimated completion dated for the action to LGTX programs function. Corrective actions from previous self inspections are checked during the next inspection, or as directed by the Chief of Transportation. The programs function is responsible for monitoring and

evaluating the overall effectiveness of the unit's self inspection program and briefing the Chief of Transportation on the results of unit self inspections. An effective self inspection program will help the unit in its preparation for higher headquarters inspections and can ensure unit is operating in accordance with current directives between higher headquarter's inspections. (12:9-10)

The LGTX programs function is responsible for the unit's Disaster Preparedness Program and as such it develops the unit disaster preparedness plan and implementing instructions, insuring that they are coordinated with and approved by the base Disaster Preparedness Officer. (17:10) The function identifies and procures required supplies and equipment needed to protect unit personnel and equipment during disaster situations and allows the unit to continue to accomplish its missions whenever possible. The programs function should coordinate the unit's requirements in this area very closely with the base Disaster Preparedness Office, as these items are very expensive and alternative sources may be available. Additionally, the programs function insures that all unit personnel receive required disaster preparedness training and that it is documented in their records and reported through channels to the base Disaster Preparedness Officer. (15:12-16)

The programs function serves as the unit's single point of contact for its Productivity Enhancement Program (PEP) initiatives. (17:11) They will assist all unit workcenters in the identification and documentation required to be submitted with PEP initiatives through channels to compete for productivity incentive (PIF) and fast payback capital investment program (FASTCAP) funds at local and MAJCOM levels. Productivity enhancement initiatives normally entail the procurement of equipment that, when available for use by the unit, results in the savings of unit resources by one or more of the unit's workcenters. Funding sources for PEP initiatives are determined primarily by how long a pay back period is required to show a savings of resources and what type of resources are being saved by the initiative. All initiatives should be coordinated with base functional experts knowledgeable in the life cycle costing of the item being procured and those resources being used to offset the initial unit and maintenance cost of the equipment being procured. Base activities most commonly associated with this effort are Data Automation, Personnel, Accounting and Finance, and the local Manpower Evaluation Team; coordination should also be made with MAJCOM LGTX to see if a similar command transportation initiative is currently programed or being developed.

Once a complete PEP package is developed, it should be submitted to the base PEP monitor, prioritized with other base programs and submitted to MAJCOM for appropriate action when local funding of an initiative is not available. (7:2-61)

The final duty that the Programs Function is responsible for is centralized control and long range planning for the unit's automated data systems requirements through Base Data Automation and MAJCOM functional counterparts. The unit's data automation center and other workcenter managers should be instrumental in the identification of the units objectives for automation throughout the organization and within their respective workcenter. The programs function acts as the focal point for establishing and submitting the unit's automated systems requirements to MAJCOM. Once requests for automation systems support have been submitted, the programs function monitors the status of its funding,

development and procurement to insure the unit can effectively and efficiently incorporate the requested support into its workcenters in timely manner. (17:11)

The information found in this chapter should provide base level transportation managers insight to the senior transportation community thinking on the proper distribution of base level LGTX key duties and responsibilities between its plans and programs functional areas. Additionally, these two functional managers should have a clearer idea of what their duties and responsibilities are and some of the coordination process and working relationships that must be developed and performed to successfully accomplish their missions. The next chapter will examine how the base level LGTX workcenter can develop the skills and knowledge within its assigned personnel necessary to meet the challenges of their mission.

BASE LEVEL LOTZ

WORKLOAD DISTRIBUTION

PLANS FUNCTION

- Manages Unit Inputs to Base Plans
 - Mobility
 - Reception *
 - NEO Evacuation *
 - Air Base Ground Defense *
 - Colocated Operating Bases *
 - Host Nation Support *
- Develops Unit Implementing Instructions In Support of Base Plans
- Develops Unit Contingency Operating Policies and Procedures
- Administers Unit Resources Supporting Base Plans
- Maintains Unit Readiness Capability
- Evaluates Unit Personnel and Equipment Readiness
- Participates in MAJCOM/Wing Exercises and Deployments
- Acts as Unit Liaison with ANG/AFRES Units for Transportation Matters

PROGRAMS FUNCTION

- Administers Units Resource Management Program
- Monitors Unit Manpower Actions
- Manages Unit Security Program
- Manages Unit SORTS Program
- Manages Unit Disaster Preparedness Program
- Manages Unit Self Inspection Program
- Manages Unit Productivity Enhancement Program
- Manages Unit Long Range Planning for Automated Systems Support
- Manages Unit Facility Program

NOTE: * Items are normally performed by overseas units only

FIGURE 4-1

Chapter Five

BASE LEVEL TRANSPORTATION PLANS AND PROGRAMS TRAINING

This chapter will address the training for personnel assigned to the base level LGTX workcenter. It will identify methods that local transportation managers can employ to ensure that personnel, both officer and enlisted, assigned to base level LGTX become knowledgeable and remain proficient in their assigned duties.

Currently, transportation personnel receive training centered on the major operational functional workcenters of a transportation squadron. Officers are instructed on the management and operations of the Traffic Management, Aerial Port Operations, Vehicle Maintenance and Vehicle Management functions and their related workcenters during the ten plus weeks at the basic transportation officers course. (10:3-66 to 3-67). Transportation enlisted personnel initially receive technical training in one of the primary transportation enlisted AFSC's. When they are promoted, they attend management courses associated with the NCO leadership positions within their functional area experience within the transportation career field. Currently there are not special personnel identifiers associated with either the transportation officer or enlisted career fields that would require special training or experience for personnel to be assigned to the base level LGTX workcenter.

Currently, the primary method for training both officers and enlisted personnel assigned to the base level LGTX workcenter is through practical experience. During this process the assigned personnel (will be required) to read current DOD, USAF and MAJCOM directives and guidance associated with the duties and responsibilities of the workcenter. They will also need to develop working relationships with base level program managers such as the base Mobility Officer, Budget Officer, and Disaster Preparedness Officer to understand local procedures associated with their duties. Although there is adequate USAF, and MAJCOM guidance (see Figure 5-1) available for associated with the duties and responsibilities assigned to their workcenter, these sources do not currently provide base level LGTX personnel with the guidance as to the importance or significance of each of their duties in relationship to accomplishing the overall transportation mission. Once the USAF transportation community completes their current efforts associated with defining the total transportation plans and programs effort it may become easier for base level LGTX personnel to understand these relationships.

In the area of formal training, base level LGTX personnel are currently at a disadvantage when compared to their counterparts in the other transportation functional workcenters. The majority of the schools that would have application to their duties and responsibilities are restrictive in their students' grade, air force specialty codes and duty position prerequisites. However, a review of both DOD 5010.16-C, Defense Management Education and Training, and AFR 50-5, USAF Formal Schools, indicates that the following courses may have application for personnel

assigned to base level LGTX:

<u>COURSE</u>	<u>LOCATION</u>	<u>LENGTH</u>
Transportation Staff Officer *currently restricted to NAF and higher positions	Sheppard AFB	6 weeks (10:3-66)
Contingency Wartime Planning	Maxwell AFB	3 weeks (10:4-33)
Introduction to Logistics *currently restricted to personnel cross training to LGX	Wright-Patterson AFB	2 weeks (10:4-68)
Combat Logistics	Wright-Patterson AFB	2 weeks (10:4-70)
Alternative Problem Solving Methods	Wright-Patterson AFB	1 week (10:4-73)
Introduction to Life Cycle Costing	Wright-Patterson AFB	10 days (16:2A52)
Financial Planning and Control Tech	Rock Island	1 week (16:3B40)
Information Systems Planning	Rock Island	2.5 weeks (16:3B44)

Base level transportation managers should take full advantage of the DOD and USAF formal training program whenever possible to educate their LGTX personnel. The courses identified above are a comparative sample of the courses currently available; transportation managers at all levels should review the source documents for other courses that may be appropriate for base level LGTX personnel to attend.

**SUGGESTED USAF
REFERENCE LIBRARY
FOR
BASE LEVEL LGTX**

BUDGET

AFR 25-3
AFR 27-1
AFP 170-1
AFR 170-5
AFR 170-10
AFR 170-14
AFR 170-24
AFR 172-1 Vol 1
AFP 172-4
AFR 173-16

MANPOWER

AFR 26-2
AFR 35-34
AFR 35-40
AFR 35-41 Vol II
AFR 35-41 Vol V

DISASTER PREPAREDNESS INSPECTIONS

AFR 335-1
AFR 335-8
AFR 335-11

GENERAL

AFR 10-1
AFR 11-1 Vol 1
AFP 13-2
AFP 13-5
AFR 57-1
AFR 171-2 Vol 1
AFR 171-2 Vol 2
AFR 900-41
AFR 900-48

MOBILITY

AFR 11-4
AFR 28-3
AFR 28-4
AFR 400-13
AFR 400-24
AFR 400-25

READINESS

AFR 55-5

SECURITY

AFR 125-37
AFR 205-1
AFR 205-11
AFR 205-13
AFR 205-16
AFR 205-32
AFR 207-1 (C)
AFR 207-4
AFR 208-1

TRAINING

AFR 36-1
AFR 39-1
AFR 50-5
AFR 50-9
AFR 50-19
AFR 50-20

FACILITIES

AFR 86-1 Vol 1
AFM 86-2
AFP 87-8

FIGURE 5-1

Chapter 6

SUMMARY

This paper was principally written to identify the mission, organization, duties and responsibilities associated with the effective operation of a base level transportation plans and programs (LGTX) workcenter. Additionally, it has examined training available for personnel assigned to this workcenter that would help them accomplish their duties and responsibilities. It was the intent that the information presented in this paper would, when used by base level transportation managers, provide the guidance necessary for standardizing the LGTX workcenters' overall mission, organization and operation worldwide.

The research performed in developing this paper indicates that the senior leadership within the Air Force transportation community believes that inadequate guidance currently exists, in the field, to standardize the mission, organization, duties and responsibilities of the base level LGTX workcenter. Although, this paper does not address command unique requirements, the ideas presented in chapters two through four should provide a foundation for the standardization of base level LGTX workcenters and allow sufficient flexibility to deal with command unique requirements Air Force wide. Recommend that the Air Forces Logistic Management Center evaluate this paper, and if they agree that the information presented would aid in the standardization of base level LGTX operations, take appropriate steps to distribute it throughout the transportation community.

The final effort of this paper was an attempt to identify training opportunities for transportation personnel assigned to the base level LGTX workcenter. Specialized training within the variety of transportation workcenters has historically proven to be beneficial, as it improves both the competency and capabilities of personnel to effectively and efficiently preform their duties and responsibilities. The research indicates that limited formal training is available for personnel assigned to the base level LGTX workcenter, and what is available may have too restrictive prerequisites to allow for attendance by base level LGTX personnel. Recommend that the Air Force Logistic Management Center review the information provided in this report, see chapter five, concerning training for base level LGTX personnel, and if they concur that inadequate training opportunities exist, survey the transportation community to identify what is needed. The results of the survey would identify what if any action needs to be taken to improve the training opportunity for personnel assigned to base level LGTX workcenters.

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