



**PREPARATION OF PROGRAMMING PLANS**

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OPR: XPPB (Lt Col William E. Schlafli)  
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This supplement implements and extends the guidance of Air Force Instruction (AFI) 10-501, **Program Action Directives (PAD) and Programming Plans (PPLAN)**. The AFI is published word-for-word without editorial review. Air Force Space Command (AFSPC) supplemental material is indicated in bold face. This supplement describes AFSPC's procedures for use in conjunction with the basic AFI. It applies to Headquarters Air Force Space Command (AFSPC), its personnel, resources, and subordinate units. This supplement provides policy and delineates HQ AFSPC staff responsibilities to develop, publish, and control programming plans (PPlan) that direct the activation, inactivation, realignment or transfer of AFSPC installations and or units, and major system conversions. This supplement also describes the management structure, called a Project Task Force (PROTAF), which may be used for those projects which are not included in the Air Force acquisition management process. It prescribes procedures and responsibilities for creating a PROTAF, conducting PROTAF conferences, and developing PROTAF conference summary reports, and shows examples of project execution documents. It establishes ways to monitor and report progress in achieving program objectives. AFSPC project managers may use the PROTAF process to develop and implement projects in response to significant changes in force structure, systems, personnel, facilities, or materiel within the Command. This supplement does not apply to Air Force Reserve nor Air National Guard units. The reporting requirement in this supplement is exempt from licensing in accordance with paragraph 2.11.5. of AFI37-124, The Information Collections and Reports Management Program; Controlling Internal, Public and Interagency Air Force Information Collections. Upon receipt of this integrated supplement discard the Air Force basic publication.

**SUMMARY OF REVISIONS**

The revision of this publication is to meet the format standards required by Air Force. No content material has changed. Some required format changes have been made to allow for the conversion process.

1. AFSPC added additional terms for clarity. See **Attachment 4 (Added)**.
3. HQ AFSPC PPlans are developed when multiple functional areas direct actions to accomplish an approved action. PPlans are used to implement an action and are rescinded when Time Phased Actions are complete or moved into the normal staff process.

6. HQ AFSPC Programs and Legislative Affairs Division (XPP) is the office of primary responsibility for programming actions and guides the staff in developing and monitoring programming plans, and related actions. Staff coordination is required before implementing peacetime actions which activate or inactivate units, permanently relocate AFSPC missions and functions to other bases, or significantly change manpower authorizations.

6.1. MAJCOM Program Procedures:

6.1.1. (Added) HQ AFSPC Programs and Legislative Affairs Division (XPP):

6.1.1.1. (Added) Monitors the United States Air Force Program Document and determines the need for a PPlan to implement directed and authorized changes in force structure. Coordinate proposed force structure changes through HQ AFSPC/PA to ensure appropriate congressional announcements and public release are initiated.

6.1.1.2. (Added) Processes PPlan requests from other HQ AFSPC staff agencies.

6.1.1.3. (Added) Develops guidance and provides information to all applicable Directors for their use in the definition of project requirements and development of pertinent PPlan and or annexes to PPlan.

6.1.1.4. (Added) Reviews and coordinates the PPlan.

6.1.1.5. (Added) Arranges for printing and distributing the final PPlan.

6.1.1.6. (Added) Reviews progress reports from the field for items that require action. Coordinates with the responsible agency within the Headquarters to resolve problems.

6.1.1.7. (Added). Serves as PROTAF manager unless management by another Director would enhance implementation. In the event of an impasse, HQ AFSPC/CV directs which directorate provides PROTAF manager.

6.1.1.8. (Added) Through HQ AFSPC Bases and Units Branch (XPPB), acts as:

6.1.1.8.1. (Added) Controlling agent assigning the PPlan number. The PPlan numbers use a calendar year designator followed by a sequential number (Example: 95-01 for calendar year 1995.)

6.1.1.8.2. (Added) Advisor for the planning process.

6.1.1.8.3. (Added) Office for central review to identify programming conflicts among headquarters elements.

6.1.2. (Added) All Directors. Ensure coordination is timely and complete. Coordinate on the SSS during final staff review. All Directors responsible for programming plans notify the command OPR as soon as a requirement is known.

6.1.3. (Added) Participating Functional Staff Agencies. Appoint project officers to:

6.1.3.1. (Added) Furnish information needed to develop a draft basic plan to implement HQ AFSPC-generated programs.

6.1.3.2. (Added) Attend planning conferences, conduct internal staff agency meetings to review the basic plan, and develop supporting functional staff annexes.

6.1.3.3. (Added) Coordinate with their respective staff agency, with other HQ AFSPC staff agencies, and with counterparts in non-AFSPC agencies when those agencies are affected by their respective annex or time-phased actions.

6.1.3.4. (Added) Furnish finished staff annexes, appendixes, and a list of time-phased actions for the draft PPlan.

6.1.3.5. (Added) Monitor the status of subordinate unit time-phased actions and help resolve problems as required.

6.1.3.6. (Added) Monitor the status of their time-phased actions and submit progress reports.

6.1.3.7. (Added) Monitor the adequacy and currency of their respective functional staff annexes and submit corrections or changes to assigned project officer for publication.

6.1.4. (Added) Management of Reports:

6.1.4.1. (Added) Progress Reports. Participating commanders and headquarters staff agencies submit progress updates according to instructions in each PPlan. Each reporting agency submits reports until all its actions are completed. Reference the PPlan number and title, using the format provided in attachment 2, on all correspondence including progress reports covering a PPlan.

6.1.4.2. (Added) Status of Action Items. Progress reports indicate status of all time-phased action items initiated or scheduled. Completed actions will be reported as complete and deleted from follow-on reports.

6.1.4.3. (Added) Consolidation of Reports. HQ AFSPC staff agencies consolidate reports on time-phased actions at the Director or equivalent staff agency level. The consolidated report is sent to the PPlan OPR to arrive before the due date specified in the PPlan.

6.1.4.4. (Added) Normal Staff Actions. Progress reports do not replace normal channels for requesting higher echelon help. When a problem that causes a delay, or threatens to cause a delay is identified, action agencies at all levels should take the appropriate corrective action or request help from the command OPR to correct the problem.

## Attachment 4 (ADDED)

### GLOSSARY OF DEFINITIONS OF TERMS FOR AFSPC

#### *Terms*

**Annex.**—A major subdivision of a PPlan prepared by a functional staff agency. An annex contains enough details to stand alone. It establishes the tasks and procedures which the functional agency must complete to attain the basic plan's objective. Number annex pages using the annex letter and the appropriate page number (for example: B-1). If a formal annex is not necessary, the Director may submit a paragraph of functional area instructions to be included in the basic plan.

**Appendix.**—A subdivision of an annex to provide additional detail, such as time-phased actions, in a functional subarea.

**Basic Plan.**—The PPlan OPR writes the Basic Plan. It contains the purpose, authority, references, participating organizations, program guidance, background, responsibilities, milestones, and program management of the Plan. The Basic Plan is distributed to the PPlan project officers at or before the first working group meeting. The Director of Plans signs the Basic Plan after the PPlan has been coordinated through the participating NAFs, wings and two letter offices, unless a higher signing authority is required.

**Changes.**—Changes, clarification, etc., to an annex or appendix may only be added after written coordination through the functional OPR and the PPlan manager. The best time to recommend changes is during three-letter and two-letter coordination.

**Distribution.**—PPlan OPR prepares Annex Z which lists final distribution of PPlan. At a minimum, distribution is made to MAJCOM functional OPRs and Wing/CC, OG/CC, LG/CC, and units affected by PPlan actions.

**Event.**—An action needed to complete a milestone.

**Formal Change.**—A published PPlan change sent to all addressees.

**Functional Area Working Group Chairperson.**—(Individual is also PPlan Functional Project Officer): Identifies and monitors all actions needed within a functional area to accomplish the project on time. Tracks, assesses, and oversees status of action items to meet project milestones. Results are provided to the PPlan OPR. Reviews and coordinates action item status lists with working group members and OPR or OCR. Develops functional area PPlan annex.

**Joint Programming Plan.**—A coordinated intercommand document which identifies and assigns intercommand staff responsibilities for defining program objectives in detail and for making sure future actions are completed on time. The Director of Plans, or equivalent, of each participating organization signs the final Basic PPlan.

**Milestone.**—A major occurrence which is of primary importance to the program accomplishment.

**Office of Primary Responsibility (OPR).**—A designated staff office that develops and manages an element of a PPlan. An overall command OPR is designated for each PPlan. Additionally, participating HQ AFSPC staff agencies are OPRs for their respective functional annexes which support the objectives and guidance in the basic plan.

**Programming Plan (PPlan).**—PPlans are written only at the headquarters level. Functional staff agencies are responsible for additional requirements which may or may not be specifically addressed in a

PPlan but are related to or arise from the intent of the plan. Each agency is responsible for developing detailed action plans, as necessary, which supplement HQ AFSPC PPlans to ensure successful execution of the PPlan. A PPlan provides broad guidance to accomplish a particular one-time, non-recurring project (e.g., unit relocation, system acquisition/beddown, or base closure or drawdown). It documents the project's objective and actions necessary for implementation. PPlan content may vary depending on the type of action involved. PPlans identify essential actions (for example: personnel actions, delivery schedule of new unit equipment, essential facilities required and available, logistics, and other support duties) to accomplish a program. A PPlan is a coordinated document which identifies staff actions and assigns staff responsibilities for defining program objectives in detail and for making sure future actions are completed on time. A Programming Message (PMsg) is a condensed PPlan in message format. It will be used when the scope of an action is significantly smaller than that requiring a complete PPlan. Development and coordination of a PMsg is identical for that of a PPlan in accordance with this supplement. For any given action, HQ AFSPC/XPP will determine whether to use a PPlan or PMsg. When acquiring an installation from another command, the gaining command is responsible for preparation of the PPlan. Write a PPlan as soon as enough information is available and authority exists.

**Project.**—A set of activities and a schedule required to accomplish a one-time undertaking of limited duration (normally two years or less) such as a base closure, unit transfer or inactivation, or a system beddown.

**Project Officers.**—Individuals selected within each staff agency to develop and manage an element of a PPlan. Each project officer reviews the entire PPlan for additions and corrections, prepares required data, coordinates with all appropriate agencies, and provides inputs in the approved format to the PPlan OPR.

**PROTAF.**—A PROTAF is a project management group convened to identify and coordinate actions required to accomplish the objectives of a specific project. The Bases and Units Branch (HQ AFSPC/XPPB), as the command OPR (PPlan OPR) for preparing PPlans, orchestrates the diverse efforts of functional area working groups and PROTAF representatives to keep the project and its timeline on track.

**Revised PPlan.**—A completely new PPlan which replaces a previously published PPlan of the same number and subject.

**Time-Phased Action (TPA).**—An action required in a specified time to support the plan. Time-phased actions are contained as an appendix to the functional annex and are numbered sequentially beginning with number one.

## **Attachment 5 (ADDED)**

### **AFSPC PPLAN DEVELOPEMENT GUIDE**

This guide is designed to assist project officers in developing, publishing, and controlling a Programming Plan (PPlan), and a Project Task Force (PROTAF). It should be used in conjunction with AFI10-501AFSPC1, Preparation of Programming Plans, which it supplements.

#### **SECTION A - INTRODUCTION**

The Bases and Units Branch (HQ AFSPC/XPPB) is the command OPR for preparing PPlans and directing PROTAFs for unit activations, inactivations, moves, transfers, and system conversions. Applicable functional staff agencies will be involved. Depending on the scope of the programmed action, any number of staff agencies may be required to provide annexes and appendixes to the PPlan. Wings may provide inputs to MAJCOM counterparts. The PPlan OPR is responsible for PPlan content, controls, and monitoring.

#### **SECTION B - PPLAN DEVELOPMENT**

1. PPlan OPR Actions.
  - a. Meets with HQ AFSPC/XPIF for guidance on releasability to foreign nationals.
  - b. Meets with HQ AFSPC/XPIP, if overseas basing actions apply, for host country coordination/liaison.
  - c. Reviews AFI 32-7061, Environmental Impact Analysis Process, to determine requirement for Description of Proposed Action and Alternatives (DOPAA) and an AF Form 813.
  - d. Coordinates security classification through Information Security Division (SPI).
  - e. Reviews AFPAM27-19, Control and Documentation of Air Force Programs. Operational or fiscal requirements may necessitate a change to the Air Force program outside the normal Biennial Planning Programming and Budgeting System (BPPBS). If so, the PPlan OPR and the unit commander, using AFPam27-19 guidelines, will provide the required information to HQ AFSPC/XPP. HQ AFSPC/XP will submit a completed program change request (PCR) to the appropriate HQ USAF programming agency and AF Programs and Evaluation (AF/PE).
  - f. Develops the draft basic plan and a time-phased schedule of key events.
2. Staff Actions: Participating staff agencies designate a project officer who provides the PPlan OPR with:
  - a. Name of the designated project officer.
  - b. Suggested changes to the Basic Plan.
  - c. Distribution list for their functional area.
  - d. Functional staff annex and appendix.
  - e. List of unique terms, acronyms, and abbreviations for the PPlan glossary.

- f. List of time phased actions (TPA):
    - 1. Time phased schedule will be included as an appendix to the applicable annex.
    - 2. TPAs which impact other functional staff agencies will be coordinated with those agencies before submission to the PPlan OPR.
3. "No Input" Requirement. Staff agencies notify the PPlan OPR in writing if they have no requirement to participate.
4. The basic format for PPlans is shown at attachment 3.
- a. Cover page. A distinctive cover containing unit identification, plan title, number, and security information.
  - b. Record of Changes. A formal record of changes to the plan. If the Preface is brief, the Record of Changes may be added below the Preface.
  - c. Preface. A brief introduction to the plan which includes administrative instructions that identify the title, OPR, classification, and reproduction authority.
  - d. Table of Contents. A list of the parts of the plan.
  - e. Basic Plan.
  - f. Functional Annexes:
    - Annex A - Reporting Requirements
    - Annex B - Plans (XP)
    - Annex C - Operations (DO)
    - Annex D - Logistics (LG)
    - Annex E - Personnel (DP)
    - Annex F - Public Affairs (PA)
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    - Annex H - Civil Engineering (CE)
    - Annex I - Intelligence (IN)
    - Annex J - Financial Management and Comptroller (FM)
    - Annex K - Communications-Computer Systems (SC)
    - Annex L - Counterintelligence and Special Investigations (CVI)
    - Annex M - Security Police (SP)
    - Annex N - Surgeon (SG)
    - Annex P - Information Management (IM)
    - Annex Q - Chaplain (HC)
    - Annex R - Safety (SE)
    - Annex S - Services (SV)
    - Annex T - History (HO)
    - Annex U - Inspector General (IG)
    - Annex V - Requirements (DR)
    - Annex Z - Distribution
    - Annexes - W, X, Y - as needed
  - g. PPLAN Page Format:
    - 1. To standardize PPlan page numbering, apply the following rules:

2. Basic Plan - Use Arabic numerals to number pages.
  3. Annex - Use the assigned alphabetic designator, followed by the page number (Arabic numeral). For example, page A-4 is page 4 to Annex A.
  4. Appendix - Number appendix pages in the order of annex alphabetic designator, appendix Roman numeral, and Arabic page number. For example, page C-III-3 is the third page to Appendix III in Annex C.
  5. Place the PPlan short title, with plan number, on the first page of each annex.
5. Reporting Instructions. The PPlan OPR receives monthly progress reports from the PPlan project officers. The PPlan OPR will provide quarterly status reports of Time Phased Actions (TPA) to all participating functional staff agencies. (Atch 4
6. Time Phased Actions (TPAs) List. A time phased schedule may be included as an appendix to the annex. (page B-II-1, Atch 3)
7. The attached itemized checklist and examples are designed to assist project officers involved in any portion of PPlan development. Although the information and POCs listed in the sample document are dated, they do demonstrate proper format. Refer to current organizational charts for updated information on POCs and office symbols. If further information or guidance is needed, contact the Bases and Units Branch, XPPB.

ATTACHMENT:

1. PPlan Development Checklist
2. Sample PPlan Working Group Tasking Letter
3. Sample PPlan
4. Sample Progress Report
5. Sample Letter of Rescindment

## PPLAN DEVELOPMENT CHECKLIST

1. After receiving notification of PPlan requirement, review AFI 16-403 to determine security classification and AFI 16-501 to determine requirement for program change request (PCR). Complete the following information:

PPLAN TITLE \_\_\_\_\_  
PPLAN NUMBER \_\_\_\_\_ (Obtained from XPPB)  
PPLAN OPR (XPPB) \_\_\_\_\_  
FUNCTIONAL OPR \_\_\_\_\_  
Co-OPRs \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Establish a PPlan folder or file containing, at a minimum, the following material:

- This Checklist
- Notification of Requirement
- PPlan Development Schedule
- Annex List with OPRs
- Meeting Notes
- Master Copy of Current PPlan Sample

3. Initiate remainder of this checklist. After completing each task, place the date it was completed on the line preceding the task to indicate completion and provide a record.

**NOTE:**

Office symbols used in the checklist and samples may not be current. The OPR must ensure current office symbols are used.

**BASIC PLAN**

- \_\_\_\_\_ Establish a schedule for PPlan development and publishing.
- \_\_\_\_\_ Develop draft Basic Plan and milestones.
- \_\_\_\_\_ Coordinate the draft basic plan and milestones with appropriate functional staff agencies before the first working group meeting.
- \_\_\_\_\_ Make initial determination of annexes required.

## WORKING GROUP

\_\_\_\_\_Schedule conference room for working group meeting.

DATE: \_\_\_\_\_ TIME: \_\_\_\_\_ LOCATION: \_\_\_\_\_

\_\_\_\_\_Write a letter (for signature by XP) which tasks all directors to appoint project officers to the PPlan working group, and announces the first working group meeting. Include the purpose, date, location, and any instructions. (Example - Atch 2).

\_\_\_\_\_Send a working group tasking letter (as required) which directs project officers to be prepared to brief their functional area concerns and impact of PPlan.

--LGX is Command OPR for all logistics functions and must be included in all PPlan working groups. LGX is responsible for compiling the LG annex.

--SCX is Command OPR for all communications-computer systems and must be included in all PPlan working workings groups. SCX is responsible for compiling the SC annex.

--SCM is OPR for Cheyenne Mountain AFB (CMAFB) facility requirements. If CMAFB is involved, SCM must be included in the working group. An Implementation Plan (IPlan) may also be required according to AFSPACECOM 27-2.

--Appropriate NAFs and wings are included (for information) on all PPlan correspondence and invited to all meetings. NAF and wing inputs or tasks are incorporated into MAJCOM functional annexes as appropriate.

\_\_\_\_\_First working group meeting options (decide between [1] or [2])

--[1] Distribute and brief the basic plan and set project timelines. Project officers discuss impact on their area. Annexes are tasked to be prepared for a later, specified due date.

--[2] Distribute basic plan prior to the meeting. Direct project officers to bring draft of their annexes to the meeting and give an overview with timelines, etc. Open discussion enables PPlan questions and answers, etc., with all staff present.

### **NOTE:**

Annexes will be provided in paper copy and on 5 1/4" or 3 1/2" floppy disk with the annex in MICROSOFT WORD format. The disk should be clean except for PPlan files. Project officers may send the annex over SPACELAN to the PPlan OPR (XPPB). This will expedite development of the complete draft plan.

## **PREPARING A DRAFT PPLAN**

\_\_\_\_\_ Compile the draft PPlan when annexes and time phased actions are received from OPRs (see Atch 3, Sample PPlan)

\_\_\_\_\_ Prepare a SSS for XPP signature. (Example - Atch 4).

## **PPLAN COORDINATION AND APPROVAL**

### 3-letter coordination

\_\_\_\_\_ All draft versions of the PPlan will be date stamped under the word "DRAFT". This date is the same as the date on the SSS signed by XPP.

--The PPlan will not be "formally dated" (near the bottom of the title page) until the final version is signed by Director of Plans. The PPlan date is the date of approval.

\_\_\_\_\_ XPPB OPR will have sufficient copies of the signed SSS and PPlan printed for coordination.

\_\_\_\_\_ The SSS and draft PPlan (Basic Plan with annexes) is forwarded for initial staff review (all functional area MAJCOM participants) and 3-letter coordination. The receiving office retains the draft PPlan.

--Redirect wing comments to the correct PPlan functional OPR for review and, if appropriate, inclusion in the functional annex.

### After 3-letter coordination

\_\_\_\_\_ Resolve conflicts and incorporate comments. This may include calling a meeting, reprinting, and reCOORDINATING.

\_\_\_\_\_ Prepare a new cover SSS sheet for XP signature. (Example - Atch 5).

\_\_\_\_\_ Provide the updated PPlan and SSS to XPPB for review and signature.

\_\_\_\_\_ XPPB OPR will have sufficient copies of the signed SSS and PPlan printed for coordination.

\_\_\_\_\_ XPPB OPR distributes SSS with the draft PPlan (Basic Plan with annexes and a copy of appropriate 3-letter comments received) for final staff review (all functional area MAJCOM participants) and 2-letter coordination.

--NAF/CCs and Wing commander(s) will be included in formal, 2-letter coordination, when appropriate.

After 2-letter coordination

\_\_\_\_\_ On the 2-letter master SSS, XPPB will type the name, rank, date, and comments (if any) in the appropriate coordination blocks.

\_\_\_\_\_ Resolve conflicts and incorporate comments. This may include calling a meeting, reprinting, and reCOORDINATING.

\_\_\_\_\_ After comment resolution, the Director of Plans signs the PPlan.

\_\_\_\_\_ Remove the word "DRAFT" from the PPlan. The date the Director of Plans signs the PPlan is the official PPlan date. Send the signed, dated PPlan to reproduction for printing.

\_\_\_\_\_ XPPB makes distribution of the final PPlan.

## **PPLAN IMPLEMENTATION/ADMINISTRATION**

The actions listed below can occur at any time throughout the life cycle of the PPlan. They can also occur more than once. The list of actions does not cover all the potential problems which may be encountered, but does provide information on the most common situations.

- PPlan OPRs ensure the project officers comply with required Progress/Revision Reports. The due date is noted in the Basic Plan. The project officers are the individuals responsible for keeping the PPlan and functional OPRs informed of their activities. If reports are overdue, call the individual first and follow up with a memo to help remind them.

- The functional OPR ensures all PPlan actions are progressing satisfactorily. If not, ask the project manager to resolve the problem and or report the problem up the chain of command. The PPlan will work only if all members of the team work together. This means keeping the rest of the team informed of potential slips or problems. Communication is the key to success. See the reporting instructions. (Example - Atch 4)

## **MAKING CHANGES TO THE PPLAN**

Functional area OPRs send a signed copy of recommended changes to the PPlan OPR. The PPlan OPR initiates the PPlan change for XP signature.

- For minimal changes, Director of Plans may sign out a change letter.
- For major changes, the entire PPlan may need to be reprinted and or reCOORDINATED.

## **RESCINDING THE PPLAN**

The PPlan OPR initiates a letter of rescindment when the primary objectives of the PPlan have been completed. Remaining open time phased activities will be accomplished through normal staff actions. A letter of rescindment is initiated and signed by the PPlan OPR and sent to all addressees on the PPlan distribution list. This letter signifies that all actions have been completed. (Example - Atch 5)

**SAMPLE WORKING GROUP TASKING LETTER  
(SIGNED OUT BY XP)**

MEMORANDUM FOR All AFSPC Directors

FROM: HQ AFSPC/XP  
150 Vandenberg St Ste 1105  
Peterson AFB CO 80914-4570

SUBJECT: PPlan Working Group Meeting, PPlan 94-06, Malmstrom AFB Transfer

1. The first PPlan working group meeting for transfer of Malmstrom AFB from AMC to AFSPACECOM will be held in the Small Conference Room (SCR) on 25 Oct 93 at 1400. The purpose of this meeting will be to initiate planning actions and identify OPRs for this transfer. Maj Dave Metzger, HQ AFSPC/XPPB, will be the PPlan OPR and provide initial coordination with AMC.
2. A Joint AFSPC/AMC Program Task Force (PROTAF) will meet at Malmstrom AFB, MT in Nov 93. Initial PPlan draft must be completed prior to this meeting.
3. Request each addressee appoint a project officer and an alternate for the PPlan. Reply by endorsement to XPPB NLT 22 Oct 93. Project officers should be prepared to discuss their responsibilities for this effort. A Basic Plan will be provided to all project officers.

ROGER G. DeKOK  
Brigadier General, USAF  
Director of Plans

Attachment:  
Indorsement

PPLAN GUIDE ATTACHMENT 2

1st Ind to HQ AFSPC/XP Ltr, 15 Nov 93, PPlan Working Group Meeting, PPlan 93-1, Transfer of ICBM from ACC to AFSPC

FROM: \_\_\_\_\_

TO: HQ AFSPC/XPPB (Major Gold)  
150 Vandenberg St Ste 1105  
Peterson AFB CO 80914-4620

Name \_\_\_\_\_, Office \_\_\_\_\_,

Phone \_\_\_\_\_ will be the \_\_\_\_\_ POC for this effort.

Figure A5.1. Sample.

# SAMPLE PPLAN

## DEPARTMENT OF THE AIR FORCE

HEADQUARTERS  
AF SPACE COMMAND  
PETERSON AFB CO

HEADQUARTERS  
AIR MOBILITY COMMAND  
SCOTT AFB IL



HQ AFSPC PROGRAMMING PLAN 94-06  
HQ AMC PROGRAMMING PLAN 94-08

## MALMSTROM AFB TRANSFER

17 June 1994

PPLAN GUIDE ATTACHMENT 3

HQ AIR FORCE SPACE COMMAND  
PETERSON AFB CO

HQ AIR MOBILITY COMMAND  
SCOTT AFB IL

PREFACE

HQ AIR FORCE SPACE COMMAND PPLAN 94-06

HQ AIR MOBILITY COMMAND PPLAN 94-08

1. Title: The long title of this document is: Malmstrom AFB Transfer Programming Plan. The short title is HQ AFSPC PPlan 94-06 and HQ AMC PPlan 94-08.
2. Effective Period: This plan is effective upon receipt.
3. Office of Primary Responsibility: The overall OPR for this PPlan is HQ AFSPC/XPPB. HQ AFSPC program manager is Maj Dave Metzger, HQ AFSPC/XPPB, 150 Vandenberg St, Suite 1105, Peterson AFB CO 80914-4620, DSN 692-2469. HQ AMC program manager is Capt Ed Ginter, HQ AMC/XPPI, 402 Scott Dr, Unit 3L3, Scott AFB IL 62225-5307, DSN 576-2251. HQ AFSPC/XPPB has overall administrative responsibility for this PPlan. Recommendations and comments pertaining to this document should be forwarded to HQ AFSPC/XPPB.
4. Security Considerations: This document is unclassified as result of FY 95 Presidents Budget (PB) public announcement. All previous drafts may be declassified IAW FY 95 PB.
5. Reproduction: This document may only be reproduced after coordination with PPlan OPR until declassification, then may be reproduced in its entirety as required for official Air Force use without prior coordination of PPlan OPR.
6. CHANGES: Changes will be coordinated with/published by HQ AFSPC/XPPB, and forwarded to all recipients of the original plan.

RECORD OF CHANGES

<u>CHANGE</u>	<u>NUMBER</u>	<u>AUTHORITY</u>	<u>DATE</u>	<u>ENTERED/SIGNATURE</u>
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HQ AIR MOBILITY COMMAND PPLAN 94-08

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BASIC PLAN

HQ AIR FORCE SPACE COMMAND PROGRAMMING PLAN 94-06

HQ AIR MOBILITY COMMAND PROGRAMMING PLAN 94-08

1. PURPOSE: This plan programs, tasks, and assigns responsibilities to support the transfer of host responsibility for Malmstrom AFB MT from AMC to AFSPC.

2. AUTHORITY/REFERENCES:

- a. OSAF/PAM Public Announcement, 28 Feb 94.
- b. AFSPC Program Change Request 94-01, Malmstrom Transfer.
- c. AFI 10-501, Program Action Directives (PADs) and Programming Plans (PPlans).
- d. AFSPC AFI 10-501, Preparation of Programming Plans (PPlans).
- e. AMC Regulation 27-2, Programming Plans (PPlans).

3. PARTICIPATING ORGANIZATIONS: HQ AFSPC; HQ AMC; 341 Missile Wing (MW); and 43 Air Refueling Wing (ARW).

4. GENERAL PROGRAM GUIDANCE: In compliance with Chief of Staff of the Air Force directed Force Structure Realignment, the 341 MW will assume all host responsibilities for Malmstrom AFB from the 43 ARW on 1 Jul 94. The 43 ARW will revert to the 43 Air Refueling Group (ARG) and become a tenant on 1 Jul 94. Fiscal responsibility will transfer from AMC to AFSPC on 1 Oct 94.

5. MILESTONES:

Program Change Request (PCR) Submitted	12 Nov 93
Program Task Force at Malmstrom AFB	30 Nov 93
Base Transfer	1 Jul 94
Fiscal Transfer	1 Oct 94

## 6. PROGRAM MANAGEMENT:

- a. Reporting procedures will be IAW Annex A.
- b. HQ AFSPC/AMC will:
  - 1. Develop joint PPlan with AFSPC as overall OPR.
  - 2. Obtain approval for implementation of this PPlan IAW AFSPC PCR 94-01.
  - 3. Coordinate with all appropriate organizations, as required, to ensure all objectives of the PPlan are met.
  - 4. Provide instructions/guidance to all participating units through annexes of this PPlan.
  - 5. Ensure Environmental Impact Analysis is completed IAW AFR 19-2.
  - 6. Identify and update appropriate regulations and directives.
  - 7. Ensure review, revision, and development of appropriate support agreements is accomplished as a result of Transfer/PPlan actions.
  - 8. Realign manpower resources, change personnel accounting symbol (PAS) codes, and publish G-series orders.
  - 9. Validate with HQ USAF/MOX requirements for affected Individual Mobilization Augmentees (IMAs).
  - 10. Adjust Operations Plans, supply records, equipment accounts, etc., to reflect change in base ownership.
  - 11. Identify/assign funding responsibilities and coordinate with SAF/FM the cost and payment for the units, personnel, and equipment.
  - 12. Include realignment in the Command history report.
- c. 15 AF and 43 ARW/341 MW will:
  - 1. Appoint a Program Manager (single point of contact) and identify this person to HQ AFSPC/XPPB.
  - 2. Comply with directives of this PPlan.

3. Develop NAF and base level plans to support implementation of PPlan actions, as appropriate.
4. Publish/issue additional guidance or directives, as necessary, to accomplish objectives of this PPlan.
5. Monitor program execution and provide staff assistance.
6. Review pertinent publications/directives and revise them as required.
7. Identify any shortfalls in transfer execution to HQ AFSPC and HQ AMC.

#### 7. PROGRAM GUIDANCE:

- a. Direct coordination between participating units is authorized and encouraged. HQ AFSPC staff agencies will provide HQ AFSPC/XPP an information copy of all significant correspondence. Malmstrom AFB representatives should coordinate directly with their HQ AFSPC/AMC counterparts on realignment issues.
- b. Each affected agency is encouraged to develop its own detailed action plan to ensure successful execution of this plan.
- c. Functional managers will provide PPlan annexes which clearly state the tasks and timelines required for the transfer. The Basic Plan, functional annexes, and associated time phased actions reflect the tasks which must be accomplished. Disagreement concerning plan implementation will be documented and routed through the chain of command for resolution.
- d. Responsibility for the programmed objectives of this PPlan is assigned to HQ AFSPC. Project officer appointments are shown in Appendix I to the Basic Plan. Specific time phased actions will be accomplished by the affected functional staff agency. Each annex and its corresponding appendix will be monitored and kept current by the appointed OPR. Any actual or forecast delays will be reported immediately to HQ AFSPC/XPPB and HQ AMC/XPPI.
- e. Project officers will:
  1. Write their functional area annex. If required, an appendix will be attached to the annex detailing actions and events to be accomplished to meet the objectives of this plan.

2. Provide annexes to the Command OPR for attachment to the Basic Plan.
  3. Monitor and report the status of implementation activities established by the plan.
  4. Immediately report any problem to the MAJCOM project officer which could negatively impact major milestones.
- f. (U) Required Reports:
1. Effective upon distribution of the approved plan, project officers will submit monthly progress reports on the status of all time phased actions.
    - (a) Progress reports are due to HQ AFSPC/XPPB by the first working day of each month. An active time phased action means that the action is scheduled to start, is in progress, or is to be completed during the report month.
    - (b) Actions which are started or completed ahead of schedule are also considered active and their status must be reported.
    - (c) Actions reported as complete will not be included in subsequent reports. No further reports will be required after reporting the completion of all tasked action items.
    - (d) If an action is behind schedule, the following information is mandatory: why the activity is behind; impact of the delay on the overall PPlan; and corrective actions. See Annex A for report format.
    - (e) Anyone having knowledge of a major problem that could affect achievement of major milestones should report that information to the HQ AFSPC/XPPB project officer immediately. An out-of-cycle submission of a Program Progress/Revision Report is warranted in these circumstances.
  2. Plan Termination. Programming Plan 94-06 will expire upon publication of a letter of rescindment. HQ AFSPC/XP will initiate this letter when all programmed actions have been completed.

8. PUBLIC AFFAIRS: HQ AFSPC/PA and HQ AMC/PA will coordinate internal, community, and media relations programs with HQ staff agencies. They will also provide media guidance to 15 AF and 43 ARW/341 MW. Units should coordinate any queries about this action with their unit public affairs staff before coordinating with HQ AFSPC/PAM. Units will also advise HQ AFSPC/PAM if any public or media interests persist for an extended period.

9. ENVIRONMENTAL CONSIDERATIONS: Environmental assessment action has been initiated by HQ AMC/CEV. A favorable Environmental Assessment must be accomplished prior to final decision/ approval by CSAF.

ROGER G. DeKOK  
Brigadier General, USAF  
Director of Plans/HQ AFSPC

BOBBY O. FLOYD  
Brigadier General, USAF  
Director, Plans and Programs/HQ AMC

APPENDIX I - PROJECT OFFICERS

HQ AIR FORCE SPACE COMMAND PROGRAMMING PLAN 94-06  
HQ AIR MOBILITY COMMAND PROGRAMMING PLAN 94-08

1. HQ AFSPC OPR for this PPlan is Major Dave Metzger, XPPB, DSN 692-2469, FAX 692-3833. HQ AMC OPR for this PPlan is Capt Ed Ginter, XPPI, DSN 576-2251, FAX 576-2502.

2. Project officers are listed below:

ANNEX	FUNCTIONAL AREA	PROJECT OFFICER	OFFICE SYMBOL	DSN
	Basic Plan	Maj Metzger	XPPB	692-2469
		*Capt Ginter	XPPI	576-2251
A	Reporting	Maj Metzger	XPPB	692-2469
		*Capt Ginter	XPPI	576-2251
B	Plans	Maj Metzger	XPPB	692-2469
		Mr Brandquist	XPMR	692-3657
		*Capt Ginter	XPPI	576-2251
		*Capt Snodgrass	XPMP	576-5215
C	Operations	Maj Colbert	DOM	692-3477
		*Mr Madden	XORR	576-4697
D	Logistics	MSgt Eli	LGXP	692-5898
		*Mr Mullins	LGXP	576-2271
E	Personnel	MSgt Baker	DPAC	692-3052
		*Capt Rafeedie	DPXP	576-2271
F	Public Affairs	Maj Chapman	PAN	692-5285
		*Maj Brown	PAM	576-5003
G	Staff Judge	Lt Col Walsh	JAI	692-9158
		*Lt Col Jackson	JAM	576-2325
H	Civil Engineering	Mr Krance	CEP/D	692-3122
		*Mr Clark	CEPR	576-5749
I	Intelligence	Capt Wabeke	INXX	692-2487
		*Mr Karnes	INF	576-6729
J	Comptroller	Mr Bechthold	FMAL	692-5661
		*Mrs Daniel	FME	576-5661
K	Communications	Capt Parrott	SCXX	692-3831
		*Capt Liggett	SCXR	576-3407
L	OSI	Mr Millard	CVI	692-5775

ANNEX	FUNCTIONAL AREA	PROJECT OFFICER	OFFICE SYMBOL	DSN
M	Security Police	Capt Shipp	SPOE	692-6811
		*SMSgt Renno	SPXX	576-2513
N	Surgeon	Capt Honerbrink	SGAL	692-3082
		*Maj Hiley	SGX	576-2205
P	Information Mngmt	Mr Cuneo	IMXR	692-2649
		*Mrs Tate	IMXP	576-6663
Q	Chaplain	Lt Col Malinsky	HC	692-3610
		*TSgt Turner	HC	576-6335
R	Safety	Capt Buck	SE	692-5115
		*Mr Aamodt	SEG	576-4125
S	Services	Maj McDonough	SVX	692-3162
		*Maj Nelson	SVXR	576-2618
T	History	Mr Bradley	HO	692-3081
		*Mr Smith	HO	576-5754
Z	Distribution	Maj Metzger	XPPB	692-2469
		*Capt Ginter	XPPI	576-2251

\* AMC Annex POC

ANNEX A  
REPORTING PROCEDURES

HQ AIR FORCE SPACE COMMAND PPLAN 94-06  
HQ AIR MOBILITY COMMAND PPLAN 94-08

1. Each functional PPlan OPR is responsible for monitoring, reporting, and closing each action item. AFSPC annex OPRs will report monthly on the status of implementing actions and on the associated problems of implementing this plan. Out-of-cycle reporting may be required for time critical actions.
2. Reports are due to HQ AFSPC/XPP NLT the first working day of each month.
3. Action items which are completed need not be included in monthly reports once they have been validated and officially closed.
4. The following format will be used for monthly reports:

REPORT FORMAT

- A. AFSPC MILESTONE/ACTIVITY NUMBER: 000-000  
AMC MILESTONE/ACTIVITY NUMBER: 000-000
- B. STATUS: START, IN PROGRESS, COMPLETE
- C. SCHEDULE: ON SCHEDULE, BEHIND SCHEDULE, AHEAD OF SCHEDULE (SEE NOTE 1)
- D. DATE: START AND COMPLETION DATES
- E. PERCENT COMPLETE: BASED ON PLAN SCHEDULED DATES
- NOTE 1: IF AN ACTION IS:  
AHEAD OF SCHEDULE: PROVIDE A REVISED COMPLETION DATE.  
BEHIND SCHEDULE: PROVIDE COMMENTS IN THE FOLLOWING FORMAT:
1. ESTIMATED COMPLETION DATE:
  2. WHY THE ACTION IS BEHIND SCHEDULE:
  3. CORRECTIVE ACTIONS BEING TAKEN:

A-1

ANNEX B

PLANS

HQ AIR FORCE SPACE COMMAND PPLAN 94-06

HQ AIR MOBILITY COMMAND PPLAN 94-08

1. **PURPOSE:** This annex addresses required planning, coordination, and manpower actions to support the transfer of host responsibility, personnel, and resources for Malmstrom AFB from AMC to AFSPC.
2. **REFERENCE:** See Basic Plan.
3. **RESPONSIBILITIES:** HQ AFSPC/XP will develop, coordinate, and publish the required plan. HQ AFSPC/XP specific actions include monitoring the plan and activities involved in the transfer.
  - a. Programs and Legislative Affairs Division (XPP) will:
    1. Ensure all POCs review AFSPC AFI 10-501XX, "Preparation of Programming Plans" and are provided the assistance necessary for preparation of their annexes.
    2. Chair all PPlan working group meetings.
    3. Consolidate completed elements of this PPlan and coordinate this plan through HQ AFSPC.
    4. Arrange for printing and distribution of this PPlan.
    5. Prepare and coordinate all changes to this PPlan with the proper functional staff agencies.
    6. Bring any identified programming conflicts to the attention of the Project Managers for resolution.
    7. Incorporate any HQ AMC sponsored Program Objective Memorandum (POM) actions for Malmstrom AFB into HQ AFSPC deliberations for FY 96-01 POM submissions.
  - b. Manpower and Organization Division (XPM) will:
    1. Update, publish, and distribute new Unit Manning Documents (UMDs).
    2. Update, publish, and distribute new and/or revised AFSPC 23 series regulations, as required.
    3. Prepare RCS: HAF-XOO(M) 9227 reports documenting all unit transfers.
    4. Request Air Force DAF letters, as required, and prepare G-series orders for all unit actions.

HQ AIR FORCE SPACE COMMAND  
PETERSON AFB CO

HQ AIR MOBILITY COMMAND  
SCOTT AFB IL

ANNEX B  
APPENDIX I  
MANPOWER

HQ AIR FORCE SPACE COMMAND PPLAN 94-06  
HQ AIR FORCE MOBILITY COMMAND PPLAN 94-08

1. This appendix identifies units and associated manpower resources that will transfer to the 341 MW effective FY 94/4.

<u>FUNCTION</u>	<u>OFF</u>	<u>ENL</u>	<u>CIV</u>	<u>TOT</u>
43 ARW WG	24	55	9	88
43 CES SQ	10	252	157	419
43 CON SQ	1	11	21	33
43 CPR SQ	3	31	11	45
43 CMN SQ	6	184	12	202
43 MED GP	58	159	35	252
43 MSS SQ	4	76	30	110
43 MWR SQ	3	133	39	175
*43 OSS SQ	3	42	1	46
43 SEP SQ	3	113	1	117
43 SUP SQ	4	215	30	249
43 SUT GP	2	0	1	3
43 TRS SQ	3	154	42	199
TOTAL	124	1428	389	1941

\*Airfield Ops and the Weather flight are the only functions

HQ AIR FORCE SPACE COMMAND  
PETERSON AFB CO

HQ AIR MOBILITY COMMAND  
SCOTT AFB IL

ANNEX B

APPENDIX II

TIME PHASED ACTIONS

HQ AIR FORCE SPACE COMMAND PPLAN 94-06  
HQ AIR MOBILITY COMMAND PPLAN 94-08

MILE-STONE	DESCRIPTION	ACTION	MONITOR	START	COMPLETE
000	Organization Actions	AFSPC/XPMO AMC/XPMO	AFSPC/XPM AMC/XPM	Started	1 NOV 93
005	Identify organizations to transfer	AFSPC/XPMO AMC/XPMO	AFSPC/XPM AMC/XPM	Started	1 NOV 93
010	Request authority from USAF/PE to transfer units	AFSPC/XPMO AMC/XPMO	AFSPC/XPM AMC/XPM	Started	1 NOV 93
015	Submit HAF-XOO(M)9227 reflect projected unit actions	RCS: AFSPC/XPMO AMC/XPMO	AFSPC/XPM AMC/XPM	Started	31 MAR 94
025	Publish G-Series Orders to transfer units	AFSPC/XPMO AMC/XPMR	AFSPC/XPM AMC/XPM	29 JUN 94	30 JUN 94
030	Submit RCS: HAF-CHO (M) 7401 report	AFSPC/XPMO AMC/XPMO	AFSPC/XPM AMC/XPM	1 AUG 94	1 AUG 94
035	Complete PAS code actions for transfer	AFSPC/XPMO AMC/XPMO	AFSPC/XPM AMC/XPM	1 NOV 93	10 APR 94
050	Identify base-level manpower resources to transfer	AFSPC/ XPMOAMC/XPMP	AFSPC/XPM AMC/XPM	Started	1 JAN 94
055	Initiate inter-command authorization transfer	AFSPC/XPMO AMC/XPMP	AFSPC/XPM AMC/XPM	Started	24 FEB 94
065	Transmit AMC data codes	AFSPC/XPMO AMC/XPMP	AFSPC/XPMO AMC/XPM	1 DEC 93	15 APR 94
070	Transmit manpower data files to include AMC position numbers in the PNC field for each record	AFSPC/XPMO AMC/XPMP	AFSPC/XPM AMC/XPM	1 DEC 93	15 APR 94
075	Update UAF	AFSPC/XPMO AMC/XPMP	AFSPC/XPM AMC/XPM	1 DEC 93	22 APR 94
080	Publish and distribute adjusted UMDs	Base MOs AMC/XPMR	AFSPC/XPM	1 JAN 94	30 APR 94
090	Ensure ICBM Programmatic issues are coordinated through AMC to AFSPC until 1 Jul 94	(FY96-01) AFSPC/XPMO AMC/XPF	AFSPC/XPP AMC/XPF	Started	1 JUL 94

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PPLAN GUIDE ATTACHMENT 3

ANNEX C  
OPERATIONS

HQ AIR FORCE SPACE COMMAND PROGRAMMING PLAN 94-06

HQ AIR MOBILITY COMMAND PROGRAMMING PLAN 94-08

1. PURPOSE: The purpose of this annex is to identify DCS/Operations (DO) responsibilities/tasks associated with the transfer of host responsibility of Malmstrom AFB from AMC to AFSPC.

2. REFERENCES: Basic Plan.

3. PARTICIPATING ORGANIZATIONS:

- a. HQ AFSPC: DOC; DOG; DOX
- b. HQ AMC: XOR; XOF

4. RESPONSIBILITIES:

a. HQ AFSPC

1. HQ AFSPC Director of Operations (DO) will:

(a) Advocate for overall base operations and infrastructure requirements including air traffic control and air field management during and immediately after transfer.

2. HQ AFSPC/DOC will:

- (a) Act as primary DO office for providing command and control interface for operations.
- (b) Review OPREP reporting criteria for missile wing and tenant flying operations.
- (c) Provide AFSPC guidance in regulations, pamphlets, and supplements to the command manager for review and instituting new checklists, as required.
- (d) Ensure command post has all crypto required for communicating with the AFSPOC.
- (e) Ensure smooth transfer of command post functions and personnel.

- (f) Be the command point of contact for all unit requests for USCINCSTRAT exercise messages.
  - (g) Review SORTS Designed Operational Capability (DOC) Statements for units transferring to AFSPC.
3. AFSPC/DOG will:
- (a) Be the focal point for air traffic control and airfield management for HQ AFSPC.
  - (b) Formally notify HQ Air Education and Training command (AETC) that they will inherit responsibility of Terminal Instrument Procedures (TERPS) for Malmstrom AFB.
  - (c) Formally notify appropriate military and civilian activities of the change in major command responsibilities from AMC to AFSPC.
  - (d) Assume MAJCOM responsibilities for operations resource management (Flight Records) in conjunction with the transfer of AMC aircraft from Malmstrom AFB.
  - (e) Provide copies of applicable AFSPC airfield management and air traffic control directives to Malmstrom AFB.
4. AFSPC/DOGW will:
- (a) Serve as the AFSPC focal point for all weather and environmental matters affecting the Malmstrom transfer to AFSPC.
  - (b) Provide guidance and direction for the transfer of weather resources.
  - (c) Participate in base transfer working groups as necessary.
5. AFSPC/DOX will update, as necessary, contingency/operations plans to reflect changes in capabilities resulting from the transfer.
6. Other AFSPC/DO divisions will: maintain their current DO roles as they pertain to operations under Air Force Space Command.

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b. HQ AMC:

1. AMC/XOF will:

- (a) Transfer all air traffic control and airfield management files, data, and information pertaining to Malmstrom AFB to HQ AFSPC/DOGH.
- (b) Coordinate with HQ AETC to ensure all TERPS files pertaining to Malmstrom AFB are transferred to HQ AETC from HQ AMC.

2. AMC/XOO will:

- (a) Act as the primary office for providing command control interface for operations.
- (b) Assist in providing guidance on OPREP reporting criteria.
- (c) Transfer all Malmstrom AFB controller Quick Reaction Checklists (QRCs) and OIs to AFSPC command post at Malmstrom.
- (d) Transfer Status of Resources and Training System (SORTS) reporting to AFSPC.

HQ AIR FORCE SPACE COMMAND  
PETERSON AFB CO

HQ AIR MOBILITY COMMAND  
SCOTT AFB IL

ANNEX C  
APPENDIX I  
TIME-PHASED ACTIONS

HQ AIR FORCE SPACE COMMAND PPLAN 94-06  
HQ AIR MOBILITY COMMAND PPLAN 94-08

<u>TASK</u>	<u>DESCRIPTION</u>	<u>AGENCY</u>	<u>START</u>	<u>END</u>
005	Transfer Air Traffic Control and Airfield Management files, and information to HQ AFSPC/DOGH	AMC/XOF	15 Jun 94	
010	Notify HQ AETC that they will inherit TERPS responsibility	AFSPC/DOGH	15 Jun 94	
015	Transfer TERPS files from HQ AMC to HQ AETC	AMC/XOF	15 Jun 94	
020	Notify Military and Civilian air traffic control agencies of change of MAJCOM	AFSPC/DOGH	15 Jun 94	15 Jul 94
025	Provide copies of air traffic control and airfield management directives to Malmstrom AFB	AFSPC/DOGH	15 Jun 94	15 Jul 94
030	Assume MAJCOM responsibilities for operations resource management	AFSPC/DOGH	TBD	TBD
035	Transfer copies of unit SORTS DOC Statements from HQ AMC to AFSPC.	TACC/DOCR AFSPC/DOC	ASAP	29 Apr 94
040	Review/Rewrite AMC SORTS DOC Statements as AFSPC DOC Statements and send to units.	AFSPC/DOC AMC Funct Mngr	2 May 94	1 Jun 94

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<u>TASK</u>	<u>DESCRIPTION</u>	<u>AGENCY</u>	<u>START</u>	<u>END</u>
045	Provide SORTS interest on applicable AMC units to AFSPC.	AMC/Funct Mngr	29 Apr 94	3 May 94
050	Notify units to cease reporting SORTS during database transfer and restructure.	AMC/Funct Mngr	13 Jun 94	17 Jun 94
055	Transfer SORTS database from HQ AMC to AFSPC.	TACC/DOCZR AFSPC/DO	20 Jun 94	24 Jun 94
060	Restructure JCS SORTS database to AFSPC.	AFSPC/DOC	27 Jun 94	30 Jun 94
065	Notify units to begin reporting SORTS to AFSPC.	AFSPC/DOC	30 Jun 94	1 Jul 94
070	Update AIGs.	AFSPC/DOC	15 Jun 94	1 Jul 94
075	Formally request USAFETAC/DOO change TAFVER II output to AFSPC	AFSPC/DOGW	1 Jun 94	1 Jul 94
080	Include technical proficiency and operational effectiveness statistics to quality update briefings	AFSPC/DOGW	1 Jul 94	Continues

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PPLAN GUIDE ATTACHMENT 3

HQ AIR FORCE SPACE COMMAND  
PETERSON AFB CO

HQ AIR MOBILITY COMMAND  
SCOTT AFB IL

ANNEX Z  
DISTRIBUTION

HQ AIR FORCE SPACE COMMAND PPLAN 94-06  
HQ AIR MOBILITY COMMAND PPLAN 94-08

ORGANIZATION

No. Cy  
Each/Total

HQ AFSPC, PAFB CO 80914

/XPP

5/5

/XPM/DOM/LGX/DPA/PAN/JAI/CEP/INX/FMA/SCX/CVI/SPO

1/18

/SGA/IMX/HC/SE/MWX/HO

HQ AMC, 402 Scott Dr, Unit 3L3, Scott AFB IL 62225-5307

/XPP

5/5

/XPM/XOR/LGX/DPX/PAM/JAM/CEP/INX/FME/SCX/SPX/SGX

1/17

/IMX/HC/SEG/MWX/HO/

341 MW, 21 77 St North, Malmstrom AFB 59402-7538

/CC/OG-CCS

1/2

43 ARW, 21 77 St North, Malmstrom AFB 59402-7538

/CC/XP/CS-SCS/MSS-MSI

1/4

TOTAL

51

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PPLAN GUIDE ATTACHMENT 3

## **SAMPLE PROGRESS REPORT**

MEMORANDUM FOR PPlan OPR

FROM: Functional Annex OPR

SUBJECT: Status of Annex \_\_\_\_\_, AFSPC PPlan XX-XX, as of \_\_\_\_\_

### **PART I - UPDATE**

Report milestone status as ongoing, complete, or behind schedule. Discontinue reporting milestones once they are reported complete.

<b><u>MILESTONE</u></b>	<b><u>SCHEDULE</u></b>	<b><u>DATES</u></b>
<small>(USE THE APPROPRIATE- (STATE "ON SCHEDULE" OR (REPORT DATE OF ACTION NUMBER FROM THE APPLI- "COMPLETED") OR DATE PROBLEM FOUND) CABLE ANNEX E.G., F001/005)</small>		

#### **EXAMPLE**

F001	Completed	5 Jan 94
F005	Behind Schedule	8 Jan 94

### **PART II - COMMENTS**

If a milestone is behind schedule, comments are mandatory. Comments should include why the activity is behind; the impact of the delay on the milestone, the annex, and the PPlan as a whole, and corrective actions.

#### **EXAMPLE**

F001: We had to reschedule this activity because of computer problems and regulation changes that required a new manning document. We expect to complete the milestone on schedule with no impact on the overall PPlan. We have verbally notified all agencies to proceed with their actions based on the revised manning document. This is basically a publication delay.

#### ***NOTES:***

1. Do not report a completed activity on next report.
2. As long as an activity is on schedule, it is not necessary to report its status. If it has a problem or is completed, then report it.

PPLAN GUIDE ATTACHMENT 4

## **SAMPLE LETTER OF RESCINDMENT**

MEMORANDUM FOR ALL DIRECTORATES

FROM: AFSPC/XPP  
150 Vandenberg St Ste 1105  
Peterson AFB CO 80914-4620

1. The primary objectives of HQ AFSPACECOM PPlan 90-05, Withdrawal from Sondrestrom Air Base and Kulusuk Air Field, Greenland, has been completed and the PPlan is rescinded as of 30 Sep 92. Accomplish any remaining activities through normal staff actions and dispose of the PPlan in accordance with AFR 420, Vol 2.
2. HQ AFSPACECOM POC is Lt Col McBride, XPPB, DSN 692-3838.

WAYNE N. HANSEN, Col, USAF  
Chief, Programs and  
Legislative Affairs Division

PPLAN GUIDE ATTACHMENT 5

**Attachment 6 (ADDED)**  
**AFSPC PROJECT TASK FORCE (PROTAF) GUIDE**

This guide is designed to assist project officers in organizing, coordinating, and guiding a Project Task Force (PROTAF). It should be used in conjunction with AFI 10-501AFSPC1, Preparation of Programming Plans, which it supplements.

**SECTION A - INTRODUCTION**

A PROTAF is a project management group convened to identify and coordinate actions required to accomplish the objectives of a specific project. The Bases and Units Branch (HQ AFSPC/XPPB), as the command OPR (PPlan OPR) for preparing PPlans, orchestrates the diverse efforts of functional area working groups and PROTAF representatives to keep the project and its timeline on track.

**SECTION B - PROTAF PROCEDURES**

1. Initial Actions. For those projects requiring initiation of the PROTAF process, PROTAF members and PPlan working group members will be the same. The initial PROTAF is convened as soon as possible after direction is received to proceed with a project or program. Project length may be from 12 - 36 months, depending on the scope. PROTAFs expedite but do not replace the normal staff process.
2. PROTAF Manager. PPlan OPR is also the PROTAF Manager who:
  - a. Oversees the overall operation of the PROTAF process.
  - b. Orchestrates the diverse efforts of functional area working groups and PROTAF representatives to keep the project and its timeline on track.
  - c. Initiates action items.
  - d. Schedules, announces, organizes, convenes, and conducts the PROTAF working group administrative meetings, composed of working group chairpersons from each functional agency. Initial meetings lay the ground work for developing PPlan annexes when required and preparing HQ AFSPC PROTAF members for on-site conference. An on-site conference is held at an installation where the project occurs or as designated in the PPlan.
  - e. Defines the purpose, scope, and requirements of the project.
  - f. Provides instructions to the host unit for publishing and distributing the PROTAF conference summary reports.
  - g. Develops and publishes PROTAF conference instructions over and above those described in this supplement.
  - h. Serves as mediator in PROTAF disagreements.
3. PROTAF Conference. PROTAF conferences are usually held on-site to promote in-depth participation by subordinate HQ AFSPC units. The project may require more than one conference to keep the project on track. The PROTAF manager initiates a conference after meeting with working group and on-site unit representatives. When notified of an upcoming conference, attendees submit agenda items of interest through their organization to the PROTAF manager.
4. PROTAF Summary Report. The summary report provides a written record of conference events. The report will include a cover letter, the in-brief slides, an executive summary and a compilation of all actions generated during the conference. The conference host unit commander is responsi-

ble for compiling, printing, and distributing the summary report within 5 working days after the PROTAF conference. An example of a PROTAF Summary Report is attached.

5. PROTAF Actions Status Reporting. PPlan action item OPRs and working group chairpersons submit action item progress reports in accordance with the PPlan reporting instructions. Unless otherwise specified by the PROTAF manager, each report provides the status of actions specified in the PPlan as well as action items identified at PROTAF conferences.

ATTACHMENT:

Sample PROTAF Report

## SAMPLE PROTAF REPORT

FROM: HQ AFSPACECOM/XP  
150 Vandenberg Street, Suite 1105  
Peterson AFB CO 80914-4570

SUBJ: Malmstrom Program Task Force (PROTAF)

TO: See Distribution

1. Attached PROTAF report includes briefing slides, functional area executive summaries, and action items from the Malmstrom AFB transfer of host responsibility PROTAF conducted by HQ AFSPACECOM and HQ AMC 30 Nov - 2 Dec 93. Projected transfer date has been slipped from 1 Jan 94 to 1 Jul 94.

2. Each action item defines necessary tasks required to achieve a successful transfer. An office of primary responsibility (OPR), office of corollary responsibility (OCR), and suspense date has been assigned to each action item for necessary staff coordination and resolution. By the end of each month, OPRs will provide action item status updates to the HQ AFSPACECOM working group chairperson listed below. Working group chairpersons will, in turn, report action item status to HQ AFSPACECOM/XPPB by the fifth duty day of each month. Once action items are closed, they no longer need to be reported. First update is due 7 Jan 94. Due to transfer date slip, adjustments to current action item suspense dates should be included in the first report.

3. HQ AFSPACECOM POCs are as follows:

### 3. 6.1. POCs.

<u>AREA</u>	<u>ORG</u>	<u>POC</u>	<u>DSN</u>
Plans	XPPB	Maj Metzger	692-2469
Manpower	XPPM	Mr Brandquist	692-3657
Personnel	DPAC	MSgt Baker	692-3658
Finance	FMAL	Maj Jones	692-3308
Logistics	LGSW	Capt David	692-2870
Security	SPON	Maj Simmons	692-3390
Comm	SCXX	Mr Thomas	692-9886
Civil Eng	CEP/D	Mr Krance	692-3122
History	HO	Mr Bradley	692-3081

4. For additional information, contact the Plans POC, Major Metzger, HQ AFSPACECOM/XPPB, at DSN 692-2469.

ROGER G. DeKOK  
Brigadier General, USAF  
Director of Plans

1 Atch  
PROTAF report (S)

4. 6.1. Program Task Force.

HQ AFSPACECOM  
PETERSON AFB CO



HQ AMC  
SCOTT AFB IL



PROGRAM TASK FORCE (PROTAF) REPORT  
FOR  
MALMSTROM AFB

Conducted 30 Nov - 2 Dec 93

PROTAF GUIDE ATTACHMENT

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**HQ AFSPCECOM**

**HQ AMC**

**TRANSFER**

**PROGRAM TASK FORCE**

**(PROTAF)**

**30 NOV - 2 DEC 93**

HQ AFSPCECOM OPR: MAJ DAVE METZGER

HQ AMC OPR: CAPT GREG HALL

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**OVERVIEW**

- OBJECTIVE
  - BACKGROUND
  - AGENDA
  - TEAM MEMBERS
  - REPORT
-

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## **OBJECTIVE**

- PLAN, DEVELOP, AND IMPLEMENT TRANSFER OF HOST RESPONSIBILITY THROUGH PROTAF AND PPLAN
- 

## **BACKGROUND**

- TRANSFER DATE
  - AUTHORITY
  - NOTIFICATION
  - PA RELEASE
  - ENVIRONMENTAL
  - FISCAL TRANSFER
  - PPLAN
-

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**AGENDA**

30 NOV      0800 - INBRIEF  
                    WORKING GROUPS  
                    1600 - AFSPACECOM/AMC TEAM MEETING

1 DEC            WORKING GROUPS  
                    1600 - AFSPACECOM/AMC TEAM MEETING

2 DEC            WORKING GROUPS  
                    1300 - WORKING GROUP EXECUTIVE  
                            SUMMARY & ACTION ITEMS DUE  
                    1600 - OUTBRIEF

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**TEAM MEMBERS**

AFSPACECOM		AMC
MAJ METZGER	PLANS	CAPT HALL
MS HIGHT		
MR BRANDQUIST	MANPOWER	CAPT SNODGRASS
LT MILLER		
MSGT BAKER	PERSONNEL	
MAJ JONES	FINANCE	
CAPT DAVID	LOGISTICS	MR GREGORY
MAJ SIMMONS	SECURITY	
MR THOMAS	COMM	SSGT PEREZ
MR KRANCE	CE	MAJ DZIURZYNSKI
MR BRADELY	HISTORY	MR SMITH

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## **REPORT**

- FUNCTIONAL AREA  
EXECUTIVE SUMMARY  
ACTION ITEMS
  - DISTRIBUTION
-

## **MALMSTROM TRANSFER PROTAF**

### **EXECUTIVE SUMMARY**

This summary addresses key issues to be tracked and resolved to facilitate the transfer of host responsibility of Malmstrom AFB from AMC to AFSPACECOM planned for 1 Jan 94. This report includes functional area summaries and action items identified by HQ AFSPACECOM and HQ AMC during the 30 Nov - 3 Dec 93 Program Task Force (PROTAF) held at Malmstrom AFB.

### **MANPOWER**

Manpower is assessed as satisfactory. Discussions were held to review manpower and workcenter requirements to support the current and projected workload for the 341 MW. This included a review of the 341 MW structure being laid in effective Jan 94. The UMD was finalized and will be updated at TBD date.

### **PERSONNEL**

Personnel is assessed as satisfactory. Areas observed under the "Personnel Umbrella" were: Military Personnel Flight (MPF), Family Support Center (FSC), Education Services, Airman Leadership School, and Civilian Personnel Flight (CPF). All areas were staffed in a satisfactory manner except CPF. Command manpower officials have agreed to the return of some positions to the local CPF regionalization initiatives. The major concerns, especially in the MPF and Family Support Center, is the workload surge that may result from other AMC force restructure issues. Current funding levels for these areas could not be assessed since the FY 94 budget dollars have not been distributed.

### **FINANCE**

The Financial Management areas are assessed as satisfactory. Two action items were opened during the review. These action items task follow-up of planned activities. Beginning 1 Oct 94, all funding responsibilities for Air Force appropriations will transfer to AFSPACECOM. This generated the development of a recommended funding profile for transfer between MAJCOMs. This profile considers historic costs and programmatic changes. Additional coordination and action are required by respective HQ Air Force Resource Allocation Teams and SAF/FMB to execute the outyear funding transfer. The second action item deals with the transfer of accounting records and prior year funds management. This transfer requires the involvement of the Defense Finance and Accounting Service (DFAS). Prior year OSD appropriation management will remain a responsibility of AMC. These action items task oversight and sponsorship for this effort.

### **LOGISTICS**

The overall logistics, maintenance and munitions areas are assessed as satisfactory. Fifteen items were opened during this PROTAF. The maintenance and munitions areas were not evaluated during this PROTAF, but will remain unaffected by a potential command change. Coordination between HQ AMC and HQ AFSPACECOM is essential to ensure the best utilization of mobility assets and equipment. Mobility bag requirements must be identified by both MAJCOMs and available assets be reallocated to meet these requirements. HQ AMC will forward disposition instruction for all AMC-unique assets (such as spare kits). Both commands must focus particular attention on the supply stock fund transfer and potential financial impacts caused by weapon system spares purchases. HQ AMC will also notify the host unit of all required reports for continued operation as a tenant unit. MOA/Support agreements are required to clarify host (AFSPACECOM) and tenant (AMC) responsibility during transition period.

## **SECURITY**

The security assessment is satisfactory. Key issues were identified and one action item was initiated to ensure smooth implementation of the rehost. The area of concern is the WSA fencing/lighting/sensor project. This is a two-fold area: (1) First the unit would like to shrink the WSA by 1500 feet to reduce the cost of the project and to make the area more secure. (2) They want to make sure the project is tracked through the transfer so the money is put in the proper place. I suggest HQ AMC CE and SP re-examine this project to save the command money. Overall, the rehost should be a simple recovery operation and reverse what took place one year ago, when the 341 SPS broke off from the SPG to become a stand alone unit. At present I see no show-stoppers that would prevent the rehost from taking place as scheduled

## **COMMUNICATIONS**

The Communications Squadron assessment is satisfactory. Two issues were identified and action items were initiated to ensure smooth implementation of the program change. The first area of concern is the upward and downward generated requirements supporting Malmstrom AFB. Subject matter experts at the headquarters and base must determine/validate communications-computer systems requirements documents. Without a flying mission many of the currently opened requirements may no longer be needed. The last issue is the land mobile radio commander networks supporting Malmstrom. Currently two networks exist for the two different wings. Once the 43rd leaves Malmstrom AFB MT they must take their SABER III network with associated hardware. Both MAJCOMs and the 43 CS will finalize a plan for the transfer.

## **CIVIL ENGINEERING**

The civil engineering review is rated satisfactory. The primary concern is in continued funding of O&M, MFH, and environmental projects for the rest of fiscal year 1994. Secondary concerns are directed toward equitable calculation and transfer of all funds programmed, POM'd, or appropriated for construction projects major or minor (3400 or 3300); training of personnel in multiskill levels and environmental compliance; total authorized versus funded positions to accomplish the total CE workload; and placement of military vacancies in timely fashion to insure continuous base civil engineering support. The overall concern is because actual funds accountability and management does not begin until 1 Oct 94, significantly after the proposed transfer date, requiring essential O&M, MFH, and environmental projects to be dependent on the losing command funding. Additionally, programming forecasts for training and personnel placement are functions of previous year management and not something that can be pocked up out of cycle by a new command. Programs are strictly dependent on the actions advocated in previous years by base and command POCs. As FY 94 progresses AFSPACECOM/CE will closely monitor these activities to insure Malmstrom is treated on a level playing field with respect to the rest of AMC bases.

## **HISTORY**

History is assessed as Satisfactory. There are no action items or unresolved issues. Annex T of the PPlan was revised and informal two-digit coordination completed. Interim history manning for the 43 ARW has been arranged with AMC Manpower.

**ACTION ITEM WORKSHEET**

ACTION ITEM:

DATE:

SUBMITTER:

NAME

ORGANIZATION:

PHONE:

OPR:

OCR:

**TITLE:**

**SUSPENSE:** \_\_\_\_\_

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**1. PROBLEM/IMPACT STATEMENT:**

**2. REQUIRED ACTION:**

\_\_\_\_\_

**3. ACTION/STATUS:**

**DATE:**

**ACTION ITEM SUMMARY**

**PERSONNEL**

**ACTION ITEM**

**SHORT TITLE**

**OPR**

**SUSP**

**DP-01**

**AMC Personnel Flow**

**HQ AMC/DPR**

**15 Jan 94**

## ACTION ITEM WORKSHEET

ACTION ITEM #: DP-01

DATE: 1 Dec 93

SUBMITTER:

NAME: MSgt Mike Baker

ORGANIZATION: HQ AFSPACECOM/DPAPC

PHONE: 692-3052 (DSN)

OPR: HQ AMC/DPR

OCR: HQ AFSPACECOM/DPR

SUSPENSE: 15 Jan 94

**TITLE:** AMC Personnel Flow

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**1. PROBLEM/IMPACT STATEMENT:** Other Force restructure issues by AMC will have a significant workload surge for the Military Personnel Flight and Family Support Center.

**2. REQUIRED ACTION:** Assess the workload impact and provide assistance as required, including manning assistance. 120 days or more should be given to work support issues.

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**3. ACTION/STATUS:**

**DATE:**

**ACTION ITEM SUMMARY**

**FINANCE**

<u>ACTION ITEM</u>	<u>SHORT TITLE</u>	<u>OPR</u>	<u>SUSP</u>
FM-01	Funds Transfer	HQ AFSPC/FMA	15 Jan 94
FM-02	Prior Year Funds Transfer	HQ AFSPC/FMF	15 Dec 93

## ACTION ITEM WORKSHEET

**ACTION ITEM #:** FM-01

**DATE:** 1 Dec 93

**SUBMITTER:**

**NAME:** Maj Kevin Jones

**ORGANIZATION:** AFSPACECOM/FMAL

**PHONE:** 692-3308

**OPR:** Major Jones

**OCR:** Major Dan Barnett

**SUSPENSE:** 15 Jan 94

**TITLE:** Funds Transfer

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**1. PROBLEM/IMPACT STATEMENT:** Funding for FY95 and beyond is not aligned to reflect correct MAJCOM ownership and responsibility for Malmstrom AFB.

**2. REQUIRED ACTION:** Need to ensure SAF/FMB and Air Staff Resource Allocation Teams transfer appropriate funding from AMC to AFSPACECOM for corresponding host mission responsibilities.

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**3. ACTION/STATUS:**

**DATE:**

## ACTION ITEM WORKSHEET

ACTION ITEM #: FM-02

DATE: 1 Dec 93

SUBMITTER:

NAME: Maj Kevin Jones

ORGANIZATION: AFSPACECOM/FMAL

PHONE: 692-3308

OPR: AF SPACECOM/FMF

OCR: AMC/FMF

SUSPENSE: 15 Oct 94

**TITLE:** Prior Year Funds Transfer

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**1. PROBLEM/IMPACT STATEMENT:** Transfer of funds management for prior year AF appropriations and accounting and finance records has not been initiated with the Defense Finance and Accounting Service (DFAS).

**2. REQUIRED ACTION:** AFSPACECOM/FMF will initiate contact with DFAS and AMC/FMF to transfer prior year funds responsibility for AF appropriations and accounting and finance records. Management responsibility of prior year OSD appropriations will remain with AMC.

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**3. ACTION/STATUS:**

**DATE:**

**ACTION ITEM SUMMARY**  
**LOGISTICS**

**3. 6.2. Logistics.**

<b>ACTION ITEM</b>	<b>SHORT TITLE</b>	<b>OPR</b>	<b>SUSP</b>
LG-01	Support Agreements	HQ AMC/LGX HQ AMC/XOR	1 Feb 94
LG-02	Supply Reports	HQ AMC/LGS	1 Feb 94
LG-03	Validation of Aircraft Data	43 SUPS/LGSM	1 Feb 94
LG-04	Mission Change Data	HQ AMC/LGSW	1 Feb 94
LG-05	Stock Fund Transfer	HQ AMC/LGSM	15 Jan 94
LG-06	Deletion of Aircraft Sup- ply Points	HQ AMC/LGSW	24 Feb 94
LG-07	Disposition of Consoli- dated Food Kits	HQ AMC/LGQ	28 Feb 94
LG-08	Disposition of Supply Equipment	HQ AMC/LGSW	1 Mar 94
LG-09	Disposition of Special Set Management Assets	43 SUPS/LGSM	1 Apr 94
LG-10	Disposition of AMC Mo- bility Assets	HQ AMC/LGW	1 Feb 94
LG-11	Disposition of AMC Mo- bility Bags	HQ AFSPC/LGX	1 Feb 94
LG-12	MOA/Support Agreement	HQ AMC/LGX HQ AFSPC/LGX	1 FEB 94
LG-13	Disposition of KC-135 Create DIRM Details	HQ AMC/LGSM	28 Feb 94
LG-14	Disposition of (LM) Equipment	43 SUPS/LGSM	28 Feb 94
LG-15	Disposition of Aircraft (MSRP)	HQ AMC/LGSW	1 Apr 94

## ACTION ITEM WORKSHEET

ACTION ITEM #: LG-01

DATE: 2 Dec 93

SUBMITTER:

NAME: Capt Greg Hall

ORGANIZATION: HQ AMC/XPPI

PHONE: 576-2251

OPR: HQ AMC/LGX, HQ AMC/XOR

OCR: HQ AFSPACECOM/LGX, AFSPACECOM/DO

SUSPENSE: 1 Feb 94

**TITLE:** Support Agreement for SIOP, Contingencies

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**1. PROBLEM/IMPACT STATEMENT:** With transition of base ownership, AFSPACECOM will become host for support agreements. This will affect how SIOP and other contingencies are supported.

**2. REQUIRED ACTION:** A review/revision/renegotiation/creation of support agreements will be required between host installation (AFSPACECOM) and ARG tenant unit (AMC) for support of SIOP and other contingencies. AMC needs to identify temporary support requirements from the host to include manpower, alert facility status, other facilities, support equipment, and airfield operations. Agreements should cover time period before and after aircraft departure.

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**3. ACTION/STATUS:**

**DATE:**

## ACTION ITEM WORKSHEET

**ACTION ITEM #:** LG-02

**DATE:** 30 Nov 93

**SUBMITTER:**

**NAME:** MSgt Mike Sis

**ORGANIZATION:** 43 SUPS/LGSP

**PHONE:** 632-6018

**OPR:** HQ AMC/LGS

**OCR:** 43 SUPS/LGSP

**SUSPENSE:** 1 Feb 94

**TITLE:** Supply Reports

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**1. PROBLEM/IMPACT STATEMENT:** As a tenant, what supply reports will be required by HQ AMC/LGS.

**2. REQUIRED ACTION:** HQ AMC/LGS needs to establish supply reports requirements and notify 43 LGS.

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**3. ACTION/STATUS:**

**DATE:**

## ACTION ITEM WORKSHEET

**ACTION ITEM #:** LG-03

**DATE:** 02 Dec 93

**SUBMITTER:**

**NAME:** SMSgt George MacDonald

**ORGANIZATION:** 43 SUPS/LGSP

**PHONE:** 632-6018

**OPR:** 43 SUPS/LGSM

**OCR:**

**SUSPENSE:** 1 Feb 94

**TITLE:** Validation of KC-135 Aircraft Due Outs

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**1. PROBLEM/IMPACT STATEMENT:** 43 SUPS and 43 MS need to identify/validate all due outs to determine if they are still required.

**2. REQUIRED ACTION:** 43 SUPS and 43 MS need to review due outs for possible cancellation. Coordination is required between the units.

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**3. ACTION/STATUS:**

**DATE:**

JOHN S. BOONE, Brig Gen, USAF  
Director of Plans & Programs