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**Specialty Management**

**COMMUNITY ACTION INFORMATION  
BOARD AND INTEGRATED DELIVERY  
SYSTEM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements policies and procedures in accordance with AFPD 90-5. It provides the authority and criteria for establishing Air Force (AF), Major Command (MAJCOM), and installation Community Action Information Boards (CAIB) to promote cross-organizational collaboration in addressing individual, family, and community concerns. It outlines the requirement for consolidating these concerns into a Community Action Plan and addressing issues at the appropriate level. It outlines requirements for the Integrated Delivery System (IDS) at each level of the organization. For the purposes of this instruction, community is defined as the military and civilian personnel assigned to an AF installation or organization, their families, attached Reserve and Guard units, and retirees who utilize base services.

This instruction also applies to Air Reserve Component (AF Reserve, Air National Guard) to the extent they are capable of providing the required services. Active duty commanders will provide support to Air Reserve Component commanders as necessary to fully comply with all requirements.

Waivers to this instruction require AF/CVA approval. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123 (will convert to AFMAN 33-363), *Management of Records*, and disposed of accordance with the AF Records Disposition Schedule (RDS) located at <https://afrims.amc.af.mil>. Send comments and suggested improvements on AF Information Management Tool (IMT) 847, Recommendations for Change of Publication, to AFMOA/SGOF, 5201 Leesburg Pike, Suite 1501, Falls Church, VA 22041.

**SUMMARY OF CHANGES**

**This document is substantially revised and must be completely reviewed.** This revision expands and clarifies the operational rules governing the functioning of the AF, MAJCOM, and installation CAIB and IDS. The revisions include the addition of funding guidance, training guidance, the Unit Compliance Inspection Checklist, and requirements for administrative support, changes in meeting frequency, and restrictions on the delegation of CAIB Chair authority.

- 1. Concept of Operation.** This instruction establishes the concept of operation for all levels of CAIBs:
  - 1.1. An AF CAIB will be established by the AF/CVA to serve as a forum for cross-organizational review and resolution of individual, family, and installation community issues that impact the readiness of the force and the quality of life for AF members and their families.
  - 1.2. A MAJCOM CAIB will be established by the MAJCOM/CV to serve as a forum for addressing MAJCOM issues and forwarding concerns to the AF CAIB that cannot be resolved at the MAJCOM level.
  - 1.3. An installation CAIB will be established and implemented by the installation commander to serve as a cross-functional forum to address installation community issues and identify issues to the MAJCOM CAIB that cannot be resolved at the installation level.
  - 1.4. The focus of CAIBs at all levels is to identify and resolve issues that impact the readiness of AF members and their families, promote the perception of the AF as a positive way of life, and enhance members' ability to function as productive members of the AF community. The emphasis will be on positive actions and programs that strengthen force readiness through a sense of community and assist AF members and civilians, their families, and communities to thrive and successfully manage the demands of military life.
  - 1.5. Without direct access to leadership, information flow can be impeded with MAJCOMs subsequently missing opportunities to shape AF policies. To streamline and expedite the flow of information, CAIB Chairs may authorize CAIB Executive Directors and IDS Chairs at all levels to communicate directly with subordinate and higher headquarters counterparts. This authority, however, does not eliminate the responsibility to ensure that senior leadership is fully informed on CAIB/IDS issues and proposed actions.
  - 1.6. Effective functioning of the CAIBs at all levels will require grassroots input on the issues affecting individuals, families, installations, and communities. Effective CAIBs will function as a forum to give the total AF community an opportunity to have their concerns addressed in a cross-functional setting.
- 2. Membership and Responsibilities for Chairing the CAIB.**
  - 2.1. The AF CAIB will include AF/A1, AF/HC, AF/A4/7, AF/JA, AF/RE, AF/SE, AF/SG, AF/A3/5, NGB/CF, AF/CCC, SAF/FMB, SAF/MRM, and SAF/PA. Additional membership may be identified and added as needed.
    - 2.1.1. AF/CVA will chair the AF CAIB (this authority cannot be delegated), and will designate an office to serve as the office of record.
    - 2.1.2. A functional area representative from the AF IDS shall serve as Executive Director in support of the AF CAIB. The Executive Director will rotate among the functional areas and serve a two-year term. The Executive Director will be appointed by the AF/CVA.
    - 2.1.3. The AF CAIB will meet at least semi-annually.
  - 2.2. The MAJCOM CAIBs will include 0-6 or civilian equivalent representatives from A1, FM, HC, JA, SE, SF, SG, DO, PA, CE, Air Reserve Component, and the Command Chief Master Sergeant. Additional membership may be identified and added as needed.

2.2.1. The MAJCOM/CV will chair the MAJCOM CAIB (this authority cannot be delegated) and will designate an office to serve as the office of record.

2.2.2. A functional area representative from the MAJCOM IDS shall serve as Executive Director in support of the MAJCOM CAIB. The Executive Director will rotate among the functional areas and serve a two-year term. The Executive Directorship will be appointed by the MAJCOM/CV.

2.2.3. The MAJCOM CAIB shall meet at least semi-annually.

2.3. The installation CAIB will include O-4 or higher and civilian equivalent representatives: Support Group Commander, Medical Group Commander, Operations Group Commander, Maintenance Group Commander, Staff Judge Advocate, Senior Chaplain, Civil Engineering Commander, Public Affairs Officer, Services Squadron Commander, Comptroller Squadron Commander, Security Forces Squadron Commander, Mission Support Squadron Commander, Air Reserve Component Commanders, and the Command Chief Master Sergeant. Additional membership may be identified and added as needed.

2.3.1. The installation commander will chair the installation CAIB (this authority cannot be delegated) and will designate an office to serve as the office of record.

2.3.2. The installation commander can provide waivers to those representatives whose grade is not equivalent to O-4 or higher and civilian equivalents. Representatives to the installation CAIB must be the senior representative for those positions indicated above.

2.3.3. A functional area representative from the installation IDS shall serve as Executive Director in support of the installation CAIB. The Executive Director will rotate among the functional areas and serve a two-year term. The Executive Director will be appointed by the installation commander.

2.3.4. The installation CAIB will meet at least quarterly. Air Reserve Component installation CAIBs will meet at least semi-annually.

2.3.5. The installation CAIB will establish subcommittees as required by Air Force Instructions.

**3. Role of the CAIB.** At all levels, the CAIB will take a strategic, cross-functional look at quality of life, personal readiness, and community issues to formulate long-term solutions. The CAIB approach to community problem solving will take a broad perspective to integrate and synergize efforts to address community concerns.

3.1. The role of the AF CAIB will be to:

3.1.1. Review and track prioritized issues and recommendations forwarded from MAJCOM CAIBs related to individual, family, and community concerns that cannot be resolved at installation or MAJCOM level.

3.1.2. Recommend legislation to address AF community issues.

3.1.3. Recommend changes in Department of Defense (DoD) policy related to family and community programs.

3.1.4. Direct cross-functional actions by AF agencies to address prioritized community concerns.

3.1.5. Review the results of the AF community needs assessments and other quality of life surveys to identify appropriate CAIB follow-up actions.

3.1.6. Approve an AF Community Action Plan every two years to guide the CAIB's activities and to establish priorities for the organizations participating on the CAIB.

3.2. The role of the MAJCOM CAIB will be to:

3.2.1. Prioritize and forward MAJCOM community issues requiring AF resolution along with recommended solutions to the AF CAIB.

3.2.2. At least semi-annually, review and track information forwarded from installation CAIBs related to individual, family, and community issues that cannot be resolved at installation level and which require MAJCOM and/or AF action, changes in AF or DoD policy, or legislative changes.

3.2.3. Direct cross-functional actions by MAJCOM agencies to address issues within the command.

3.2.4. Review the results of AF community needs assessments and other quality of life surveys and determine implications and necessary actions for the command.

3.2.5. Approve a MAJCOM Community Action Plan every two years to guide the CAIB's activities and to establish priorities for the organizations participating on the CAIB.

3.3. The role of the installation CAIB will be to:

3.3.1. Use a variety of approaches (focus groups, surveys, town meetings, interviews, etc.) to identify individual, family, installation, and community concerns.

3.3.2. Develop and implement cross-organizational solutions to problems that cannot be resolved by individual CAIB organizations. Promote collaboration among helping agencies, identify gaps in service, and reduce duplication of effort.

3.3.3. Forward issues and concerns to the MAJCOM CAIB that cannot be resolved at the installation level or have broader AF-wide implications.

3.3.4. Review the results of AF community needs assessments and other quality of life surveys and determine implications for the installation and necessary follow-up actions.

3.3.5. Approve an installation Community Action Plan every two years to guide the CAIB's activities and to establish priorities for the organizations participating on the CAIB.

**4. Integrated Delivery System.** At all levels, the IDS will function as the action arm of the CAIB and will develop a comprehensive, coordinated plan for integrating and implementing community outreach and prevention programs (e.g., financial management; violence awareness, intervention, and prevention; sexual assault prevention; suicide prevention; substance abuse prevention; domestic violence prevention; health promotion; tobacco cessation, etc.). The IDS will improve the delivery of human service programs by establishing a seamless system of services through collaborative partnerships and coordinated activities.

4.1. The AF IDS shall consist of representatives from all AF functional communities represented on the AF CAIB, including AF/A1 (Community Support and Family Readiness, Family Member Programs, Sexual Assault Prevention and Response, and Quality of Life representatives), AF/HC (Plans and Programs Division representative), A4/7 (Family Member Program representative), AF/SG (Family Advocacy, Mental Health, and Health Promotion representatives), AF/JA, AF/RE, AF/SE, AF/A3/

5, NGB/CF, AF/CCC, SAF/FMB, SAF/MRM, and SAF/PA Additional membership may be identified and added as needed.

4.1.1. Responsibility for chairing and convening the Air Force IDS shall rotate among the member agencies with each chair serving a two-year term. The Chair will be appointed by the AF/CVA who will designate an office to serve as office of record. The IDS Chair and CAIB Executive Director will not be from the same organization.

4.1.2. The AF IDS should meet at least monthly.

4.1.3. The AF IDS will identify prioritize and address AF community concerns for the CAIB. It will propose policy solutions or actions for CAIB review and approval, as well as develop and implement collaborative community initiatives.

4.1.4. The AF IDS will support the activities of the AF CAIB.

4.1.5. The AF IDS will develop an AF Community Action Plan every two years, utilizing the AF community needs assessment and input from member organizations, the MAJCOMs, and senior leaders.

4.2. The MAJCOM IDS shall include representatives from the MAJCOM counterparts to the AF IDS membership. The MAJCOM IDS will implement collaborative activities as directed by the MAJCOM CAIB and as identified by the IDS members. Additional membership may be identified and added as needed.

4.2.1. Responsibility for chairing and convening the MAJCOM IDS shall rotate among the member organizations with each chair serving a two-year term. The chair will be appointed by the MAJCOM/CV and will designate an office to serve as the office of record. The IDS Chair and CAIB Executive Director will not be from the same organization.

4.2.2. The MAJCOM IDS will implement cross-organizational activities as directed by the MAJCOM CAIB and as identified by the IDS members. Its mission will parallel that of the AF IDS.

4.2.3. The MAJCOM IDS will support the activities of the MAJCOM CAIB.

4.2.4. The MAJCOM IDS should meet at least monthly.

4.2.5. The MAJCOM IDS will prepare a MAJCOM Community Action Plan at least every two years to guide the activities of the IDS, CAIB, and member organizations using the results of AF community needs assessments and other available data.

4.3. The installation IDS shall include the Family Member Programs Flight Chief, Family Advocacy Outreach Manager, Sexual Assault Prevention and Response Coordinator, Mental Health Officer, Health Promotion Manager, Airman and Family Readiness Flight Chief, Wing Chaplain, and Air Reserve Component Representatives. Additional membership may be identified and added as needed.

4.3.1. Responsibility for chairing and convening the installation IDS shall rotate among the member organizations with each serving a two-year term. The chair will be appointed by the installation commander and will designate an office to serve as the office of record. The IDS Chair and CAIB Executive Director will not be from the same organization.

4.3.2. The installation IDS will support the activities of the installation CAIB.

4.3.3. The installation IDS should implement collaborative activities as directed by the installation CAIB and as identified by the IDS members. The IDS should improve delivery of human ser-

vice programs by establishing a seamless system of services through collaborative partnerships and coordinated human service activities.

4.3.4. The installation IDS will identify community concerns for the CAIB and propose solutions. Its mission will parallel the MAJCOM and AF IDS.

4.3.5. The installation IDS should meet at least monthly. Air Reserve Component installation IDSs will meet at least quarterly.

4.3.6. The installation IDS will prepare and implement an installation Community Action Plan at least every two years to guide the activities of the IDS, CAIB, and member organizations using the results of AF community needs assessments and other available data.

**5. Funding for CAIB/IDS Activities.** The CAIB and IDS are cross-functional forums and as such do not have assigned budgets. Funding for cross-functional initiatives will be provided by the participating agencies, and supplemented when needed by CAIB Chair resources.

**6. Training.** Training of IDS and CAIB members at all levels is critical to the success of these two forums. The following are minimum training requirements:

6.1. All newly assigned CAIB and IDS members will receive a thorough orientation briefing covering the role and purpose of the CAIB/IDS and the expectations for their participation. Either the IDS Chairperson or CAIB Executive Director will provide this briefing.

6.2. AF CAIB/IDS will offer yearly training on key roles and responsibilities and current initiatives and policies for MAJCOM IDS Chairs and CAIB Executive Directors.

6.3. Existing training forums for newly assigned commanders will incorporate CAIB/IDS training.

6.4. MAJCOM CAIB/IDS will provide yearly training to installation IDS Chairs and CAIB Executive Directors using resources provided by AF IDS.

**7. Administrative Support.** Administrative support will be provided for the IDS Chair and the CAIB Executive Director. Leadership at all levels will ensure adequate administrative and logistical support for CAIB and IDS functions and initiatives.

**8. AF Community Needs Assessment.** The AF IDS shall take responsibility for ensuring the completion of biennial community needs assessments. The IDS Chair will designate the office of record for the community needs assessment.

8.1. This assessment will be conducted with a representative sample of community members.

8.2. Funding responsibility for the community needs assessment, in the absence of centralized funding, shall be the responsibility of the IDS member organizations.

8.3. The results of the community needs assessments for installations and MAJCOMs must be provided to the respective installation and MAJCOM IDSs and CAIBs.

8.4. A summary of the results of any community needs assessments must be provided to the AF CAIB within six months of the completion of the survey process.

8.5. Any community needs assessment should help CAIBs assess the effectiveness of community services and identify gaps in services that the member organizations of the CAIB should address. Specif-

ically, community needs assessments must address the efficacy of the programs offered by the organizations represented on the IDS (child care and youth, Airman and family readiness, family advocacy, sexual assault response coordinators, mental health, chapels, and health and wellness centers).

8.6. The installation IDS should review the results of other relevant surveys and needs assessments.

**9. Community Action Plan.** The Community Action Plan is a written document summarizing and consolidating the prioritized community concerns and proposed solutions that guides the actions of the IDS, CAIB, and member organizations.

9.1. At each level, a Community Action Plan must be prepared every two years by the IDS and be approved by the CAIB.

9.2. The Community Action Plan should incorporate grassroots concerns and proposed solutions.

9.3. The Community Action Plan should help inform the budget process, Congressional testimony, and the preparation of white papers and quality of life statements.

9.4. There is no single required format for the Community Action Plan. [Attachment 2](#) provides one sample Community Action Plan format.

9.5. The MAJCOM Community Action Plan will be forwarded to AF CAIB.

9.6. The installation Community Action Plan will be forwarded to the MAJCOM CAIB.

**10. Suicide Prevention.** The CAIB and IDS at all levels shall monitor suicide statistics and ensure implementation of AF Suicide Prevention Program initiatives.

ARTHUR J. LICHTÉ,  
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Assistant Vice Chief of Staff

## Attachment 1

### GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

#### ***References***

AFPD 51-2, *Administration of Military Justice*, 07 Sep 1993

AFPD 90-5, *Community Action Information Board*, 15 October 2002

AFI 10-248, *Fitness Program*, 07 July 2005

AFI 34-248, *Child Development Centers*, 01 October 1999

AFI 34-249, *Youth Programs*, 01 June 2000

AFI 34-276, *Family Child Care Programs*, 01 November 1999

AFI 51-201, *Administration of Military Justice*, 26 November 2003

AFI 52-101, *Planning and Organization*, 18 October 2004

AFI 36-3009, *Family Support Center Program*, 01 February 1997

AFI 36-3011, *Air Force Relocation Assistance Program (RAP)*, 01 December 1997

AFI 36-3022, *Transition Assistance Program*, 01 September 1997

AFI 40-101, *Health Promotion Program*, 09 May 1998

AFI 40-301, *Family Advocacy*, 19 January 2005

AFI 44-154, *Suicide and Violence Prevention Education & Training*, 03 January 2003

DoDI 1030.2, *Victim and Witness Assistance Procedures*, 04 June 2004

DoDI 6495.02, *Sexual Assault Prevention and Response Program Procedures*, 23 June 2006

#### ***Abbreviations and Acronyms***

**A1**—Manpower and Personnel

**A3/5**—Air, Space and Information Operations

**A4/7**—Logistics, Installations & Mission Support

**AF/CVA**—AF Assistant Vice Chief of Staff

**AFMOA**—AF Medical Operations Agency

**AFRC**—AF Reserve Command

**CAIB**—Community Action Information Board

**CCC**—Chief Master Sergeant of the Air Force

**CE**—Civil Engineer

**DoD**—Department of Defense

**HC**—Chaplain Service

**IDS**—Integrated Delivery System

**JA**—Judge Advocate

**MAJCOM**—Major Command

**NGB**—National Guard Bureau

**OPR**—Office of Primary Responsibility

**RE**—AF Reserve

**SAF/FMB**—Office of the AF Budget

**SAF/MRM**—Office of Force Management Integration

**SAF/PA**—Office of Public Affairs

**SF**—Security Forces

**SG**—Surgeon General

## Attachment 2

### SAMPLE COMMUNITY ACTION PLAN FORMAT

**Purpose:** Brief description of the purpose of the Community Action Plan.

**Base Mission:** Brief description of base mission.

**Base Profile:** Summary of key community and personnel demographics, including (but not limited to) age distribution, rank distribution, average commute time for personnel and dependents who live or work off base, housing availability, numbers of single and married personnel, single parents, military-married-to-military couples, dependents, retirees, DoD civilians, contractors, active duty AF personnel, AF Reserve personnel, Air National Guard personnel, and other military service personnel assigned to the installation.

**Additional Factors:** Additional factors unique to the local base community that negatively or positively impact Airmen and their families (listed in bullet format).

**Community Result:** The body of the Community Action Plan will be divided into Community Results, which are specific desired outcomes that address or resolve a particular community need or concern. Generally, the Community Action Plan should focus on one to three community results. Each community result will have a target group and a rationale for selecting the community result. Community results are typically long-term benefits and are the consequence of program results. Each community result is sub-divided into program results.

**Program Result:** Program results are specific program outcomes that help achieve a particular community result. Program results are short-term, measurable, and can be attributed to specific agencies. There can be more than one program result for each community result. Each program result will have a target group and a program rationale. Each program result is sub-divided into program activities.

**Program Activity:** Program activities are specific initiatives or actions implemented to achieve a program result. Program activities are measurable events or interventions designed for a specific result. Multiple activities may be listed under each program result. Each activity should identify both partnership and resource requirements.

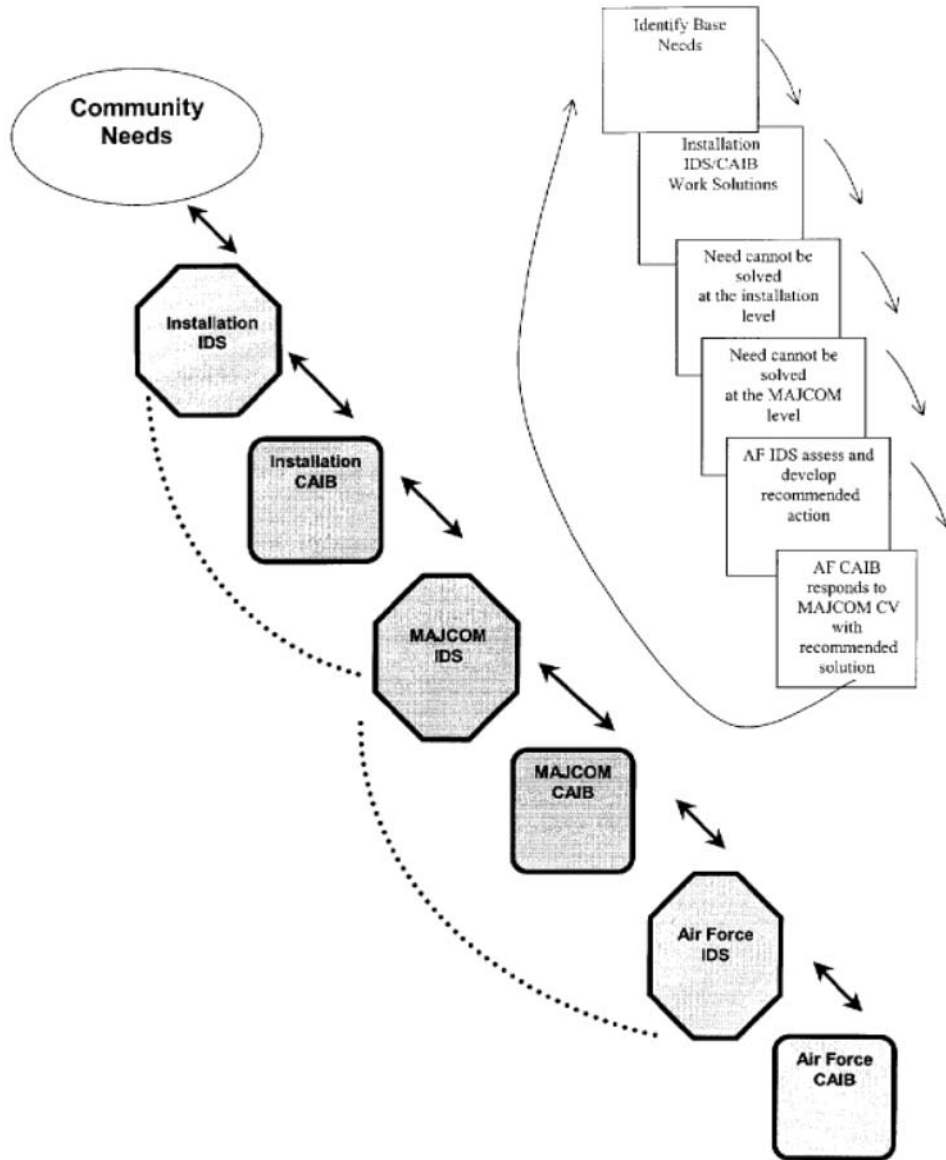
**Monitoring and Evaluating Performance:** Describe specific outcome measures by which each community result, program result, and program activity be monitored and evaluated.

**Timeline:** Estimated date of completion for each result and activity.

**Signatures:** The Community Action Plan will be signed by the CAIB Chair, the CAIB Executive Director, and the IDS Chair.

Attachment 3

COMMUNITY SOLUTION PROCESS



## Attachment 4

## UNIT COMPLIANCE INSPECTION CHECKLIST

1.	HAS A COMMUNITY ACTION INFORMATION BOARD (CAIB) BEEN ESTABLISHED TO SERVE AS THE CROSS-FUNCTIONAL FORUM TO ADDRESS INSTALLATION COMMUNITY ISSUES AND IDENTIFY ISSUES TO THE MAJCOM CAIB THAT CANNOT BE RESOLVED AT THE INSTALLATION LEVEL?	AFI 90-501, PARA <b>1.3.</b> , AFPD 90-5.
1.1.	DOES THE AF/CVA, MAJCOM/CV, OR INTALLATION COMMANDER CHAIR THE CAIB?	AFI 90-501, PARA <b>2.1.1.</b> , <b>2.2.1.</b> , <b>2.3.1.</b>
1.2.	DOES CAIB MEMBERSHIP INCLUDE ALL REQUIRED REPRESENTATIVES?	AFI 90-501, PARA <b>2.3.</b>
1.3.	IS THE CAIB DEVELOPING AND IMPLEMENTING CROSS-ORGANIZATIONAL SOLUTIONS TO PROBLEMS THAT CANNOT BE RESOLVED BY INDIVIDUAL CAIB ORGANIZATIONS?	AFI 90-501, PARA <b>3.3.2.</b>
1.4.	IS THE CAIB MEETING AS FREQUENTLY AS REQUIRED?	AFI 90-501, PARA <b>2.3.4.</b>
1.5.	HAS AN INTEGRATED DELIVERY SYSTEM (IDS) BEEN ESTABLISHED AS THE ACTION ARM OF THE CAIB?	AFI 90-501, PARA <b>4.</b>
1.5.1	DOES THE IDS MEET AS REQUIRED?	AFI 90-501, PARA <b>4.3.5.</b>
1.5.2	DOES THE IDS MEMBERSHIP INCLUDE ALL THE REQUIRED REPRESENTATIVES?	AFI 90-501, PARA <b>4.3.</b>
1.6	HAS THE IDS DEVELOPED A COMPREHENSIVE, COORDINATED PLAN FOR INTEGRATING AND IMPLEMENTING COMMUNITY OUTREACH AND PREVENTION PROGRAMS?	AFI 90-501, PARA <b>4.3.6.</b>
1.7	DOES THE CAIB REVIEW THE RESULTS OF AF COMMUNITY NEEDS ASSESSMENTS AND OTHER QUALITY OF LIFE SURVEYS AND DETERMINE NECESSARY FOLLOW-UP ACTIONS?	AFI 90-501, PARA <b>3.3.4.</b>
1.8.	WAS A COMMUNITY ACTION PLAN PREPARED AT LEAST EVERY TWO YEARS?	AFI 90-501, PARA <b>9.1.</b>
1.9.	Does THE IDS/CAIB monitor suicide statistics and ensure implementation of AF Suicide Prevention Program initiatives?	AFI 90-501, PARA <b>10.</b>

1.10	HAS THE CAIB ESTABLISHED SUB-COMMITTEES REQUIRED BY AIR FORCE INSTRUCTIONS?	AFI 90-501, PARA <b>2.3.5.</b>
1.11	DOES THE IDS CHAIR AND/OR CAIB EXECUTIVE DIRECTOR COMMUNICATE DIRECTLY WITH THE CAIB CHAIR?	AFI 90-501, PARA <b>1.5.</b>
1.12	DOES THE CAIB APPROPRIATELY SEEK RESOLUTION FOR ISSUES THAT CANNOT BE RESOLVED AT THAT LEVEL FROM THE HIGHER HEADQUARTERS IDS AND CAIB?	AFI 90-501, PARA <b>3.3.3.</b>
1.13	ARE THE IDS CHAIR AND CAIB EXECUTIVE DIRECTOR FROM DIFFERENT ORGANIZATIONS?	AFI 90-501, PARA <b>4.3.1.</b>
1.14	HAS RESPONSIBILITY FOR CHAIRING THE IDS ROTATED EVERY TWO YEARS?	AFI 90-501, PARA <b>4.3.1.</b>
1.15	HAS A PROCESS BEEN ESTABLISHED TO PROVIDE INITIAL TRAINING FOR NEW IDS/CAIB MEMBERS?	AFI 90-501, PARA <b>6.1.</b>
1.16	HAVE INSTALLATION IDS/CAIB CHAIRS RECEIVED ANNUAL TRAINING PROVIDED BY THE MAJCOM IDS/CAIB?	AFI 90-501, PARA <b>6.2.</b>
1.17	HAS ADEQUATE ADMINISTRATIVE AND LOGISTICAL SUPPORT BEEN PROVIDED FOR THE IDS/CAIB?	AFI 90-501, PARA <b>7.</b>