

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**



**AIR FORCE INSTRUCTION 32-1001**

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**374TH AIRLIFT WING COMMAND**

**Supplement 1**

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**Civil Engineering**

**OPERATIONS MANAGEMENT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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(Lt Col Bryan Muller)  
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This instruction implements AFPD 32-10, Installations and Facilities. It provides the directive requirements for the operations management of civil engineering. It establishes a civil engineer worldwide base-line set of definitions, operations process descriptions, and organizational guidance which applies to the objective operations flight organization for both groups and squadrons (civil engineer groups should use the appropriate organizational equivalent to flight used in this AFI). Paragraph 2. does not apply when operations management functions are cost compared under OMB Circular A-76 (if cost compared, operations management functions will be spelled out in a Performance Requirements Document). Additionally, major commands (MAJCOM) may elect to further restrict applicability of this AFI based on competitive sourcing initiatives and to accommodate MAJCOM unique requirements and desired flexibility. The AFI provides a good basis for defining operations management regardless of the actual organizational means used to execute. This AFI does not apply to Air National Guard units.

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**(374AW)** This instruction establishes the policies and procedures for work requests submitted to the 374th Civil Engineer Squadron (374 CES) for in-service accomplishment. It outlines the responsibilities and composition of the Work Order Allocation Program (WOAP). This publication applies to all 374th Airlift Wing (374 AW) organizations and associate units.

**AFI 32-1001, 1 August 1999, is supplemented as follows:**

**SUMMARY OF REVISIONS**

**This document is substantially revised and must be completely reviewed.**

This revision clarifies organizational guidance and flexibility for the Operations Flight, provides guidance for operations management functions defined in an A-76 cost comparison, defines maintenance engineer-

ing responsibility for as-built drawings, and identifies the need for a facility manager and self-help programs.

### *Section A—Objectives*

**1. Main Objectives.** Our main objectives are to ensure Air Force installations can support the mission, maintain real property facilities, and develop and implement programs to improve the livability of our base communities. Operations management accomplishes the following functions using either in-house or contract resources:

- 1.1. Operates, maintains, repairs, constructs, and demolishes Air Force real property and real property installed equipment (RPIE) to accomplish the mission in the most timely and economical manner, considering both the total life cycle costs and the impact of facilities on the quality of life.
- 1.2. Provides trained personnel and technical expertise to support Air Force operations worldwide.
- 1.3. Maintains capability to respond to and eliminate any emergency condition 24 hours a day.
- 1.4. Conducts all activities in compliance with applicable environmental, fire and safety laws, codes, and directives.
- 1.5. Provides reliable, cost-effective utilities to meet readiness requirements, satisfy installation needs, and maintain quality of life.
- 1.6. Provides base support services (i.e., pest control, grounds maintenance, snow removal).
- 1.7. Establishes quality standards and feedback mechanisms to assess performance in meeting mission requirements and customers' needs.
- 1.8. Establishes a system to provide customers the capability to accomplish work requirements using their own resources.
- 1.9. Develops and annually updates future plans for major work requirements (roofing, pavements, protective coating).
- 1.10. Effectively allocates in-service resources, including people, facilities, equipment, and vehicles to meet mission and customers' needs.
- 1.11. Provides customers with the costs of work or services performed on their facilities.
- 1.12. Maintains a time and material accounting system to collect and report the cost of doing business.
- 1.13. Provides effective logistics support.
- 1.14. Provides an effective facility manager program.

### *Section B—Civil Engineering Management Concepts and Controls*

**2. The Operations Flight within the Objective Squadron.** AFI 38-101, Air Force Organization, prescribes the Civil Engineer Objective Squadron down to the flight level: Housing, Engineering, Operations, Environmental, Explosive Ordnance Disposal, Fire Protection, Resources, and Readiness. Below flight level, Air Force organizational policy allows flexibility to establish new organizational elements, move tasks/functions between elements, and move manpower authorizations between elements. The

model Operations Flight is composed of five elements to process requirements in an efficient and timely manner. These elements are Facility Maintenance, Maintenance Engineering, Infrastructure Support, Heavy Repair, and Material Acquisition. The model elements are recommended but not required. For example, below flight level there is flexibility to perform the facility maintenance function in a multi-Air Force Specialty (AFS), single AFS, or hybrid configuration; establish the appropriate number of zones, establish new elements, such as planning or production control; or move the vehicle function from Material Acquisition to Heavy Repair.

2.1. Operations Flight Commander (or Equivalent): Responsible for management of the operations function to include planning, budgeting, executing, equipping, and training to ensure the most effective and efficient organization. The operations flight commander will ensure all personnel receive training sufficient to meet core peacetime and wartime requirements and to promote maximum career development.

2.1.1. Facility Maintenance: Provides single-point customer support and inspection, maintenance, repair, and modification of real property. Establishes and maintains an effective facility manager program to include training customers on interfacing with civil engineering (CE) for their facility maintenance requirements.

2.1.2. Maintenance Engineering: Provides engineering expertise for the operations flight; project review to ensure maintainability and reliability; infrastructure program management; non-design drafting; service, maintenance, and utility contract management (requirements definition, contract document preparation, and management), recurring work program review, and work analysis and method improvement.

2.1.3. Infrastructure Support: Provides the operation and maintenance of base utilities. These normally include aircraft arresting systems, generators, alarms, electrical systems (distribution, airfield lighting, grounding and cathodic protection), and utility systems (sewage collection, water distribution, natural gas distribution, liquid fuels).

2.1.4. Heavy Repair: Accomplishes the majority of large in-house and multicraft work orders, normally including facility renovation, alteration, and demolition projects. Accomplishes all equipment operations and pavements work (airfields, roads, and sidewalks), sweeping, and pest management.

2.1.5. Material Acquisition: Provides logistics support to acquire and manage the CE supplies, tools, equipment, and vehicles. Includes all activities related to material acquisition, warehousing management, and the operation of the CE Supply Store and the base Self-Help Center.

**3. Work Control.** Use information management systems to manage, control, plan, schedule, and program work requirements in the most efficient means. The model automation systems are the Interim Work Information Management System (IWIMS) and the Automated Civil Engineer System (ACES). The capability of transmitting data to higher headquarters is mandatory.

3.1. Work Control Forms. Bases may use approved forms or commercially available software/forms to control work requirements. The approved work control forms include the following. Document work orders on AF Form 327, **Base Civil Engineering Work Order**. Scheduling will utilize AF Form 561, **Base Civil Engineering Weekly Work Schedule**. Document direct scheduled work on AF Form 1879, **BCE Job Order Record**, and assign numbers using an AF Form 637, **BCE Job Order Log**. Use the AF Form 919, **BCE In-Service Work Plan Sheet**, for all actual time accounting cost

centers. Log the number assigned on AF Form 1081, **BCE Work Request/Work Order Register**. Perform periodic visits with facility managers and note minor maintenance and repair requirements on AF Form 1219, **BCE Multi-Craft Job Order**. Document work quality on AF Form 1255, **Quality Control Evaluation**. Record labor reporting on AF Form 1734, **BCE Daily Work Schedule**. Record Recurring Work Program (RWP) tasks on AF Form 1841, **Maintenance Action Sheet**. Document the different phases of work and material requirements on DD Form 2167, **Job Phase Calculation Sheet**, and AF Form 1445, **Materials and Equipment List**.

3.2. Accounting System. Use a time accounting system to record hours and costs to work orders and account codes. The system should provide the necessary data to assist with managing and analyzing the work force effectiveness. Perform periodic reviews (i.e., work analysis, productivity, workload and manpower balancing) to eliminate or minimize potential performance problems.

3.3. Collection Work Order Numbers (CWON). Use these numbers to accumulate costs of repetitive-type work. The recurring work plan and utility operations are repetitive-type work. See [Attachment 2](#) for reserved CWONs.

**4. How-To-Pamphlets.** “How-To” pamphlets provide civil engineers with clear, straightforward text on how to effectively accomplish the mission better, faster, and cheaper. The pamphlets contain information on flight organization, duties and responsibilities, and “how-to” procedures for implementing the “model” Operations Flight (reference AFPAM 32-1004, Volumes 1-6).

### *Section C—Work Requirements*

**5. Customer Requirements.** Work requests are either verbal or written (AF Form 332, **Base Civil Engineer Work Request**). Customer service personnel will determine the necessary documentation and establish the appropriate type of work order (planned work or direct scheduled work).

5.1. (Added-374AW) All work requested, by organizations associated with Yokota Air Base (AB), will be submitted to the 374 CES on an AF Form 332, **Base Civil Engineer Work Request**. Requests will be submitted through the 374 CES Customer Service Center (374 CES/CEOAX). Customer Service representatives will assign a work order tracking number and forward work order to the Work Request Evaluation Panel (WREP).

5.2. (Added-374AW) All non-reimbursable organizations are aligned with a “parent organization” according to the objective wing structure. All reimbursable agencies and associate units are their own parent organizations and will be handled on a case-by-case basis. These parent organizations will be responsible to review, validate, and prioritize all work requests for their respective sub units. List of parent organizations and sub units are in [Attachment 4 \(Added\)](#) of this supplement.

5.2.1. (Added-374AW) The WOAP is designed to establish a credible program for in-service support by providing better response in terms of funding, planning, and scheduling. The intent of this program is to streamline the 374 CES review and coordination procedures, accomplish commander-established priorities, and realistically address commander’s quality-of-life and mission-enhancement programs.

5.2.2. (Added-374AW) The 374 CES Operations Management Section (374 CES/CEOA) will be the 374 CES point of contact for the commanders and/or parent organization liaison.

5.2.3. (Added-374AW) Eligible candidates for the WOAP are maintenance, repair, and minor construction work requests approved for 374 CES in-house accomplishment. This instruction does not apply to self-help requirements. Requirements approved for contract accomplishments are not eligible for the WOAP program, but will be reviewed, prioritized, and approved by the 374 AW Commander (374 AW/CC) through the normal Facility Board process. Funding for these work orders will be at the discretion of 374 AW/CC.

5.2.4. (Added-374AW) Direct scheduled work (DSW) will not be included in the WOAP program. This type of work is typically small in scope, recurring in nature, requires no detailed planning, and normally utilizes material on hand. This type of work will be processed separately and will not be included in the parent organization quota.

5.2.5. (Added-374AW) Each non-reimbursable parent organization may maintain up to 10 approved work requests in the WOAP. This quota is based on a Top 10 concept for each parent unit. The estimated man-hour allocation for each parent organization is based on square footage of facilities and manpower assigned. All reimbursable organizations may maintain a Top 10; however, requirements will be worked on a case-by-case basis.

5.2.6. (Added-374AW) Each parent organization's Top 10 work orders have equal priority in the 374 CES Operations Flight (374 CES/CEO) planning, material ordering, and execution process until manpower or funding issues become a factor. In this case work orders will be accomplished on a "fair-share" basis. Fair-share will be based on square footage of facilities and personnel authorized. See **Attachment 4 (Added)** of this supplement for estimated allocation of man-hours and work orders.

5.2.6.1. (Added-374AW) Work orders will be accomplished according to the parent organization priorities. Example of a typical priority list: Priority #1 is in the construction phase or execution process, priority #2 and #3 are waiting for material or scheduled month of execution, and priority #4 and #5 are in the final-planning stage. Priority 6-10 will be processed to obtain the required base agencies coordination and approval on work request waiting for final planning actions. Priorities 6-10 have greater flexibility for priority adjustments since man-hours or funds have not been committed.

5.2.7. (Added-374AW) Work orders will not be cancelled once they have completed final planning unless approved by the parent unit commander, since significant resources have already been committed to accomplish the work. Any work orders recommended for removal by 374 CES will be coordinated with the unit liaisons before cancellation. As work orders are completed, requirements can be submitted to fill vacant allocations.

5.2.8. (Added-374AW) Eligible work requests exceeding the parent organization quota (Top 10) will be returned to the organization's group liaison for work prioritization or to be held until there is a vacancy in the parent organization's Top 10.

5.3. (Added-374AW) Parent organization responsibilities.

5.3.1. (Added-374AW) Each parent organization is represented by its commander and shall appoint a primary and alternate liaison to oversee their program and ensure quotas are maintained. All AF Forms 332 submitted must have coordination from their primary or alternate parent organization liaison.

5.3.2. (Added-374AW) The parent organization commander shall submit the prioritized work requests to 374 CES/CEOAX, taking into consideration risk assessment codes (RAC) and fire safety deficiency codes (FSDC) assigned by 374 AW Safety (374 AW/SE) or the 374 CES Fire Protection Flight (374 CES/CEF). Parent organization commanders are highly encouraged to chair an internal working group to establish overall work request priority.

5.4. (Added-374AW) 374 CES/CEO.

5.4.1. (Added-374AW) The 374 CES/CEOAX will do the initial review of all incoming customer work requests. If 374 CES/CEOAX is unable to determine a method of accomplishment, the request will be routed to the WREP. If determined to be a WOAP candidate, then the request will be returned to the parent organization's liaison for priority.

5.4.2. (Added-374AW) Determine if the scope of work involved meets the criteria set forth in this instruction and if the work requested is authorized for accomplishment in accordance with applicable Air Force and Department of Defense (DoD) instructions.

5.4.3. (Added-374AW) Streamline work requests, recommend methods of accomplishment and, present to the WREP for approval or disapproval of the work and recommended method of accomplishment. Provide parent organization status of work order within 30 days after approval by WREP.

5.4.4. (Added-374AW) Process work requests for detailed planning, funding, material ordering, and scheduling based on the priorities established by the parent organization. See **Attachment 3 (Added)** of this supplement for work order process flow.

5.4.5. (Added-374AW) Notify the parent organization's primary or alternate 374 CES liaison when a work order has been completed. This will allow the units to submit and prioritize another work request into the WOAP. Provide the liaisons with periodic status of work orders.

5.4.6. (Added-374AW) Brief parent organization quarterly on program status. Status of individual requirements can be obtained by contacting 374 CES/CEOAX at extension 225-5282.

**6. Coordination Requirements.** The request must be coordinated with appropriate agencies on work that requires civil engineer support. Civil engineers may opt to perform this coordination.

6.1. Coordinate fire hazards through the fire protection flight for assignment of a Fire Safety Deficiency (FSD) code. This includes rating of materials, fire protection access to an area or facility, or fire protection criteria affected by the proposed work such as personnel emergency egress, fire alarms, or suppression systems.

6.2. Coordinate health or environmental hazards through the base bioenvironmental engineer (usually assigned to the base hospital) for assignment of a Risk Assessment Code (RAC).

6.3. Coordinate safety hazards through the base safety office for RAC assignment.

6.4. Coordinate requests through the environmental flight to assess the environmental impact.

6.5. Coordinate requests with Base Communications to assess impact of facility renovations and major repairs.

6.6. **Work Clearance.** Establish local procedure for use of AF Form 103, **Base Civil Engineering Work Clearance Request**. Work with other organizations such as contracting, security forces, com-

munications, and utilities (e.g., gas, cable) to ensure a tracking system is in place to cover liability for disruption of service and subsequent repairs. The AF Form 103 is normally required for any work that may disrupt aircraft or vehicular flow, base utilities services, protection by fire or intrusion alarm systems, or other routine installation activities.

**7. Approval of Base Civil Engineer Work Request.** The decision to approve or disapprove should be made promptly. Review and process the request only to the extent necessary to support the decision. The approval authority assigns the applicable priority. Refer to AFI 32-1032, *Planning and Programming Real Property Maintenance Projects Using Appropriated Funds*, and AFI 32-1022, *Planning and Programming of NAF Facility Construction Projects*, for work classification and project approval authority levels.

**8. Work Definitions.** Operations management work will generally fall into one of two categories based on scope and complexity of the requirement (a man-hour threshold may be used to separate work categories). MAJCOMs are the ultimate owners of these definitions for purposes of uniform standards and reporting metrics and may modify these definitions to meet their unique requirements and desired flexibility.

8.1. **Planned Work.** Planned work, to include minor construction and direct scheduled work, requires detailed planning or capitalization of the real property records. The planner determines the scope, method, and type of resources and estimates the quantity of resources. For example, Engineered Performance Standards (EPS) provide a tool to produce reliable standard-hour estimates. The following priorities are used for the planned work orders.

8.1.1. **Priority 1 - Mission.** Work in direct support of the overall base mission that, if not done, would reduce operational effectiveness.

8.1.2. **Priority 2. Safeguard Life and Property.** Work needed to give adequate security to areas subject to compromise; to eliminate health, fire, or safety hazards; or to protect valuable property or equipment.

8.1.3. **Priority 3. Support.** Work that supports the mission or prevents a breakdown of essential operating or housekeeping functions.

8.1.4. **Priority 4. Necessary.** Not qualifying for higher priority.

8.2. **Direct Scheduled Work.** Work that generally does not require detailed planning. The following work classifications are used for direct scheduled work.

8.2.1. **Emergency.** Work required to eliminate an emergency condition within 24 hours of notification that is detrimental to the mission or reduces operational effectiveness.

8.2.2. **Urgent.** Work that is not an emergency, but must be responded to and completed, or materials ordered, within 7 calendar days of receipt. If materials are ordered, completion shall be within 7 calendar days after receipt of materials.

8.2.3. **Routine.** Work that does not qualify as emergency or urgent work, but must be accomplished within 30 calendar days after identifying the requirement or receipt of material. Material requirements must be processed within 14 calendar days of receipt. When practical, group routine requirements into work packages and accomplish as a single undertaking.

## 9. Change/Cancellation of Work Orders.

9.1. Change orders are required when:

9.1.1. The work is likely to exceed the approval authority of the individual who originally approved the work requirement.

9.1.2. The scope of work changes from that described on the original work order resulting in a funded cost increase of 25 percent or more. A change of scope of work is any additional work not requested or approved on the original approval document.

9.1.3. There is an additional requirement to install, remove, or replace RPIE or other equipment that changes real property records.

9.2. Do not use change orders solely to eliminate variances between the estimated and approval lists.

9.3. Cancel work orders only by the same level of authority, or higher, that approved the original document.

9.4. Canceled minor construction work orders must be forwarded through real property for adjustment to the construction-in-progress account.

**10. Recurring Work Program (RWP).** Recurring work applies to real property, RPIE, or systems and equipment maintained by Base Civil Engineering. Recurring work consists of operations, recurring maintenance, service work, and other recurring work for which the scope and level of effort are known without an earlier visit to the job site each time the work is scheduled. It includes all recurring work needed to prevent breakdown of critical facilities, equipment, or utilities. The recurring work program encompasses all work of a normally recurring nature except utility operations and contracted services. The RWP is managed by reserving hours in the schedule. Under the model Operations Flight, Maintenance Engineering is responsible for the annual assessment of the recurring work program.

**11. Work Order Closeout.** Work order closeout should be completed as promptly as possible. This includes but is not limited to the following:

11.1. Drawings Update. Under the model operations flight, maintenance engineering will update as-built drawings for all work that creates changes to facilities or utility systems.

11.2. Capitalization. Send work orders that change real property records to the resources flight once the job is finished. The planner clearly documents the identity of changes to real and installed property. For self-help work that requires capitalization, the planner provides the total EPS hours multiplied by the predominant shop rate of the work being performed. Specific capitalization instructions are contained in AFI 32-9005, *Real Property Accountability and Reporting*.

### *Section D—Special Considerations*

**12. Real Property Similar Equipment (RPSE).** RPSE is non-RPIE structures and equipment deployed or permanently assigned to an installation as facility substitutes that support a MAJCOM mission. RPSE is not considered real property, as accountability will be strictly in the control of the user. Examples include (but are not limited to) hush houses, Survivable Collective Protective Systems (SCPS-2 & SCPS-M), uninterruptible power supplies, KMU-450 Chemical Protective Systems, Tactical Shelter Systems, and Chemically Hardened Air Transportable Hospitals. Civil engineering support for RPSE should

be provided according to a memorandum of understanding with the owning organization, reimbursable, and subject to man-hour availability. Recurring requirements should be addressed and negotiated for contractual support.

### **13. Appliances.**

13.1. Each MAJCOM will ensure the BCE develops an effective appliance program. The BCE shall ensure adequate management controls and safeguards are established to preserve appliance warranties and execute prudent appliance maintenance and replacement decisions.

13.2. Management of government-owned domestic appliances is the responsibility of the Housing Flight as outlined in AFI 32-6004, Furnishings Management. Government-owned domestic appliances are defined as appropriated funded refrigerators, stoves, washing machines, clothes dryers, freezers, portable dishwashers, microwave ovens, and ice machines.

13.3. Management of commercial equipment is the responsibility of the owning organization. Government-owned commercial appliances include commercial food service equipment in appropriated funded facilities such as dining facilities and flight kitchens. Budgeting and funding to replace commercial food service equipment in appropriated funded facilities is the responsibility of the using organization.

13.4. In the CONUS, the Operations Flight is responsible for contract maintenance of domestic and commercial appliances unless good business practices determine the responsibility should be elsewhere. This includes providing the QAE and technical assistance. Overseas, the Operations Flight is responsible for the maintenance, repair, and replacement of domestic and commercial appliances.

13.5. The BCE shall always seek to competitively source the appliance maintenance function. For squadrons that have been cost compared, management responsibility shall be placed with the service provider.

13.6. Maintenance and repair of unit-owned appliances will be at the discretion of the Operations-Flight.

**14. Forms Prescribed:** DD Form 2167, **Job Phase Calculation Sheet**; AF Form 327, **Base Civil Engineer Work Order**; AF Form 332, **Base Civil Engineer Work Request**; AF Form 561, **Base Civil Engineer Weekly Work Schedule**; AF Form 637, **BCE Job Order Log**; AF Form 919, **BCE In-Service Work Plan Work Sheet**; AF Form 1081, **BCE Work Request/Work Order Register**; AF Form 1219, **BCE Multi-Craft Job Order**; AF Form 1255, **Quality Control Evaluation**; AF Form 1734, **BCE Daily Work Schedule**; AF Form 1841, **Maintenance Action Sheet**; AF Form 1879, **BCE Job Order Record**.

JOHN W. HANDY, Lt General, USAF  
DCS/Installations and Logistics

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References*****Air Force Publications**

AFI 32-1022, *Planning and Programming of NAF Facility Construction Projects*

AFI 32-1032, *Planning and Programming Real Property Maintenance Projects Using Appropriated Funds*

AFI 32-6004, *Furnishings Management*

AFI 32-9005, *Real Property Accountability and Reporting*

AFI 38-101, *Air Force Organization*

AFPAM 32-1004V1, *Working in the Operations Flight - Functions and Organization*

AFPAM 32-1004V2, *Working in the Operations Flight - Maintenance Engineering*

AFPAM 32-1004V3, *Working in the Operations Flight - Facility Maintenance*

AFPAM 32-1004V4, *Working in the Operations Flight - Material Acquisition*

AFPAM 32-1004V5, *Working in the Operations Flight - Infrastructure Support*

AFPAM 32-1004V6, *Working in the Operations Flight - Heavy Repair*

**Other**

Office of Management and Budget Circular A-76, *Performance of Commercial Activities*, August 4, 1983

***Abbreviations and Acronyms***

**ACES**—Automated Civil Engineer System

**AFS**—Air Force specialty

**ATA**—Actual Time Accounting

**BEEF**—Base Engineering Emergency Force

**CE**—civil engineering

**CEMAS**—Civil Engineering Material Acquisition System

**CWON**—collection work order numbers

**EAID**—equipment authorization inventory data

**EOD**—explosive ordnance disposal

**EPS**—Engineering Performance Standards

**FSD**—fire safety deficiency

**IWIMS**—Interim Work Information Management System

**MAJCOM**—major command

**MFH**—military family housing

**RAC**—risk assessment code

**RPIE**—real property installed equipment

**RPSE**—real property similar equipment

**RWP**—Recurring Work Program

**SCPS**—Survivable Collective Protective Systems

**Attachment 2****RESERVED COLLECTION WORK ORDER NUMBERS**

**A2.1. Work Order 00001:** Bench or shop stock issues.

**A2.2. Work Order 00002:** Base service store issues.

**A2.3. Work Order 00003:** Bulk delivery items such as sand, gravel, and lumber by actual time accounting (ATA) work centers.

**A2.4. Work Order 00004:** Issues from base supply individual equipment unit.

**A2.5. Work Order 00005:** Mobility kits and other Prime Base Engineer Emergency Force (BEEF), Explosive Ordnance Disposal (EOD), and Readiness supplies not charged to specific mobility deployment.

**A2.6. Work Order 00006:** Common-use tools maintained in a tool issue center.

**A2.7. Work Order 00007:** Tool kits obtained from base supply.

**A2.8. Work Order 00008:** Individual tools issued from base supply.

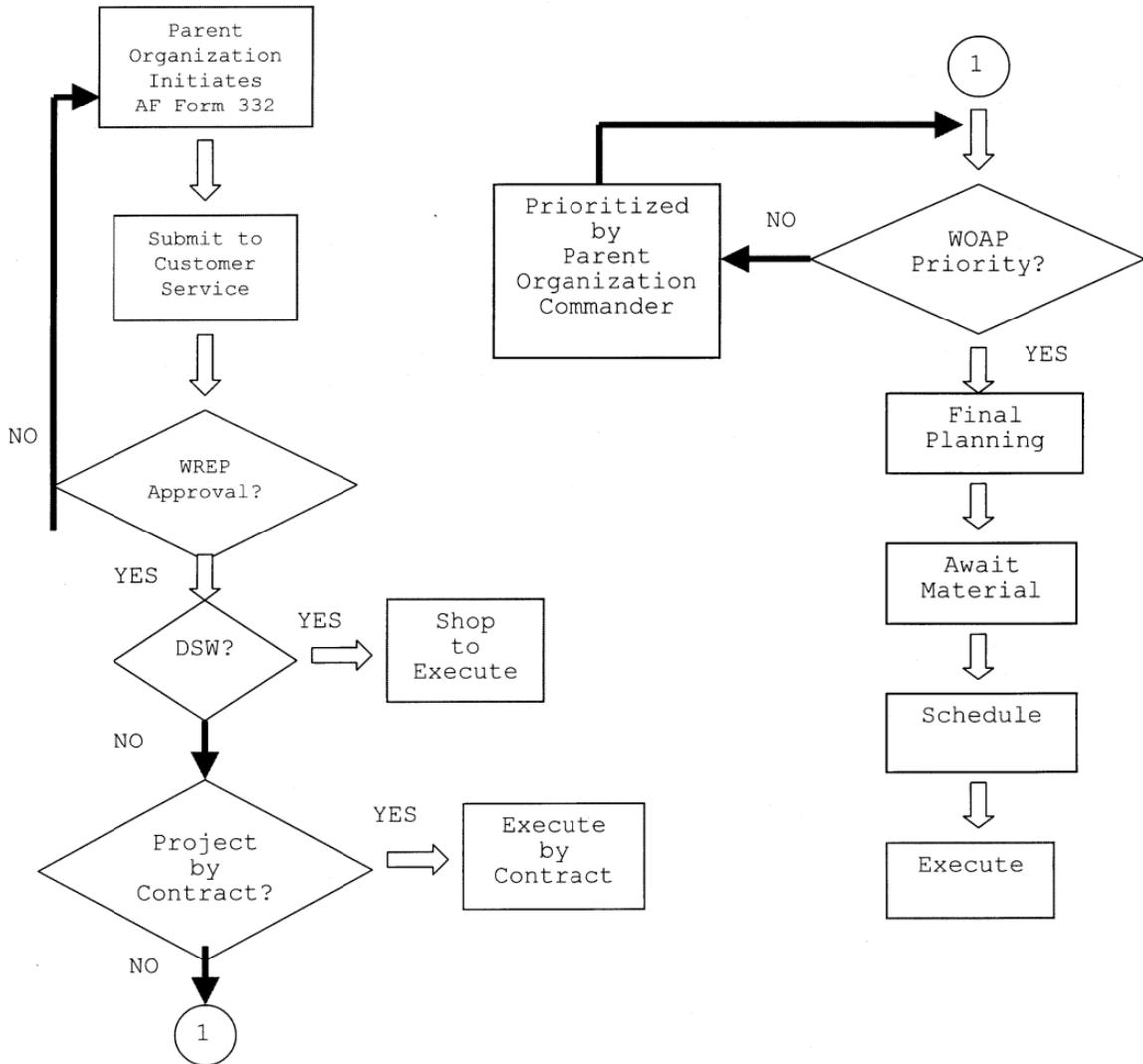
**A2.9. Work Order 00009:** Equipment authorization inventory data (EAID) and shop equipment.

**A2.10. Work Order 00010:** Residual materials (except in Civil Engineering Material Acquisition System [CEMAS]).

**A2.11. Work Orders 00011 through 00020:** For use by CEMAS in IWIMS/ACES.

Attachment 3 (Added-374AW)

WORK REQUEST FLOWCHART



## Attachment 4 (Added-374AW)

## ORGANIZATIONAL LISTING

PARENT ORGANIZATION	SUB UNITS	ESTIMATE ALLOCATION	APPROX. # WORK ORDERS
374 AW	Inspector General (374 AW/IG) 374 AW Military Equal Opportunity (374 AW/ME) 374 AW Equal Employment Opportunity (374 AW/CCD) History (374 AW/HO) Judge Advocate (374 AW/JA) Public Affairs (374 AW/PA) Chaplain (374 AW/HC) 374 AW/SE 374th Comptroller Squadron (374 CPTS) Command Post (374 AW/CP) Plans and Programs (374 AW/XP) Manpower and Organization (374 AW/MO) 5th Air Force (5 AF) American Red Cross 315th Intelligence Squadron (315 IS) United Service Organization (USO) Air Force Audit Agency (AFAA) Nations Bank Air Force Office of Special Investigations (AFOSI)	1400 Man-hours	4
374th Operations Group (374 OG)	374th Aeromedical Evacuation Squadron (374 AES) 374th Operations Support Squadron (374 OSS) 459th Airlift Squadron (459 AS) 30th Airlift Squadron (30 AS) 36th Airlift Squadron (36 AS)	4000 Man-hours	12

PARENT ORGANIZATION	SUB UNITS	ESTIMATE ALLOCATION	APPROX. # WORK ORDERS
374th Logistics Group (374 LG)	374th Contracting Squadron (374 CONS) 374th Maintenance Squadron (374 MXS) 374th Supply Squadron (374 SUPS) 374th Transportation Squadron (374 TRANS)	6500 Man-hours	20
374th Support Group (374 SPTG)	374 CES 374th Communications Squadron (374 CS) 374th Mission Support Squadron (374 MSS) 374th Security Forces Squadron (374 SFS) 374th Services Division (374 SPTG/SV)	8100 Man-hours	25