

1 JULY 1996



Operations

**PREPARING PROGRAMMING PLANS AND
PROGRAMMING MESSAGES**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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OPR: HQ AMC/XPPI
(Major Lois L. Evans)
Supersedes MACR 27-2, 1 October 1991

Certified by: HQ AMC/XPP
(Colonel George D. Schafer)
Pages: 15
Distribution: F

This instruction implements AFD 10-5, *Basing*, and covers policies and procedures for preparing, reviewing, and approving AMC Programming Plans (PPLANs). It explains the responsibilities, procedures, and format for developing and managing AMC PPLANs and messages and applies to all action officers who write them. This publication does not apply to Air National Guard or United States Air Force Reserve units.

SUMMARY OF REVISIONS

Replaces rescinded MACR 27-2. Changes program monitoring and reporting procedures. Incorporates a standard format for writing PPLANs and addresses electronic templates provided to all functional areas. AMC staff office symbols revised to reflect current staff structure. Assignment of Annexes alphabetical designations changed to parallel AFI 10-501, *Program Action Directives (PAD) and Programming Plans (PPLAN)*.

Section A—General

1. References and Terms. See [Attachment 1](#).

2. Office of Primary Responsibility (OPR). HQ AMC/XPP will determine the office of primary responsibility (OPR) for HQ AMC PPLANs, and the OPR will appoint a program manager. Each directorate should designate an office/branch as the single point of contact (POC) for PPLANs and that POC appoints the annex manager. See [Section B](#) for program manager and annex manager responsibilities.

2.1. HQ AMC PPLAN Numbers. PPLANs are numbered sequentially within each fiscal year (i.e., 97-01, 97-02, etc.). HQ AMC/XPP assigns and controls AMC PPLAN numbers.

3. Types of PPLANs . The OPR must examine each program or project individually to determine if a programming document is necessary. Normally, HQ AMC/XPP will not prepare PPLANs for non-AMC tenant units. The parent organization of the tenant unit is responsible for preparing the PPLAN if required.

3.1. AMC PPLAN. When the desired objective of a program or project requires action by numerous agencies or organizations, e.g., bedding down a new weapon system, a PPLAN is appropriate. The PPLAN may detail all required actions or be general in nature and provide working guidelines.

3.2. Inter-MAJCOM PPLAN. If a programming action involves two or more major commands (MAJCOMs) requiring actions from each MAJCOM to reach the objective, an inter-MAJCOM PPLAN may be appropriate. Examples of actions requiring an inter-MAJCOM PPLAN include, but are not limited to, MAJCOM base ownership transfer and/or transfer of a specific mission or resource from one MAJCOM to another. Affected MAJCOMs will develop a coordinated course of action. The gaining MAJCOM, or the MAJCOM preparing the majority of actions, will normally be the OPR for the document. An inter-MAJCOM PPLAN requires adequate lead time for coordination and signature by each MAJCOM prior to publication.

3.3. Programming Messages (Message PPLAN). A message PPLAN outlines the basic requirements needed to accomplish the stated objective. A PPLAN may be in message format when a short suspense dictates and/or there is no requirement for detailed documentation. The key to a message PPLAN is brevity. The basic plan format is similar to a normal PPLAN and may be an inter-MAJCOM message. See [Attachment 4](#).

Section B—Responsibilities

4. Program Managers. The programming document OPR assigns management responsibility to a program manager who is familiar with the objective of the programming document and has a working knowledge of the functional areas which will participate in its development and execution. Approval authority for other staff agencies to designate a program manager rests with the Chief of Operational Programming Division (HQ AMC/XPP). That program manager must provide name, grade, functional address symbol, and telephone extension to XPP. Program managers outside the Directorate of Plans will not publish or distribute PPLANs and changes without Director of Plans approval. The program manager's responsibilities are to:

4.1. Review AFI 10-501, *Program Action Directives (PAD) and Programming Plans (PPLAN)*; AFI 16-403, *Updating the USAF Program Installations, Units, and Priorities and Movement of Air Force Units*; and AFI 32-9005, *Real Property Accountability and Reporting* for applicability. An action involving a unit move requires a movement directive according to AFI 16-403. An action affecting an installation (activation, inactivation, transfer, etc.) must comply with the provisions of AFI 32-9005.

4.2. Promptly process an environmental evaluation for all proposed actions in conjunction with programming document development. AFI 32-7001, *Environmental Budgeting*, applies to both CONUS and overseas actions. All actions require submission of an AF Form 813, **Request for Environmental Impact Analysis**, to the host command environmental planning office for review and final disposition. If the action is on a non-AMC base, the program manager must ask the host command to process the environmental evaluation. At AMC, the environmental planning office is in the Environmental Programs Division (HQ AMC/CEV). The program manager must state in the programming document that the environmental evaluation has begun and its status at the time of publication. The

program manager will make the environmental evaluation request available for review during the entire planning and review phase and notify annex managers of its final disposition.

4.3. Schedule and conduct site visits, site surveys, and Site Activation Task Force visits (SATAFs), as required. Reference HQ AMC/XPPI SATAF guidebook.

4.4. Develop, publish, and distribute PPLAN IAW [Section C](#)--Format and Procedures. Develop and publish changes or revisions as required.

4.4.1. Concept of Operations. Annex ALPHA, Concept of Operations, explains the execution of the programming document, addresses the total intent of the document, and directs how and when to accomplish the objective. The decision to prepare Annex ALPHA rests with the PPLAN OPR and program manager. Explain in detail the scope and size of the program or project, the relative timeframe, and any other pertinent data that may be helpful in executing the objective. Explain any peculiar situations that may impact execution and how to handle these situations. Explain impacts on other programs or projects and how the execution of this objective relates to them. If Annex ALPHA is not used, the basic plan must state that Annex ALPHA is not necessary.

4.4.2. Set up the initial annex managers meeting and notify all staff agencies, furnishing them applicable background information and a draft basic plan, if available.

4.4.3. Identify annex managers and prepare a list for inclusion in the basic plan.

4.4.4. Establish suspense dates for the various developmental and implementation phases.

4.4.5. Assist annex managers in developing annexes, appendices, functional presentations, and display charts. Review and evaluate products.

4.4.6. Prepare Appendix III (Reporting Procedures) and Annex XRAY (Distribution).

4.4.7. Assemble final document for reproduction.

4.5. Record and monitor program progress using quarterly status reports.

4.5.1. Present coordinated results of analyses and program status reports to top-level management.

4.6. Schedule and chair subsequent meetings of the annex managers, as necessary.

4.7. Notify all addressees upon completion of the objective. See [Attachment 5](#).

5. Annex Managers. The program manager and all annex managers comprise a working group. They are responsible for coordinating information and collectively developing the PPLAN. The annex manager's responsibilities are to:

5.1. Attend all annex managers' meetings and serve as a single point of contact for their directorate or functional area on all matters related to the programming document. Notify program manager if annex manager changes.

5.2. Develop appropriate annexes, appendices, and time-phased actions (milestones and activities) with the assistance of the program manager. Electronic templates with standardized formatting should be provided to all functional areas.

- 5.3. Coordinate with all of the impacted functional areas within their directorate. Have the director or deputy director approve the draft annex prior to submission to the program manager and sign the final annex prior to publication.
- 5.4. Provide the program manager a list of agencies, office symbols, addresses, and number of copies for distribution of the final document.
- 5.5. Review program or project progress on an ongoing basis in order to facilitate problem solutions.
 - 5.5.1. Consolidate quarterly status reports for all actions within a functional area of responsibility and forward to the program manager.
 - 5.5.2. Advise the program manager of problem areas which may impact the annex or the overall objective of the programming document and assist action agencies in resolving identified problem areas.

Section C—Format And Procedures

6. Format. A PPLAN normally consists of a cover page, special instructions, record of changes, table of contents, basic plan, and annexes necessary to accomplish its objective. See [Attachment 3](#) and [Attachment 4](#) for detailed PPLAN formats.

6.1. Annex. An annex is a subdivision within a PPLAN, which applies to a specific directorate such as civil engineering, logistics, personnel, etc. Each annex has a standard alphabetical designator (see [Attachment 2](#)). There is no deviation from standard annex designations. If additional annexes are required, the PPLAN program manager will assign an annex designation, such as UNIFORM, VICTOR, or WHISKEY. The decision to prepare an annex rests with that directorate's POC for PPLANs.

6.2. Appendix. An appendix is a further subdivision of, or an addition to, an annex. Each appendix is identified by a Roman numeral designator. Most appendices list time-phased actions, showing milestones and activities with descriptions, action agencies, monitors, and start/completion dates. See [Attachment 3](#).

7. Classification. DoDM 5200.28, *ADP Security Manual* and AFI 31-501, *Personnel Security Program Management*, establishes procedures for safeguarding classified information. All PPLANs must include classification guidance allowing users to identify specific classified information, the source of the classification, and declassification instructions for the information. Unclassified programming documents that pertain to Air Force P-series documents are FOR OFFICIAL USE ONLY in accordance with AFI 37-131, *Freedom of Information Act Program*. PPLANs are not available to the public without prior approval of the appropriate disclosure authority in accordance with AFI 37-131. Standard PPLANs include this guidance in the "Special Instructions" section. Before preparing a classified programming document, review DoDM 5200.28/AFI 31-501.

8. Procedures. The following procedures will ensure the development of a quality document:

8.1. Basic Plan. The PPLAN Program Manager should develop a division-approved, draft basic plan for distribution to all functional areas. The basic plan will include the objectives, authority and references, general situation, explanation of planned course of action, OPR, program management, and command and control. It will include statements on the disposition of the environmental evaluation

and the programming document upon completion of the PPLAN's objective. It may also include any additional information as subsequent items.

8.2. Coordination. Full staff coordination is desirable on all programming documents prior to publication; however, time does not always permit normal staff coordination. Determining the adequacy of coordination is the responsibility of the program manager. The basic plan and annexes must have director or deputy director authentication prior to reproduction and distribution.

8.3. Distribution. The program manager will send copies of the PPLAN to appropriate addressees including all organizations listed in Annex XRAY, Distribution.

8.4. Changes. If units or functional areas need to change portions of the PPLAN, they will contact the program manager. The program manager will determine if a change is necessary. A change can be by pen and ink or page substitutions. Prior to publishing any change, the PPLAN program manager will coordinate with the affected units and functional areas.

8.5. Public Release Requests. Release of programming document information to the public will be processed in accordance with AFI 37-131.

8.6. Reporting. Appendix III to the basic plan contains reporting procedures for each programming document. Status reports are required quarterly, whenever deviation from a time-phased action is anticipated, and when all milestones/activities are complete. **Attachment 3** includes an example of how to provide updates (status of time-phased actions) and comments on changes and identified or potential problem areas. Program managers must receive the quarterly status reports no later than the fifth working day of each calendar quarter. Reporting begins on the first due date after receipt of the document; Report Control Symbol (RCS) AMC-XPP(AR)9401, *Management Summary Report*, applies. **NOTE:** This report is designated emergency status code D. Immediately discontinue reporting data requirements during emergency conditions. Discontinue electronic reporting during MINIMIZE.

8.7. Disposition. Upon completion of the PPLAN's objective and last activity, the OPR for the PPLAN will notify all users that they may dispose of the plan via a closeout message. See **Attachment 5** Dispose of the PPLAN according to AFMAN 37-139, *Disposition of Air Force Records*.

WALTER S. HOGLE, JR., Major General, USAF
Director of Plans

Attachment 1

GLOSSARY OF REFERENCES AND TERMS

References

DODM 5200-28, ADP Security Manual

AFI 10-501, Program Action Directives (PAD) and Programming Plans (PPLAN)

AFI 10-503, Base Unit Beddown Program

AFI 10-504, Overseas Basing Realignments

AFI 16-402, Aerospace Vehicle Assignment Distribution, Accounting, and Termination

AFI 16-403, Updating the USAF Program Installations, Units, and Priorities and Movement of Air Force Units

AFI 31-501, Personnel Security Program Management

AFI 32-7001, Environmental Budgeting

AFI 32-9005, Real Property Accountability and Reporting

AFI 37-131, Freedom of Information Act Program

AFMAN 37-139, Disposition of Air Force Records

AMC-XPP(AR)9401, Management Summary Report

Terms

Action Agency—An action agency is the office responsible for accomplishing and reporting time-phased actions. The action agency of the first activity of a particular milestone is the highest ranking organization of those organizations responsible for activities within that milestone. An action agency should include both unit and office symbol.

Activity—Activities are a chronological sequence of the tasks necessary to accomplish the milestone. Activity numbers also consist of three digits and are in increments of five beginning with 000. List activities chronologically by start date.

Annex Manager—The individual responsible for planning, coordinating, monitoring, and reporting progress on all actions associated with an individual functional area is an annex manager.

Appendix—An appendix is a subdivision of, or an addition to an annex. Each appendix has a Roman numeral designator. Most appendices list time-phased actions, showing milestones and activities with descriptions, action agencies, monitors, start and complete dates. **Attachment 3** contains an example of this type of appendix.

Basing—Actions taken to position Air Force units worldwide, which include selecting sites and resolving political, airspace, environmental, and beddown issues. Such actions may range from establishing and maintaining units in permanent facilities (beddown) to arranging access, transit, and service agreements for contingencies, exercises and visits.

Dates—Each milestone or activity has start and complete dates which are actual calendar dates. Annex

managers must ensure completion of the specified actions. This phase of development requires close coordination among all functional areas.

Description—The description briefly outlines each milestone and activity. The description of the first activity (000) in a particular milestone is a general description of all the activities that follow under that milestone.

Installation—A grouping of facilities, located in the same vicinity, which support particular functions. Installations may be elements of a base. Installations are Air Staff-controlled.

Milestone—A milestone is a unique major occurrence of primary importance to the program's objective. A milestone may stand alone or have subordinate activities further outlining required tasks. The first digit is always alphabetical and refers to its particular annex or functional area (F for FOXTROT) with a 3-digit number following. Generally, milestone numbers are in increments of five beginning with 005. This numbering system allows for expansion or addition at a later date should the need arise. If separate appendices within a functional annex are necessary, the appendix milestones may use 100-series milestones to identify responsibilities within each appendix (e.g., F005, F105, F205, F305, etc.).

Monitor—A monitor is the office having the responsibility for providing guidance and general supervision of a milestone and activity.

Programming Plans (PPLAN)—PPLANs are formal planning documents which are written to facilitate the accomplishment of major actions. They state objectives in terms of time-phased resource requirements (forces, manpower, material quantities, and costs).

Program Manager—The individual responsible for planning, coordinating, and monitoring progress on actions associated with a PPLAN through the annex managers.

Site Activation Task Force (SATAF)—A process through which a team of functional experts brings a program, system, equipment and/or site to operational readiness--includes identifying action items and tracking completion.

Site Survey—A field visit to an Air Force-controlled base or parcels of real property for the purpose of evaluating it in light of a proposed relocation to that site. Typically, Air Force major commands or non-Air Force agencies make site survey request to HQ USAF/XO.

Time-Phased Actions—Actions and events which must be initiated and completed at a specific time to ensure timely accomplishment of a PPLAN's objectives.

Attachment 2

ASSIGNMENT OF ANNEXES/ALPHABETICAL DESIGNATORS

ALPHA	Concept of Operations
BRAVO	Manpower and Organization
CHARLIE	Personnel
DELTA	Comptroller
ECHO	Operations
FOXTROT	Civil Engineering
GOLF	Logistics
HOTEL	Communications
INDIA	(As Required)
JULIETT	Public Affairs
KILO	Inspector General
LIMA	Surgeon
MIKE	Chaplain
NOVEMBER	Services
OSCAR	Staff Judge Advocate
PAPA	Security Police
QUEBEC	Intelligence
ROMEO	Safety
SIERRA	Quality
TANGO	Historian
UNIFORM thru WHISKEY	(As Required)
XRAY	Distribution

Attachment 3

**PPLAN FORMAT SAMPLES
(BASIC, REPORTING PROCEDURES, ANNEX, AND APPENDIX)**

BASIC PLAN

TO

AMC PROGRAMMING PLAN (PPLAN) 97-01 (U)

1. **OBJECTIVE:** (Base closure, unit activation, inactivation, conversion, move, etc.)
2. **AUTHORITY/REFERENCES:**
 - a. (Directives, letters, messages, etc.)
 - b. AMCI 10-501, 15 Jun 96.
3. **GENERAL SITUATION:** (Background, objective(s), target dates, participating organizations, definitions, and other pertinent data.)
4. **EXPLANATION AND/OR PLANNED COURSE OF ACTION:** (Includes tasks of participating organizations, coordination instructions, etc.)
5. **OPR/PROGRAM MANAGEMENT:** The office of primary responsibility for this document is HQ AMC/XPPI. The HQ AMC program manager is (Program Manager's Rank/Name), HQ AMC/XPPI, 402 Scott Drive Unit 3L3, Scott AFB IL 62225-5307, DSN 576-2251, FAX 576-2502. Program management system requirements and reporting procedures for all managers are in Appendices II and III of this Basic Plan.
6. **COMMAND AND CONTROL:** (Authorized communications channels for units involved in the PPLAN. Normally, direct communications are appropriate.)
7. **ENVIRONMENTAL CONSIDERATIONS:** (Include a statement on the disposition of an environmental evaluation.)
8. **DISPOSITION:** This PPLAN is FOR OFFICIAL USE ONLY; dispose of it in accordance with AFMAN 37-139 upon completion of the objective and last activity (or other disposition instructions). HQ AMC/XPP will notify units when all actions are complete.
9. **ADDITIONAL REMARKS:** Request users of this PPLAN advise the office of origin of any factor which may seriously limit its execution.

FOR THE COMMANDER

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Appendices

I - Annex Managers

II - Management System

III - Reporting Procedures

(CLASSIFICATION)
 APPENDIX III
 TO
 BASIC PLAN
 AMC PROGRAMMING PLAN 97-01
 REPORTING PROCEDURES (U)

MEMORANDUM FOR XPPI (Program Manager Name)

FROM: (Annex Manager Branch)

SUBJECT: Quarterly/Final Status Report for AMC PPLAN 97-01, Annex CHARLIE,
 (as of 1 Jan/1 Apr/1 Jul/1 Oct 97)

PART I - UPDATE DATA: A quarterly status report is mandatory from all annex managers (RCS: AMC-XPP [AR]9401). If a deviation from a time-phased action is anticipated, notify the program manager immediately. The first report following PPLAN publication should include customer comments on the PPLAN (i.e., suggestions). Report those milestones/activities completed or behind schedule. Discontinue reporting milestones/activities once they are reported complete. 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. Submit a final report after completion of all milestones/activities.

<u>Milestone/Activity</u>	<u>Scheduled Completion</u>	<u>Actual Completion</u>	<u>Status</u>
Use the appropriate number from the applicable annex	Date published in PPLAN	Actual Date Completed	State "Complete" or "Behind Schedule"

EXAMPLE

<u>Milestone/Activity</u>	<u>Scheduled Completion</u>	<u>Actual Completion</u>	<u>Status</u>
C005/010	5 Feb 97	4 Feb 97	Complete
C015/025	20 Mar 97		Behind Schedule

PART II - COMMENTS: If a milestone/activity is behind schedule, comments are mandatory. Comments should include why the activity is behind; the estimated completion date; the impact of the delay on the milestone, the annex, and the PPLAN as a whole; and the corrective actions.

EXAMPLE

C015/025

We had to reschedule this activity because of computer problems and regulation changes that required a new manning document. The new estimated completion date is 25 Jul 97. We do not expect any adverse impact to overall PPLAN accomplishment. We verbally notified all agencies to go ahead with their actions based on the revised manning document. This is basically a publication delay.

Signed by Annex Manager

(CLASSIFICATION)
(ANNEXES BRAVO THRU WHISKEY--ANNEX GOLF AS A SAMPLE)
ANNEX GOLF
TO
AMC PROGRAMMING PLAN 97-01
LOGISTICS (U)

1. GENERAL: (Relate the objectives of the respective functional areas to the general situation. Discuss other pertinent factors.)

2. ACTIONS REQUIRED: (Provide definitive guidance for actions essential to the attainment of the objectives.)

3. RESPONSIBILITIES: (Assign tasks as necessary to achieve timely completion of required actions.)

FOR THE COMMANDER

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Appendix I (Format for one appendix)

Time-Phased Actions

Appendices (Format for more than one appendix)

I - Time-Phased Actions (Fuels)

II - Time-Phased Actions (Supply)

(CLASSIFICATION)
 APPENDIX I
 TO
 ANNEX GOLF
 AMC PROGRAMMING PLAN 97-01
 TIME-PHASED ACTIONS (SUPPLY) (U)

SCHEDULED DATE

MILE- STONE/ ACTIVITY	DESCRIPTION	AGENCY	MONITOR	START	COM- PLETE
G005/000	Close out base supply.	AMC/LGX	AMC/LGX	22 Jul XX	10 Nov XX
G005/005	Determine civilian and military manpower necessary during phase-down.	60 ABG/ LGS	AMC/LGX	22 Jul XX	1 Aug XX
G005/010	Screen base excess property, determine AF requirements, and ship to appropriate destination.	60 ABG/ LGX	AMC/LGX	22 Jul XX	1 Sep XX
G005/015	Coordinate with civil engineer on items left in buildings for disposition action.	60 ABG/ LGS	AMC/LGX	1 Sep XX	30 Sep XX
G005/020	Provide dates forward supply system (FSS) responsibilities will terminate.	AMC/LGX	AMC/LGX	1 Sep XX	20 Oct XX
G005/025	Prepare and turn in buildings on base supply records.	60 ABG/ LGS	AMC/LGX	1 Sep XX	10 Nov XX

Attachment 4

MESSAGE PPLAN FORMAT

FROM:HQ AMC SCOTT AFB IL//XP//

TO:// (*Organizations that have an active role*)

ZEN HQ AMC SCOTT AFB IL//CE/DP/FM/LG/PA/SE/DO/XPM/XPP//

INFO:// (*Organizations that should know about plan but do not have an active role*)

U N C L A S

MSGID/RI/HQ AMC XP//

RMKS/SUBJ: AMC PROGRAMMING PLAN (PPLAN) XX-XX, (Title).

REF/A/RMG/XX// (*Normally references Program Change Request (PCR) that this plan executes*)

REF/B/DOC/XX//

REF/C/DOC/AMCI 10-501, PREPARING PROGRAMMING PLANS AND PROGRAMMING MESSAGES,

15 JUN 96//

1. OBJECTIVE:
2. CONCEPT OF OPERATIONS: (*If required*)
3. GENERAL SITUATION:
4. PLANNED COURSE OF ACTION:
5. OPR/PROGRAM MANAGEMENT:
6. COMMAND AND CONTROL:
7. ENVIRONMENTAL CONSIDERATIONS:
8. ANNEXES AND MILESTONES: (*If required*)
9. DISPOSITION: THIS PPLAN IS FOR OFFICIAL USE ONLY. DISPOSE OF IT IN ACCORDANCE WITH AFMAN 37-139 UPON COMPLETION OF THE OBJECTIVE AND LAST ACTIVITY. AFFECTED UNITS WILL NOTIFY HQ AMC/XPP WHEN ALL ACTIONS ARE COMPLETE.
10. ADDITIONAL REMARKS://

Attachment 5

PPLAN CLOSEOUT MESSAGE FORMAT

FROM: HQ AMC SCOTT AFB IL//XP//

TO: (TRANSMIT TO ALL ADDRESSEES IN PPLAN'S ANNEX XRAY)

UNCLAS

MSGID/SYS.RRM/HQ AMC XPPP//

RMKS/SUBJECT: AMC PPLAN 97-01, PROGRAMMING OF UNITS, 1 OCT 97.

THE PRIMARY OBJECTIVES OF AMC PPLAN 97-01 ARE COMPLETE AND THE PPLAN CLOSED

EFFECTIVE (DATE). ACCOMPLISH ANY REMAINING ACTIVITIES THROUGH NORMAL STAFF

ACTION AND DISPOSE OF THE PPLAN IAW AFMAN 37-139. IN AN EFFORT TOWARD PROCESS

IMPROVEMENT, WE URGE OUR CUSTOMERS TO CONTACT OUR AMC POC, (*Program Manager Name*),

XPPI, DSN 576-2251, WITH YOUR COMMENTS ON THE PROCESS OF DEVELOPING AND COMPLETING

THIS PPLAN AND ASSOCIATED ACTIONS.//