

**HQ USAFE PROGRAMMING PLAN**

**5075-05**

**ACTIVATING THE 38<sup>TH</sup> AIRLIFT SQUADRON**

**HQ USAFE**

**FORCES AND INTERNATIONAL AGREEMENTS BRANCH (A5ZF)**

**PLANS AND PROGRAMS DIRECTORATE (A5)**

**DEPARTMENT OF THE AIR FORCE**

**HEADQUARTERS UNITED STATES AIR FORCES IN EUROPE**

**XX AUG 2005**

## TABLE OF CONTENTS

**TITLE (OPR)**  
**PAGE**

TABLE OF CONTENTS.....	2
CLASSIFICATION GUIDANCE AND FOREIGN DISCLOSURE.....	3
POC LIST .....	4
CORE PLAN .....	<b>Error! Bookmark not defined.</b>
1. USAFE PROGRAMMING PLAN 5075-05.....	<b>Error! Bookmark not defined.</b>
2. SUBJECT: Splitting the 37 <sup>th</sup> Airlift Squadron .....	<b>Error! Bookmark not defined.</b>
3. PURPOSE/GUIDANCE.....	<b>Error! Bookmark not defined.</b>
4. ANALYSIS OF PROJECT.....	<b>Error! Bookmark not defined.</b>
5. PLANNED COURSES OF ACTION.....	<b>Error! Bookmark not defined.</b>
6. IMPLEMENTATION REQUIRED.....	<b>Error! Bookmark not defined.</b>
ANNEX A: OPERATIONS (A3).....	11
ANNEX B: INTELLIGENCE .....	13
ANNEX C: CIVIL ENGINEERING (A7C).....	15
ANNEX D: LOGISTICS (A4).....	17
APPENDIX 1 TO ANNEX D (DISTRIBUTION).....	19
APPENDIX 2 TO ANNEX D (ASSET MANAGEMENT) .....	20
APPENDIX 3 TO ANNEX D (INTERNATIONAL LOGISTICS AND READINESS) .....	22
APPENDIX 4 TO ANNEX D (MUNITIONS) .....	24
APPENDIX 5 TO ANNEX D (AIRCRAFT MAINTENANCE).....	26
ANNEX E: PERSONNEL.....	<b>Error! Bookmark not defined.</b>
ANNEX F: FINANCIAL MANAGEMENT/COMPTROLLER .....	<b>Error! Bookmark not defined.</b>
ANNEX G: MANPOWER AND ORGANIZATION (A5M).....	30
ANNEX J: JUDGE ADVOCATE .....	<b>Error! Bookmark not defined.</b>
ANNEX K: COMMUNICATIONS AND INFORMATION SYSTEMS (A6).....	<b>Error! Bookmark not defined.</b>
ANNEX M: MEDICAL (SG)	
ANNEX Q: PUBLIC AFFAIRS (PA).....	39
ANNEX T: SAFETY .....	37
ANNEX W: SERVICES (A7SXP/496-6649) .....	<b>Error! Bookmark not defined.</b>
ANNEX X: MASTER ACTION ITEM LISTING	
ANNEX Z: DISTRIBUTION.....	<b>Error! Bookmark not defined.</b>

## CLASSIFICATION GUIDANCE AND FOREIGN DISCLOSURE

1. The title of this plan is HQ USAFE Programming Plan 5075-05, Activating the 38<sup>th</sup> Airlift Squadron. The title is unclassified.
2. Classification Guidance: The overall classification of this PPLAN is UNCLASSIFIED. Users of this document are responsible for its protection including proper security classification of extracts and/or paraphrasing.
3. Releasability:
  - 3.1. All public information releases by USAFE staff or subordinate units will be cleared through HQ USAFE/PA. Although this plan is unclassified, operations security (OPSEC) should be taken into consideration when discussing it.
  - 3.2. Foreign Releasability: Requests for foreign release of this document, or portions of this document, must be approved by the HQ USAFE Foreign Disclosure Officer (USAFE/A2A) and HQ USAFE/A5ZF, **PRIOR TO RELEASE**. The USAFE/FDO can be contacted by e-mail at [usafe.fdo@ramstein.af.mil](mailto:usafe.fdo@ramstein.af.mil) or by phone at 480-7506. HQ USAFE/A5ZF POC can be contacted by phone at 480-7369.

MICHAEL A. SNODGRASS  
Brigadier General, USAF  
Director of Plans and Programs

Classification Guidance  
USAFE Program Plan 5075-05  
OPR: HQ USAFE/A5Z

## POC LIST

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**1. USAFE PROGRAMMING PLAN 5075-05.**

2. SUBJECT: Activating the 38<sup>th</sup> Airlift Squadron.

3. OBJECTIVE: The purpose of this Programming Plan (PPlan) is to document the plan for activating a new C-130 squadron at Ramstein AB, Germany. This new squadron will be designated as the 38<sup>th</sup> Airlift Squadron. Some manpower and equipment resources will be pulled from the existing 37 AS to help form the new squadron.

4. APPLICABLE GUIDANCE AND CRITERIA: Email from COMUSAFE to HQ USAFE/A3 dated 18 May 05, subject "C-130 BBP", directed activation of 38 AS.

4.1. TERMS AND DEFINITIONS:

4.1.1. 4-ship lead package: Four C-130 aircraft with all required aircrew, support, and maintenance personnel and equipment. Capable of operating independently in a deployed location.

4.1.2. 4-ship follow-on package: Four C-130 aircraft with enough aircrew, support, and maintenance personnel and equipment to allow dependent operations in a deployed location. Assumes lead package in place to provide required support package does not deploy with.

5. ANALYSIS OF PROJECT

5.1. Background:

5.1.1. USAFE is unique among the Air Force MAJCOMs in that it only has one tactical airlift squadron with an augmenting Air Reserve Component (ARC).

5.1.2. New Air Expeditionary Force (AEF) taskings are open ended. Leadership taskings to support these requirements degrade operations at home station.

5.1.3. To overcome the challenge of supporting the AEF leadership requirements, a proposal was made to stand up the 38<sup>th</sup> Airlift Squadron using resources from the 37<sup>th</sup> Airlift Squadron. COMUSAFE took the draft proposal and briefed the CSAF, who gave verbal approval to continue forward with the split

5.1.4. The overall goal this PPlan is to have two identical, independent, and fully deployable airlift squadrons, each supported by a separate, independent Aircraft Maintenance Unit (AMU).

5.1.4.1. This PPlan will provide the 86 AW the capability to deploy either or both squadrons and its supporting AMU to operate as independent or dependent airlift packages.

5.1.4.2. This PPlan will also allow the 86 AW to support regularly scheduled routine EUCOM theater airlift requirements.

5.1.4.3. It will also allow the 86 AW to respond to any potential crises within the EUCOM Area of Responsibility (AOR).

## 5.2. Concept of Operations

5.2.1. A new C-130 squadron will be created using resources from the current 37<sup>th</sup> Airlift Squadron. This PPlan primarily discusses the new C-130 squadron and the development of its airlift capabilities. After the activation of the 38 AS, the 37 AS will be able to provide a 4-ship lead package and a 4-ship follow-on package, and will maintain this capability throughout the implementation process. At the Full Operational Capable phase, both the 37<sup>th</sup> and 38<sup>th</sup> Airlift Squadrons will have their full complement of manpower and equipment. Before this point, the 37 AS may have some manpower workarounds in place, but the airlift capability remains the same.

5.2.2. This PPlan achieves the overall goal of two separate, self sufficient C-130 squadrons by using a phased implementation plan. This phased implementation plan has three separate, distinct phases, each providing COMUSAFE with a specific airlift capability.

5.2.3. Each of the three implementation phases has its own “trigger point.” These “trigger points” are specific actions, manpower levels, or equipment requirements that must be in place before the phase may be reached. Accomplishing all of the requirements for a “trigger point” means the implementation phase has been reached and a specific airlift capability is now available.

5.2.4. There are no specific timelines associated with the “trigger points.” The next implementation phase is reached with the required manpower, equipment, or other specific actions are provided.

5.2.5. Implementation phases:

### 5.2.5.1. **Initial Operating Capability (IOC) (Phase 1)**

5.2.5.1.1. Provides 86 AW/CC with a 4-ship lead package and a 4-ship follow-on package from the 37 AS. The 38 AS will be able to provide a 4-ship follow-on package only .

5.2.5.1.2. “Trigger point”:

5.2.5.1.2.1. 38<sup>th</sup> Airlift Squadron leadership identified and in place.

### 5.2.5.2. **Initial Operating Capability (IOC) (Phase 2)**

5.2.5.2.1. Provides 86 AW/CC with a 4-ship lead package and a 4-ship follow-on package from the 37 AS. The 38 AS will be able to provide a 4-ship follow-on package only.

5.2.5.2.2. "Trigger points":

5.2.5.2.2.1. Obtain enough additional maintenance equipment to support 38 AS' 4-ship lead package deployment.

5.2.5.2.2.2. Obtain enough additional maintenance manpower to support 38 AS' 4-ship lead package deployment.

5.2.5.2.2.3. Identify facilities and workspace for additional personnel and equipment.

### 5.2.5.3. Full Operational Capable (FOC)

5.2.5.3.1. Provides 86 AW/CC with two identical, independent, and fully deployable airlift squadrons, each supported by a fully deployable Aircraft Maintenance Unit (AMU). Each airlift squadron can provide a 4-ship lead package and a 4-ship follow-on package.

5.2.5.3.2. "Trigger points":

5.2.5.3.2.1. Obtain 110 additional funded manning slots for maintenance. These slots will allow the standup of a separate, independent AMU to support the 38 AS.

5.2.5.3.2.2. Identify a separate maintenance facility for the new AMU.

5.2.5.3.2.3. Obtain a plus up in aircrew ratio to 2.0 from the current level of 1.75. This will bring both the 37 AS and 38 AS up to full strength and eliminate numerous manpower workarounds.

## 6. PLANNED COURSES OF ACTION

6.1. Milestones: The following is a brief outline of major milestone dates necessary to attain the objective. Annexes/appendices of this PPlan contain detailed supporting actions and tasks.

	POC	NLT DATE	COMPLETED
OCR Drafted and Submitted	A5M	18 Jul 05	18 Jul 05
PROTAF Conf at Ramstein	All	25-27 Jul 05	
PROTAF Conf Report Complete	A5Z	1 Aug 05	1 Aug 05
Draft Core Plan	A5Z	3 Aug 05	4 Aug 05
Draft Annexes from Functionals	POCs	8 Aug 05	

PPlan 3-Digit coord starts	All	8 Aug 05
PPlan 3-Digit coord complete	All	12 Aug 05
Updated Functional Annexes to A5Z	All	8 Aug 05
PPlan 2-Digit coord starts	All	15 Aug 05
PPlan 2-Digit coord complete	All	19 Aug 05
Receive DAF Letters	A5M	
Final PPlan Signed by A5	A5Z	31 Aug 05
Cut G-Series Orders	A5M	
Personnel PCS to Ramstein	A1	1 Apr 06
Activation / Stand-up (IOC)	All	Trigger Point Dependent
Full Operational Capability (FOC)	All	Trigger Point Dependent

6.2. Time-phased actions supporting these milestones will be worked as PPLAN/PROTAF action items.

## 7. Limiting Factors and Impacts:

7.1. Crew Ratio: Current crew ratio for C-130 squadron manning in USAFE is 1.75. After the activation, and until the crew ratio is raised to 2.0, the 86 OG will have to conduct significant manpower workarounds to provide the planned airlift capability and run two independent airlift squadrons with the manpower on hand.

7.2. AMU manning: This plan calls for establishing an independent, fully manned AMU to support the 38 AS. Until the manning slots are made available, the 86 AMXS will have to support both the 37 AS and 38 AS with only one AMU. This fact will limit the 86 AMXS' ability to support the 38 AS' deployed operations.

7.3. Current maintenance facilities are insufficient for anticipated plus up in equipment and personnel. Facilities will have to be procured to accommodate these additional resources.

## 8. Future Air Reserve Component (ARC) participation

8.1. For this PPlan, the term ARC will refer to both Air National Guard and Reserve forces.

8.2. COMUSAFE's vision is to more effectively use all of the airlift resources in the EUCOM AOR. A significant part of this vision is the potential for a more integrated ARC and active duty airlift force. This integration may include (but is not limited to):

8.2.1. ARC volunteer forces operating as a flight in either the 37 AS or 38 AS.

8.2.2. Mixed ARC and active duty aircrews flying on both ARC and active duty aircraft.

8.2.3. Keeping individual ARC aircraft at Ramstein AB for longer periods of time to allow for better training and continuity.

8.2.4. An ARC commander for either the 37 AS or 38 AS.

8.3. Although a part of COMUSAFE's future vision for airlift in USAFE, this PPlan does not tie ARC integration to the split of the 37 AS. The PPlan does lay the groundwork for future studies of ARC integration issues by identifying some initial challenges. Specific ARC integration will have to be addressed by a separate study group.

## 9. Implementation Responsibilities:

9.1. Actions outlined in this plan include only major events impacting on accomplishment of the objective. Each staff agency will review beddown and activation requirements, initiate actions, and resolve problems within its area of responsibility, regardless of inclusion or absence in this plan.

9.2. HQ USAFE/A5Z is the OPR for this plan. As the project manager, A5Z will guide development, coordination, publication, and implementation of this plan and any other Project Task Force (PROTAF) documents (e.g., PROTAF conference summary reports, and program change requests) for this project.

9.3. Each staff agency through its project officer listed in the "Action Officer Point of Contact (POC) List" will maintain close surveillance of this plan to include maintaining a current annex, monitoring actions of subordinate commands and equivalent functional areas in other affected organizations outside USAFE, and addressing action items. PROTAF working group representatives will collect monthly progress reports on the status of relative action items, and submit a consolidated report in accordance with "Progress Reporting Instructions" (USAFEI 10-501) to HQ USAFE/A5Z, with information copies to affected agencies and units.

9.4. Subordinate units will take actions as directed by this plan and will use the plan as a guide to meet the objective. Additional guidance developed by subordinate units for their own use to supplement this plan will be forwarded to HQ USAFE/A5ZF. Subordinate units with action items in the PROTAF Conference Summary Report will monitor and report in accordance with USAFEI 10-501.

9.5. The 86<sup>th</sup> Airlift Wing will:

9.5.1. Provide a POC to act as a focal point for all matters pertaining to the development and implementation of this PPlan.

9.5.2. Monitor all aspects of this PPlan as it affects subordinate units while continually reviewing all actions for proper progress.

9.5.3. Prepare, publish, and execute detailed base-level plans outlining reorganization procedures and tasks not included in this PPlan. Provide HQ USAFE/A5Z copies of all pertinent documents and changes.

MICHAEL A. SNODGRASS  
Brigadier General, USAF  
Director of Plans and Programs

Attachments

Annex A: Operations (A3)  
Annex B: Intelligence (A2)  
Annex C: Civil Engineering (A7C)  
Annex D: Logistics (A4)  
Annex E: Personnel (A1)  
Annex F: Comptroller (FM)  
Annex G: Manpower and Org (A5M)  
Annex J: Judge Advocate (JA)  
Annex K: Communications (A6)  
Annex M: Medical  
Annex Q: Public Affairs (PA)  
Annex T: Safety (SE)  
Annex W: Services (A7S)  
Annex X: Master Action Item Listing  
Annex Z: Distribution

Core Plan  
USAFE Program Plan 5075-05  
OPR: HQ USAFE/A5Z  
Date: XX Aug 05

## **ANNEX A: OPERATIONS (A3)**

1. **PURPOSE**: The purpose of this Programming Plan (PPlan) is to document the plan for activating the 38<sup>th</sup> Airlift Squadron.

2. **POLICY**: Guidance comes from the following sources:

2.1. AFI 10-201 Status of Resources and Training System

2.2. AFI 10-400 Aerospace Expeditionary Force Planning

2.3. AFI 10-403 Deployment Planning

2.4. AFMAN 10-401 Vol 1 OPLAN and CONPLAN Development and Implementation

2.5. AFMAN 10-402 Vol 2 Planning Formats and Guidance

### **3. CONCEPT OF OPERATIONS SUPPORT**

3.1. Changes to this annex will be submitted directly to USAFE/A5Z.

3.2. USAFE/A5Z is designated as the functional support unit for MAJCOM actions required under this annex to meet the objectives of this plan. USAFE/A3T designated as the office of primary responsibility (OPR) within the Air and Space Operations Directorate for this PPlan. Delegation of subordinate responsibilities will be designated in this annex or as determined by HQ USAFE/A3.

### **4. RESPONSIBILITIES**

4.1. USAFE, in conjunction with responsible staff agencies, will validate facility requirements in support of this PPlan.

### **5. ACTION PLAN**

<b>TASK ID</b>	<b>OPR/OCR</b>	<b>ACTION REQUIRED</b>	<b>START</b>	<b>COMPLETE</b>
A3-01	A3T	2.0 Crew Ratio Plus Up		
A3-02	A3T	ARC Integration Training Agreement		
A3-03	A3T	Determine Command and Control Relationships for new Organizational Structure		
A3-04	A3T	Build New DOC Statements		
A3-05	86 OG	Develop 38 AS Deployable Ops Equipment Listing		
A3-06	86 OG	Develop Organizational Plans for		

<b>TASK ID</b>	<b>OPR/OCR</b>	<b>ACTION REQUIRED</b>	<b>START</b>	<b>COMPLETE</b>
		the 3 Implementation Phases		
A3-07	CCG	Confirm New Validation of Delta Squadron Mission		
A3-08	CCG	Determine Future Delta Squadron Support From ARC		
A3-09	CCG	Arrange Longer Term Deployment of ARC Aircraft		

**6. OPR FOR THIS ANNEX:** Maj Brian Polser, USAFE/A3TV, 480-9363.  
 Unclassified e-mail: Brian.Polser@ramstein.af.mil.

SHERMAN F. MORGAN, Colonel, USAF  
 Chief, Air Operations and Training

Annex A  
 USAFE Program Plan 5075-05  
 OPR: USAFE/A3T  
 Date: 9 Aug 05

## **ANNEX B: INTELLIGENCE**

1. **PURPOSE:** The purpose of this Annex is to provide specific intelligence guidance needed as a result of the activation of the 38 AS, and to identify the intelligence requirements necessary to support both the 37 AS and 38 AS.

### 2. **POLICY:**

2.1. Guidance comes from the following sources:

2.2. E-mail from COMUSAFE to HQ USAFE/A3 dated 18 May 05, subject "C-130 BBP", which directed the activation of the 38 AS.

2.3 USAFE Programming Plan 5075-05

2.4 AFI 14-105, *Unit Intelligence Mission and Responsibilities*, 3 Jun 02

### 3. **CONCEPT OF INTELLIGENCE SUPPORT:**

3.1. Changes to this annex will be submitted directly to HQ USAFE/A2X.

3.2. HQ USAFE/A2 is designated as the functional support unit for MAJCOM actions required under this annex to meet the objectives of this PPlan. HQ USAFE/A2X is designated as the office of primary responsibility (OPR) within the Intelligence Directorate.

3.3. 86 OSS/IN is the office of corollary responsibility (OCR) and is the point of execution for all intelligence actions in direct support of the splitting of the 37 AS into two squadrons.

### 4. **RESPONSIBILITIES:**

4.1. HQ USAFE/A5Z is the OPR for this plan. As the project manager, A5Z will guide development, coordination, publication, and implementation of this plan and any other Project Task Force (PROTAF) documents (e.g., PROTAF conference summary reports, and program change requests) for this project.

4.2. 86 OSS/IN will:

4.2.1. Realign/reallocate personnel as necessary to provide intelligence briefings and mission planning support to the 37 AS and the 38 AS.

4.2.2. IAW AFI 14-105, provide all required intelligence briefings, products, and other intelligence support for airlift squadrons assigned to the 86 AW.

4.3. HQ USAFE/A2 will assist 86 OSS/IN as necessary in the initial implementation of all intelligence actions in support of this PPlan.

**5. ACTION PLAN:**

<b>TASK ID</b>	<b>OPR/OCR</b>	<b>ACTION REQUIRED</b>	<b>START</b>	<b>COMPLETE</b>
A2-1	86 OSS/IN USAFE/A2R USAFE/A2X	Identify suitable intelligence work location for the new squadron and ensure set-up of an efficient intelligence support capability, to include NIPRNET/SIPRNET communications capability	1 Jul 05	
A2-2	86 OSS/IN USAFE/A2X	Identify/realign intelligence manpower necessary to support both Airlift Squadrons	1 Jul 05	
A2-3	USAFE/A5M	If required, research/provide additional intelligence manpower as necessary	1 Jul 05	

**6. OPR FOR THIS ANNEX:** Mr. Dean De Jong, HQ USAFE/A2XX, 480-7286.  
Unclassified email: dean.dejong@ramstein.af.mil.

JAMES O. POSS, Colonel, USAF  
Director of Intelligence

Annex B  
OPR: USAFE/A2X  
Date: 6 Jun 05

## ANNEX C: CIVIL ENGINEERING (A7C)

1. **PURPOSE**: The purpose of this Programming Plan (PPlan) is to provide guidance for the activation of the 38<sup>th</sup> Airlift Squadron at Ramstein AB, Germany.

2. **POLICY**: Guidance comes from the following sources:

2.1. EUCOM Directive 61-4, Military Construction/Engineering in the USEUCOM AOR.

2.2. EUCOM Directive 80-1, Environmental Policies, Procedures, and Responsibilities.

2.3. EUCOM Directive 80-2, Environmental Executive Agent Remediation Policy.

### 3. **CONCEPT OF CIVIL ENGINEERING SUPPORT**

3.1. Changes to this annex will be submitted directly to USAFE/A7CP.

3.2. USAFE/A7C is designated as the functional support unit for MAJCOM actions required under this annex to meet the objectives of this plan. USAFE/A7C designated as the office of primary responsibility (OPR) within the Civil Engineer Division for this PPlan. Delegation of subordinate responsibilities will be designated in this annex or as determined by HQ USAFE/A7C.

### 4. **RESPONSIBILITIES**

4.1. USAFE, in conjunction with responsible staff agencies, will validate facility requirements in support of this PPlan.

4.2. 435 ABW and 86 AW will identify facility requirements and be responsible for ensuring all Civil Engineer actions required in this plan are complete.

### 5. **ACTION PLAN**

TASK ID	OPR/OCR	ACTION REQUIRED	START	COMPLETE
		<b>General</b>		
A7C-01	435 CEG	Identify Req'ts for and Develop New AMU Facility	XXXX	XXXX
A7C-02	435 CEG	Identify Req'ts for and Develop New 38 AS Facility	XXXX	XXXX
A7C-03	435 CEG	Renovate building	XXXX	XXXX
		<b>Real Property</b>		
A7C-04	435 CEG	Update DD Form 1354	XXXX	XXXX
		<b>Operations Flight</b>		

<b>TASK ID</b>	<b>OPR/OCR</b>	<b>ACTION REQUIRED</b>	<b>START</b>	<b>COMPLETE</b>
A7C-05	435 CEG	Update facility sign	XXXX	XXXX
		<b>Housing Flight</b>		
A7C-06	86 AW, 435 ABW, 435 CEG	Determine housing requirements for squadron commander. 86 AW and 435 ABW to determine if mission essential.	XXXX	XXXX

**6. OPR FOR THIS ANNEX:** Captain Kyle Brown, USAFE/A7C, 480-7251.  
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DAVE HOWE  
 Colonel, USAF  
 USAFE Civil Engineer

Annex C  
 USAFE Program Plan 5075-05  
 OPR: USAFE/A7C  
 Date: 9 Aug 05

## **ANNEX D: LOGISTICS (A4)**

1. **PURPOSE:** The purpose of this Programming Plan (PPlan) is to document the plan for activating the 38th Airlift Squadron at Ramstein AB, Germany.

1.1 This annex outlines the Directorate of Logistics (A4) actions to establish procedures, provide guidance, and assign responsibilities and time-phased actions to logistics functional areas for the 38 AS activation.

1.2 This plan provides a guide and checklist to assist major commands, numbered air forces (NAFs), and base level personnel in accomplishing functional relocation and mission change in an orderly, timely and coordinated manner. This plan is not intended to be all-inclusive; therefore, it should be modified to meet the specific needs of the annex relocation.

2. **POLICY:** Guidance comes from the following sources: Applicable DOD and AF Instructions will be identified as required in functional appendices.

3. **CONCEPT OF LOGISTICS SUPPORT:** Functional appendices follow for Distribution, Asset Management, International Logistics and Readiness, Munitions and Aircraft Maintenance.

4. **RESPONSIBILITIES:**

4.1. HQ USAFE/A4RI has primary responsibility within HQ USAFE/A4 for the successful implementation of the logistics elements of this PPlan. This annex will not be changed without the prior approval of A4RI. A4 functional reps will courtesy copy A4RI on key correspondence affecting logistics issues.

4.2 The core plan, this Annex and the time-phased actions contained in the plan are complementary. They must be used in conjunction to ensure identification and timing of the actions necessary for the successful execution of the plan.

4.3 Direct lines of communication are authorized and encouraged between HQ USAFE logistics staff, NAF, subordinate units, and other DoD Agencies to ensure effective completion of logistics actions. However, the chain of command will be followed to request policy clarification or additional support.

5. **ACTION PLAN:** See individual appendices.

6. **OPR FOR THIS ANNEX:** Maj William Cantrell, USAFE/A4RR, 480-7267.  
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William.cantrell@ramstein.af.smil.mil

Appendices:

1 — Distribution

- 2 — Asset Management
- 3 — Readiness and International Logistics
- 4 — Munitions
- 5 — Aircraft Maintenance

BRUCE C. BALBIN  
GS-14, DAF  
Deputy Chief, Logistics Readiness Division

Annex D  
USAFE Program Plan 5075-05  
OPR: USAFE/A4R  
Date: XX Aug 05

## **APPENDIX 1 TO ANNEX D (DISTRIBUTION)**

1. GENERAL: Appendix outlines actions required within the Distribution functional area for the activation of the 38th Airlift Squadron.

2. RESPONSIBILITIES:

2.1. USAFE/A4RD is responsible for developing, interpreting and promulgating DoD, AF, EUCOM and USAFE procedures and policies to USAFE units regarding cargo, personal property, passenger travel, supply and vehicle operations. Develops, coordinates and approves distribution requirements.

2.2. USAFE/A4RD will designate an individual to act as the functional point of contact for this PPlan.

3. CONCEPT OF SUPPORT/OPERATIONS: A new C-130 squadron will be activated using resources from the current 37<sup>th</sup> Airlift Squadron.

4. KEY ASSUMPTIONS: N/A

5. ACTIONS REQUIRED:

TASK ID	OPR/OCR	PPLAN ACTION REQUIRED	START	FINISH

6. OPR FOR THIS APPENDIX: USAFE/A4RD

## **APPENDIX 2 TO ANNEX D (ASSET MANAGEMENT)**

1. GENERAL: Appendix outlines actions required within the Asset Management functional area for the activation of the 38th Airlift Squadron.

### 2. RESPONSIBILITIES:

2.1. USAFE/A4RM is responsible to provide vehicle management, weapons systems, command equipment, war reserve material and fuels support.

2.2. USAFE/A4RM will designate an individual to act as the functional point of contact for this appendix.

3. CONCEPT OF SUPPORT/OPERATIONS: A new C-130 squadron will be activated using resources from the current 37<sup>th</sup> Airlift Squadron.

3.1. Vehicle requirements. The 37 AS vehicle control officer(s) will coordinate with the 435 VRS fleet managers to align current vehicle authorizations between the two squadrons. New vehicle requirements will require submission of AF Form 601 with justification to the 435 VRS.

3.2. Organization/shop code, SRAN designation and account identity

3.3. Control of accountable items required for operation

3.4. Procedures for Readiness Spares Package (RSP) authorization changes are contained in AFMAN 23-110, *USAF Supply Manual*.

3.4.1. The HQ USAF RSP Authorization Document, Volume 1, provides authorization for airborne RSP.

3.4.2. New authorizations and mission changes for Mobility Readiness Spares Packages (MRSP) will be carried in unfunded status until verification of funding/asset source. The responsibility to determine the total force requirement is with the lead command (AMC) in conjunction with HQ AFMC/LGRX. Once funding is approved through the POM, the lead command will inform HQ USAF/XOXW to have the authorizations moved to the funded section.

4. KEY ASSUMPTIONS: N/A

5. ACTIONS REQUIRED:

TASK ID	OPR/OCR	PPLAN ACTION REQUIRED	START	FINISH
A4R-01	A4RMW	Coordinate with HQ AF/XOXW and HQ		

		AFMC/LG to change the current 16 PAA MRSP into two 8 PAA MRSP kits. {The approved Designed Operational Capability (DOC) statement is required prior to sending request to AFMC}		
A4R-02	37 AS VCO / 435 VRS / 86 MXG	Conduct unit vehicle revalidation and realigned of assigned assets		
A4R-03	37 AS VCO / 435 VRS	Determine additional vehicle requirements and submit AF Forms 601 to fleet managers		

| 6. OPR FOR THIS APPENDIX: USAFE/A4RM

**APPENDIX 3 TO ANNEX D (READINESS AND INTERNATIONAL LOGISTICS)**

1. GENERAL: Appendix outlines actions required within the International Logistics and Readiness functional areas for the activation of the 38th Airlift Squadron.

2. RESPONSIBILITIES:

2.1. HQ USAFE/A4RR is responsible for developing, interpreting and promulgating DoD, AF, EUCOM and USAFE procedures and policies to USAFE units regarding Logistics Deployment and Readiness Programs. Programs include: Deployment Policies and Procedures; Personnel Readiness; LOGMOD Management; Exercises and Training; AEF Posturing, Tasking, and Reporting Management; Status of Resources and Training System (SORTS) and future basing activities to include theater transformation, unit mission changes, base closures and site activations.

2.1.1. The A4RR POC for this appendix will be the same as the overall Annex D POC.

2.2. USAFE/A4RI is A4 lead for International Logistics, Foreign Military Sales (FMS) and Future Basing logistics programs. They will execute oversight to facilitate international logistics activities within EUCOM AOR and serve as USAFE focal point for logistics matters affecting NATO and other partners.

2.2.1. USAFE/A4RI will designate an individual to act as the functional point of contact for this appendix (if required).

3. CONCEPT OF SUPPORT/OPERATIONS: A new C-130 squadron will be activated using resources from the current 37<sup>th</sup> Airlift Squadron.

3.1. Base reception support for aircraft/personnel/equipment

3.2. Deployment support for aircraft/personnel/equipment

3.3. The 37 AS is assigned as part of the 86 FW and will not need to enter into a Support Agreement.

4. KEY ASSUMPTIONS: N/A

5. ACTIONS REQUIRED:

<b>TASK ID</b>	<b>OPR/OCR</b>	<b>ACTION REQUIRED</b>	<b>START</b>	<b>COMPLETE</b>

6. OPR FOR THIS APPENDIX: USAFE/A4RR, A4RI

## **APPENDIX 4 TO ANNEX D (MUNITIONS)**

1. GENERAL: Appendix outlines actions required within the Munitions functional area for activating the 38th Airlift Squadron (38 AS) at Ramstein AB, Germany.

2. RESPONSIBILITIES: Assess impact of additional training missions on annual munitions allocation requirements and current capabilities of the 37 AS to determine future needs.

3. CONCEPT OF SUPPORT/OPERATIONS: The 435 Munitions Squadron will transfer their two PEC coded C-130 positions to the 86 Maintenance Squadron. These personnel will be responsible to support all munitions requirements for assigned aircraft.

4. KEY ASSUMPTIONS: Additional manpower is required to ensure the proper support to the two C-130 squadrons, both during home station and deployment operations. Based on joint USAFE/A4W and USAFE/A5MR discussions, an additional plus-up of 10 each AFSC: 2W0X1 Munitions Maintenance personnel are required to meet new mission requirements. This is based on the AMC Simulated Maintenance and Requirements Tool (SMART) Sheet (provided by Mr. Wilsing, as of 1 Sep 03), stating six 2W0X1 positions are earned per C-130 aircraft squadron. This drives the total 2W0X1 manpower requirement to 12 positions to be funded and aligned within the 86 Maintenance Squadron.

### 5. ACTIONS REQUIRED:

TASK ID	OPR/OCR	PPLAN ACTION REQUIRED	START	FINISH
A4W-01	USAFE/A5M USAFE/A4WC	Obtain 10 additional 2W0s to support the 86 AW C-130 mission, per AMC Simulated Maintenance and Requirements Tool (SMART) Sheet.		
A4W-2	USAFE/A3T	Verify munitions training allocations will support the increased crew ratio using the Ready Aircrew Forecasting Tool (RAFT) and take appropriate as required.		
A4W-3	USAFE/A4R 435 MUNS 86 MXS USAFE/A4WC	Determine required types/numbers and transfer existing vehicle authorizations earned to support two C-130 squadrons with countermeasures to the 86 MXS Vehicle Authorization Listing (VAL). Increase VAL to meet new mission requirements.		
A4W-4	435 MUNS 86 MXS USAFE/A4WC	Update all Munitions-related publications.		
A4W-5	435 MUNS	Establish Host-Tenant agreements to define		

	86 MXS	relationships and responsibilities between the 435 MUNS and 86 MXS.		
A4W-6	USAFE/A5M USAFE/A4WC	Transfer two C-130 PEC code personnel from the 435th MUNS to the 86 MXS.		
A4W-7	USAFE/A4WC	Update AFWUS to reflect manpower changes.		
A4W-8	86 MXS	Establish munitions supply point with 435 MUNS until DODAAC is established.		
A4W-9	86 MXS 435 MUNS	Provide required computers to support CAS access and munitions related functions.		
A4W-10	435 MUNS, 86MXS, A4R, A4W	Transfer Munitions Materiel Handling Equipment need to support C-130 mission from the 435 MUNS to the 86MXS.		
A4W-11	A4W	Request a DODAAC for the 86 MXS munitions function.		
A4W-12	A4W	Request a DODAAC for the 86 MXS munitions function.		
A4W-13	435 MUNS	Separate Squadron Munitions Accounts		

6. OPR FOR THIS APPENDIX: SMSgt Forbes, USAFE/A4W, 480-5524

## **APPENDIX 5 TO ANNEX D (AIRCRAFT MAINTENANCE)**

1. GENERAL: Appendix outlines actions required within the Aircraft Maintenance functional area for the activation of the 38th Airlift Squadron.
2. RESPONSIBILITIES: Assess ability to support and degree of support to be offered to aircraft within the 37 AS and 38 AS.
3. CONCEPT OF SUPPORT/OPERATIONS: A new C-130 squadron will be activated using resources from the current 37<sup>th</sup> Airlift Squadron.
4. KEY ASSUMPTIONS: N/A
5. ACTIONS REQUIRED: Re-evaluate DOC Statements. Evaluate equipment, vehicle, and personnel requirements for new AMU. Source for required equipment. POM for funded manning positions.

TASK ID	OPR/OCR	PPLAN ACTION REQUIRED	START	FINISH
A4M-01	A4M	POM Additional Maintenance Manpower		
A4M-02	A4M	Determine Maintenance Support Requirement for 2-ship ARC aircraft package		
A4M-03	86 MXG, A4M, A4R	Determine Required Tools/Equipment		
A4M-04	86 MXG, A4R, 435 LRS	Determine AMU Vehicle Plus up		

6. OPR FOR THIS APPENDIX: USAFE/A4M

## **ANNEX E: PERSONNEL**

### **1. PURPOSE:**

1.1. This annex outlines personnel actions associated with the basic plan. Deviations in other functional areas may necessitate adjustments to planned personnel actions.

1.2. All personnel actions must be conducted according to the schedule in this document. Changes to this annex require HQ USAFE/A1AX approval. The Chief, Military Personnel Management & Force Development Division (A1A), is the focal point within HQ USAFE/A1 for this plan.

### **2. REFERENCES:**

2.1. Core Plan.

2.2. All appropriate Air Force, DoD, and Office of Personnel Management (OPM) Regulations, directives, and Instructions, and Titles 5, 10, and 32 United States Code.

### **3. OBJECTIVES:**

3.1. This annex identifies personnel actions required to support the activation of the 38<sup>th</sup> Airlift Squadron and related actions. Day-to-day mission activities are to continue while implementation of this PPlan is underway.

3.2. HQ USAFE/A1A will initiate military reassignment actions, direct temporary duty (TDY) to meet short-range needs, and/or request diversion actions to meet changing needs and generate actions to reassign surplus personnel, if required. When reassignment of Air Force personnel is involved, assignment notification will be provided at the earliest possible date. However, due to the nature of this program, normal lead-time for assignment notification and orders publication may not be possible. Any specific actions, if any, are contained in paragraph 5 below.

3.3. HQ USAFE Chief, Civilian Personnel and Personnel Resources Division (A1C) and/or local civilian personnel representative will coordinate/consult with labor representatives (unions and/or works councils), to provide advance notification of this plan, as required. In the event it is necessary to fill new civilian requirements, these positions will be filled through applicable host-nation labor laws and Federal personnel regulations. Should it become necessary to fill positions where skills are not readily available, 120-180 days may be required to recruit CONUS personnel in the case of US civilian hires. Specific requirements, if any, are in paragraph 5 below.

3.4. Other divisions within HQ USAFE/A1 will initiate, assist or accomplish actions necessary to implement this plan. Any special tasks are listed in paragraph 5 below.

#### **4. ASSUMPTIONS:**

4.1. Wing implementation actions will be accomplished with existing authorized personnel resources. In the event additional personnel resources or backfills are required, current quarter + 2 rules apply for acquiring a fill.

4.2 . There will be no reductions in US or local national end strength due to implementation of this plan without prior coordination by USAFE/A1. Every effort will be made to minimize adverse impacts on both military members and civilian employees.

4.3. Military Personnel Flight servicing for each of the affected organizations will not change as a result of this implementation.

**5. RESPONSIBILITIES AND ACTIONS:** USAFE/A1A, as the OPR for this annex, will:

5.1. Appoint an OPR to serve as the single point of contact for matters relating to this PPlan.

5.2. Develop and/or modify personnel policies, programs, or data systems, as appropriate, to facilitate wing restructuring process according to the Core Plan timelines.

5.3. Provide assistance and guidance on military move actions and assignment policies and procedures (if applicable).

5.4. Oversee assignment flow to avoid any unnecessary use of Permanent Change of Station (PCS) funds (if applicable).

5.5. Provide assistance, guidance and direction to subordinate organizations on the overall management of OES/EES issues. Procedures and responsibilities as outlined in AFI 36-2406, *Officer and Enlisted Evaluation System*, remain in effect.

5.5.1. Officer and Enlisted Performance Reports (OPRs/EPRs). Change of Rating Official (CRO) actions will occur. Normal CRO procedures as outlined in AFI 36-2406 apply.

5.5.2. Promotion Recommendation Process. The implementation will occur at wing level and below. There will not be an impact on SRID realignment.

5.6. Awards and Decorations Program. The implementation itself will not generate a requirement for an award or decoration. Normal processing of decorations should continue IAW procedures outlined in AFI 36-2803, *The Air Force Award and Decorations Program*. Awards and decorations will be processed to reflect the correct organizational nomenclature (name) as of the respective reorganization date of the organization as reflected on the G-series orders. Annual awards using calendar year

inclusive dates should use the original wing nomenclature for submissions due to the preponderance of time in the year.

5.7. In/Out Processing Actions. In and out processing actions will be required as a result of the reorganization. Normal PCA procedures as outlined in AFI 36-2102, *Base-Level Relocation Procedures*, apply.

5.8. Inform Civilian Personnel flights (CPF) and Military Personnel Flights (MPFs) affected by this Plan and provide appropriate guidance and assistance, if required.

**6. IMPLEMENTATION AND CHANGES:**

6.1. Annex E is authoritative and directive in nature.

<b>TASK ID</b>	<b>OPR</b>	<b>ACTION REQUIRED</b>	<b>START</b>	<b>COMPL ETE</b>
A1-1	A1CP	Coordinate with base-level CPO to ensure civilian personnel actions are completed to align affected personnel under new organization (if applicable)	Upon Approved OCR	TBD
A1-2	A1PFS	Update PAS codes upon receipt of AF Form 1726 from USAFE/A5M	Upon Approved OCR	TBD
A1-3	A1PFS	Coordinate with base-level personnel to ensure local PAS table updates in MilPDS, DCPDS, and PC-III are effective	Upon Approved OCR	TBD
A1-4	A1PFS	Coordinate with base-level personnel to ensure military personnel actions are completed to align affected personnel under new organization	Upon Approved OCR	TBD
A1-5	A1AX	Review new PAS codes to ensure correct alignment under SRIDs, as necessary.	Upon Approved OCR	TBD

DENNIS J. DEGRAFF, Colonel, USAF  
Acting Director, USAFE/A1

**(U) ANNEX F: FINANCIAL MANAGEMENT/COMPTROLLER**

1. (U) **PURPOSE:** Establish procedures, provide guidance, and assign responsibilities for financial management and comptroller support associated with the implementation of this PPlan.

2. (U) **POLICY/REFERENCES:** All financial management and comptroller actions will be accomplished according to the policies contained in the following references:

- 2.1. (U) AFI 65-601, Vol 1, Budget Guidance and Procedures
- 2.2. (U) AFI 65-601, Vol 2, Budget Management for Operations
- 2.3. (U) AFI 65-604, Appropriation Guidance
- 2.4. (U) DFAS-DE 170-5, Responsibility Center/Cost Center Guidance
- 2.5. (U) DFAS-DE 7010.1R, General Accounting and Finance Systems at Base Level
- 2.6. (U) Joint Federal Travel Regulations
- 2.7. (U) Joint Travel Regulations
- 2.8. (U) DFAS-DEM 7073-1, Defense Joint Military Pay System
- 2.9. (U) DOD FMR, Vol 7a, Military Pay and Procedures
- 2.10. (U) DOD FMR, Vol 5, Disbursing Policy and Procedures

3. (U) **CONCEPT OF OPERATIONS:** HQ USAFE/FM will actively work with the Defense Finance and Accounting Service (DFAS) Limestone Center in addressing all the Financial Management and Comptroller issues and impacts of this PPlan to ensure a smooth, accurate and complete transfer.

4. (U) **RESPONSIBILITIES:** HQ USAFE/FM will serve as the principal point of contact for all financial management and comptroller issues associated with this plan.

5. (U) **ACTIONS:**

5.1. (U) HQ USAFE/FM: The HQ USAFE Comptroller will monitor headquarters' financial status of the PPlan implementation.

5.2. (U) HQ USAFE/FMA: The USAFE Financial Analysis (FMA) Office will:

5.2.1. (U) Coordinate all actions necessary to transfer current-year and prior-year funding, if necessary, in coordination with 86 AW/FM.

5.2.2. (U) Work with DFAS and FMF to affect accounting coding structure changes.

**PLAN OF ACTION**

TASK ID	OPR	ACTION ITEM	ACTIONS REQUIRED	START	FINISH
FM-01	86 AW/FM HQ USAFE/FME	Develop Accounting Processes and	86 AW/FM establish RC/CCs (Responsibility Center/Cost Code), ensure BPNs (Business	TBD	IOC

TASK ID	OPR	ACTION ITEM	ACTIONS REQUIRED	START	FINISH
		Procedures	Partner Number), supply accounts, travel manager, and GPC (Government Purchase Card) program are ready to go for 38 AS.		
FM-02	86 AW/FM USAFE/FMA	Develop Budget Processes and Procedures	86 AW/FM establish RMS (Resource Management System) training for new CCMs (Cost Center Manager) in 38 AS, address future funding streams via FY08 POM, as well as, gap funding streams for FY06-FY07. Also, 86 AW/FM tailor Flying Hour Program (FHP) to address ARC (Air Reserve Component: ANG, USAR) augmentation. Finally, 86 AW/FM consolidate and internally coordinate unfunded requirements (I.e. personnel, facilities, signs, hats, badges, IEU items, Comm, equipment, supplies, transformation TDYs) ISO 38 AS standup, while ensuring FHP items are correctly identified as such. 86 AW does not have appropriated funding for this effort (BA01).	TBD.	FOC
FM-03	86 AW/FM HQ USAFE/FMA	Financial MOU with ARC	86 AW/FM determine bill ownership given ARC augmentation and facilitate MOU with ARC.	TBD	IOC

6. (U) **OPR FOR THIS ANNEX:** Capt David Noegel, HQ USAFE/FMAO, DSN 480-6485. Unclassified email; david.noegel@ramstein.af.mil.

ROBERTA R. LOWE, Colonel, USAF  
Chief, Financial Analysis Division

## **ANNEX G: MANPOWER AND ORGANIZATION (A5M)**

**1. OBJECTIVE:** Outline the manpower and organization actions necessary to support the activation of the 38<sup>th</sup> Airlift Squadron using resources from the 37<sup>th</sup> Airlift Squadron at Ramstein AB, Germany.

**2. POLICY:** The following references will aid in accomplishing anticipated manpower and organization actions:

- 2.1. Air Force Policy Directive (AFPD) 38-1, Organization
- 2.2. Air Force Instruction (AFI) 38-101, Air Force Organization
- 2.3. AFI 38-201, Determining Manpower Requirements
- 2.4. AFI 38-204, Programming USAF Manpower
- 2.5. AFI 65-503, US Air Force Cost and Planning Factors, Table A36.1
- 2.6. Air Force Manual (AFMAN) 38-208 Vol 1, Air Force Management Engineering Process (MEP)
- 2.7. AFMAN 38-208 Vol 2, Air Force MEP - Quantification Tools
- 2.8. AFMAN 38-208 Vol 3, Air Force MEP - Logistics Composite Model (LCOM)
- 2.9. Air Force Manpower Standard (AFMS) XXX0, Squadron Commander's Support Staff
- 2.10. AFMS 21B1/21E1, Maintenance Operations Flight/Current Operations Flight (Maint)
- 2.11. AFMS 23F1, Aerospace Ground Equipment (AGE)
- 2.12. HQ ACC, C-130 LCOM March 1998

**3. RESPONSIBILITIES:** USAFE/A5M is the principal point of contact (POC) for manpower and organizational issues. USAFE/A5MPO is the principle POC for organizational issues. USAFE/A5MR is the principle POC for authorization changes/transfers on the Unit Manpower Document (UMD). The 435 MSS/MOF will submit an Organizational Change Request (OCR) to reflect the organizational structure. USAFE/A5MRM and the 435 MSS/MOF will collaborate to identify offsets within the command and build the Authorized Change Request (ACR). USAFE/A5MR will staff

ACR through USAFE career field managers and USAFE/A1A before final implementation.

**4. ACTIONS REQUIRED:**

<b>TASK ID</b>	<b>OPR/OCR</b>	<b>PPLAN ACTION REQUIRED</b>	<b>START</b>	<b>FINISH</b>
A5M-01	435 MOF	Submit OCR to A5M		13-Jun-05
A5M-02	A5MPO	Review and Coord OCR through 2 ltr	13-Jun-05	17-Jun-05
A5M-03	A5MPO	Submit Final OCR to Air Staff for Approval	20-Jun-05	20-Aug-05
A5M-04	A5MRM	Identify Maintenance Manpower for 38 AMU	3-Jul-05	15-Jul-05
A5M-05	A5MRM	C-130 2.0 Crew Ratio Breakout	27-Jul-05	27-Jul-05
A5M-06	A5MRM	86 AW Safety AFMS Price out		1-Sep-05
A5M-07	A5MRM	Review, Staff and Finalize ACR		1-Oct-05
A5M-08	A5M/A3T	Aircrew Prefix Validation	TBD	
A5M-09	A5MRM	CEA Stan/Eval Chief Replacement	TBD	
A5M-10	A5MPO	Receive Air Staff OCR Approval	TBD	
A5M-11	A5MPO	Request DAF Letter	TBD	
A5M-12	A5MPO	Receive DAF Letters	TBD	
A5M-13	A5MPO	Develop G-Series Orders for New Squadron	TBD	
A5M-14	435 MSS/MOF	Update 86 AMXS UMD		15-Sep-05
A5M-15	435 MSS/ 37 AS	Determine Appropriate 37 AS/38 AS Grade Structure		15-Sep-05
A5M-16	435 MSS/MO	ACR Unfunded Adjutant Removal		15-Sep-05
A5M-17	435 MSS/MO	86 OSS Weapons and Tactics AFMS Reapplication		1-Oct-05
A5M-18	435 MSS/MO	86 OSS Intelligence AFMS Reapplication		1-Oct-05
A5M-19	435 MSS/MO	2A5X1 7 Skill Level Prod Super Population Review	TBD	

**5. OPR FOR THIS ANNEX:** Capt Paul Graddon and Ms. Marisa Clay, HQ USAFE/A5MRM, 480-6605.

ANTHONY L. HENDERSON, Lt Col, USAFE  
Chief, Manpower and Organization Division

Annex G  
USAFE Program Plan 5075-05  
OPR: USAFE/A5MRM  
Date: 5 Aug 2005

## **ANNEX K: COMMUNICATIONS AND INFORMATION SYSTEMS (A6)**

1. **PURPOSE:** The purpose of this Programming Plan (PPlan) annex is to provide guidance and direct the necessary actions to provide communications support for activating the 38th Airlift Squadron at Ramstein AB, Germany.

### 2. **POLICY:**

2.1. The focal point for management of all communications and information systems matters relating to this PPlan Annex is HQ USAFE/A6X. An information copy of all correspondence concerning this Annex will be provided to HQ USAFE/A6X.

2.2. The basic plan and this annex are complementary. They must be used together to ensure timely completion of required action.

2.3. Direct coordination among all staffs is encouraged to ensure effective, timely completion of all tasks.

2.4. Requests to change this annex and all correspondence relative to communications and information systems requirements must be routed through HQ USAFE/A6XP, DSN 480-2242.

2.5. Each OPR will review program requirements, initiate actions, resolve problems within their respective areas, and report actions to HQ USAFE/A6X.

2.6. Execution of all actions and decisions will be made at the lowest possible level.

### 3. **CONCEPT OF COMMUNICATIONS SUPPORT**

3.1 Communications and information systems support will be provided by the 435 CS.

3.2 HQ USAFE/A6X is designated as the functional support unit for MAJCOM actions required under this annex to meet the objectives of this plan. HQ USAFE/A6XP is designated as the office of primary responsibility (OPR) within the Communications Directorate for this Annex. Delegation of subordinate responsibilities will be designated in this annex or as determined by HQ USAFE/A6.

### 4. **RESPONSIBILITIES**

4.1 HQ USAFE/A6, in conjunction with responsible staff agencies, will validate communications requirements in support of this Annex.

4.2. 435 CS project manager (PM) will coordinate with 37 AS and 38 AS to identify and document communications requirements and ensure all Communications and Information Systems actions required are completed.

4.3 All user organizations will be responsible for identifying necessary communications and information system support to 435 CS via the established communications requirements process.

4.4 HQ USAFE/FMA will be responsible for providing funding as required.

5. **ACTIONS REQUIRED**

<b>TASK ID</b>	<b>OPR/OCR</b>	<b>PPLAN ACTION REQUIRED</b>	<b>START</b>	<b>FINISH</b>
A6-01	435 CS	Identify 435 CS POC for 38 AS stand up	1 Sep 05	15 Sep 05
A6-02	38 AS, 38 AMU/435 CS, CPTS	Identify comm. equipment requirements needed by the 38 AS/AMU	1 Sep 05	Trigger Point Dependent
A6-03	435 CS/38 AS, 38 AMU	Establish accounts for the 38 AS/AMU	1 Mar 06	Trigger Point Dependent
A6-04	38 AS, 38 AMU/435 CS	Change the GAL for members of the 38 AS/AMU formerly assigned to different squadrons.	1 Mar 06	Trigger Point Dependent
A6-05	435 CS/38 AMU	Establish LMR net and frequency for AMU use	1 Sep 06	Trigger Point Dependent

6. **OPR FOR THIS ANNEX:** Capt David Allen, HQ USAFE/A6XP, 480-2242.  
Unclassified e-mail: david.allen-02@ramstein.af.mil.

STEVEN J. SPANO  
Colonel, USAF  
USAFE Director of Communications and Information

Annex K  
USAFE Program Plan 5075-05  
OPR: HQ USAFE/A6XP  
Date: 26 Jul 05

## **ANNEX M: MEDICAL**

**1. PURPOSE** This annex outlines responsibilities to ensure the smooth implementation of medical program management responsibilities in support of the HQ USAFE programming plan **5075-05** Activating the 38<sup>th</sup> Airlift Squadron.

### **2. POLICY**

2.1. HQ USAFE/SG is designated as the functional support unit for MAJCOM actions required under this annex to meet objectives of this PPLAN. HQ USAFE/SGP is designated as the office of primary responsibility (OPR) within the Surgeon General Directorate for this PPLAN. Delegation of subordinate responsibilities will be designated in this annex or as determined by HQ USAFE/SG. Any changes, additions, or deletions to this annex must be coordinated through USAFE/SG prior to approval or implementation.

2.2. References:

2.2.1. AFI 48-149 Squadron Medical Elements

2.2.2. AFPD 48-1 Aerospace Medical Program

2.2.3. AFI 48-101 Aerospace Medical Operations

**3. CONCEPT OF MEDICAL SUPPORT** This annex outlines the concept of support required to the USAFE PPlan **5075-05** to ensure continuous medical support for the 37 AS as well as the proposed new squadron. Principle to the support is to ensure both squadrons have resourced a Squadron Medical Element. This annex delineates responsibilities and assigns tasks to appropriate OPRs to ensure medical support is not degraded. Execution of all actions and decisions will be at the lowest possible level. All OPRs assigned action items are responsible for completing them unless otherwise stated in this plan.

### **4. RESPONSIBILITIES**

4.1. USAFE/SG will:

4.1.1. Monitor the implementation of the PPLAN and provide guidance as needed to ensure the smooth implementation of SMEs in both new squadrons.

4.1.2 Provide general assistance to 86 AW, as requested, to facilitate implementation of the new SMEs.

4.2. USAFE/A5M

4.2.1 Will ensure manpower positions for SME personnel will be created for both squadrons, to include one officer, and two technicians.

<b>TASK ID</b>	<b>OPR/OCR</b>	<b>PPLAN ACTION REQUIRED</b>	<b>START</b>	<b>FINISH</b>
SG-01	A4	Identify Equipment Package for Squadron Medical Element		

4.3. 435 AMDS will:

4.3.1. Provide professional oversight of SME personnel in garrison, IAW 48-149.

**5. OPR FOR THIS ANNEX:** Col Vincent Michaud, HQ USAFE/SGP, 480-6757.  
Unclassified email: [usafe.sgp@ramstein.af.mil](mailto:usafe.sgp@ramstein.af.mil) .

MARK A. EDIGER, Colonel, USAF, MC, CFS  
Command Surgeon

Annex M  
USAFE Program Plan 5075-05  
OPR: USAFE/SG  
Date: 9 Jun 05

## **ANNEX Q: PUBLIC AFFAIRS (PA)**

**1. PURPOSE:** Program tasks and provide PA guidance for the activation of the 38 AS using resources from the 37 AS at Ramstein AB, Germany.

### **2. POLICY:**

2.1. USAFE Public Affairs will be the focal point for external and internal communication actions regarding the activation of the 38 AS at Ramstein AB, Germany. Significant public affairs issues will be coordinated with 86 AW/PA and EUCOM/PA, as appropriate.

2.2. 86 AW/PA will be the focal point for public affairs actions concerning operational issues of the flying squadrons after the split.

2.3 All activities in support of the basic plan will be in consonance with all pertinent DoD, USEUCOM, US Air Force and USAFE directives, specifically AFI 35-101 with USAFE supplements.

2.4. PA Posture: General guidance is active.

### **3. CONCEPT OF SUPPORT:**

3.1. HQ USAFE Directorate of Public Affairs will provide public affairs support and guidance to 86 AW/PA and all USAFE directorates associated with this plan.

### **4. RESPONSIBILITIES:**

#### **4.1. HQ USAFE/PA will:**

4.1.1. Coordinate with USAFE staff to obtain timely guidance regarding the activation of the 38 AS.

4.1.2. Provide PA guidance to all affected units.

4.1.3. Facilitate PA issues for USAFE directorates.

4.1.4. Inform EUCOM Public Affairs about the activation of the 38 AS and any significant PA issues.

4.1.5. Perform initial external PA actions for the activation of the 38 AS, to include initial public release and response to media queries.

#### **4.2. 86 AW/PA will:**

- 4.2.1. Provide internal communication support for the activation of the 38 AS at Ramstein AB, Germany, to include coordination for coverage in base newspaper.
- 4.2.2. Provide public affairs support to two flying squadrons commensurate with what is provided to other organizations at Ramstein AB, Germany.
- 4.2.3. Ensure accurate and timely information is released, as required, to internal publics in support of command information goals and to conduct effective rumor control efforts.
- 4.2.4. Ensure an appropriate level of accurate and timely information is provided to external media and local area community leaders.
- 4.2.5. Provide stories, photos and news releases to HQ USAFE/PA if deemed appropriate.
- 4.2.6. Prepare an after-action report highlighting successes, problems and specific lessons learned. Include supporting documentation. Submit to USAFE/PA for retention and feedback use.

## 5. ACTION PLAN

TASK ID	OPR/OCR	PPLAN ACTION REQUIRED	START	FINISH
PA-1	USAFE/PA; 86 AW/PA	Provide PA support for activation of 38 AS at Ramstein AB, Germany, to include initial public release and media escorts (as needed).	30 days prior to activation/standup	TBD
PA-2	86 AW/PA	Inform internal audiences of 38 AS activation, to include coverage in Ramstein base newspaper and USAFE News Service.	30 days prior to activation/standup	TBD

6. **OPR FOR THIS ANNEX:** SMSgt Stefan Alford, USAFE/PAR, DSN 480-7723 and e-mail [Stefan.alford@ramstein.af.mil](mailto:Stefan.alford@ramstein.af.mil)

SUSAN E. STREDNANSKY, Colonel, USAF  
Director of Public Affairs

Annex Q  
USAFE Program Plan 5075-05  
OPR: USAFE/PA  
Date: 3 Jun 05

## **ANNEX T: SAFETY**

**1. PURPOSE** This annex outlines responsibilities to ensure the smooth implementation of safety program management responsibilities in support of the 38<sup>th</sup> Airlift Squadron activation at Ramstein AB, Germany.

### **2. POLICY**

2.1. HQ USAFE/SE is designated as the functional support unit for MAJCOM actions required under this annex to meet objectives of this PPLAN. HQ USAFE/SEF is designated as the office of primary responsibility (OPR) within the Safety Directorate for this PPLAN. Delegation of subordinate responsibilities will be designated in this annex or as determined by HQ USAFE/SE. Any changes, additions, or deletions to this annex must be coordinated through USAFE/SE prior to approval or implementation.

#### 2.2. References:

2.2.1. All 91 series AFIs and AFMANs with command supplements related to ground, flight, and weapons safety will apply.

2.2.2. AFI 38-101, Air Force Organizations

2.2.3. AFI 90-901, Operational Risk Management

2.2.4. AFMS 106 A, Manpower Standard

2.2.5. Air Force Records and Disposition Schedule in WEB-RIMS

**3. CONCEPT OF SAFETY SUPPORT** This annex outlines the concept of support required for the 38<sup>th</sup> Airlift Squadron activation to ensure continuous program management remains intact with the 86 AW/SE. This annex delineates responsibilities and assigns tasks to appropriate OPRs to ensure safety support is not degraded. Execution of all actions and decisions will be at the lowest possible level. All OPRs assigned action items are responsible for completing them unless otherwise stated in this plan. In the event of deactivation of Numbered Air Forces, AFEUR will assume responsibilities as outlined in this annex.

### **4. RESPONSIBILITIES**

#### 4.1. USAFE/SE will:

4.1.1. Monitor the implementation of the PPLAN and provide guidance as needed to ensure the smooth implementation of the 38<sup>th</sup> Airlift Squadron activation.

4.1.2 Provide general assistance to 86 AW/SE, as requested, to facilitate implementation of the 38<sup>th</sup> Airlift Squadron activation.

4.3. 86 AW/SE will:

4.3.1. Review, validate, and reallocate manning authorizations as necessary as mission evolves to ensure manning meets mission requirements.

TASK ID	OPR/OCR	PPLAN ACTION REQUIRED	START	FINISH
SE-1	SE	Review and validate Safety manning requirements	1 Aug 05	TBD

**5. OPR FOR THIS ANNEX Maj Alan Hull, HQ USAFE/SEF, 480-6668.**  
Unclassified email: alan.hull@ramstein.af.mil.

J L BRIGGS, Colonel, USAF  
Director of Safety

Annex T  
USAFE Program Plan 5075-05  
OPR: USAFE/SE  
Date: 8 Aug 05

**ANNEX X: MASTER ACTION ITEM LISTING**

Action Item Number	OPR	Title
A3-01	A3T	2.0 Crew Ratio Plus Up
A3-02	A3T	ARC Integration Training Agreement
A3-03	A3T	Determine Command and Control Relationships for new Organizational Structure
A3-04	A3T	Build New DOC Statements
A3-05	86 OG	Develop 38 AS Deployable Ops Equipment Listing
A3-06	86 OG	Develop Org Plans for 3 Implementation Phases
A4-07	CCG	Confirm New Validation of Delta Squadron Mission
A3-08	CCG	Determine Future Delta Squadron Support From ARC
A3-09	CCG	Arrange Longer Term Deployment of ARC Aircraft
A2-1	86 OSS/IN USAFE/A2R USAFE/A2X	Identify suitable intelligence work location for the new squadron and ensure set-up of an efficient intelligence support capability, to include NIPRNET/SIPRNET communications capability
A2-2	86 OSS/IN USAFE/A2X	Identify/realign intelligence manpower necessary to support both Airlift Squadrons
A2-3	USAFE/A5M	If required, research/provide additional intelligence manpower as necessary
A7C-01	435 CEG	Identify Req'ts for and Develop New AMU Facility
A7C-02	435 CEG	Identify Req'ts for and Develop New 38 AS Facility
A7C-03	435 CEG	Renovate building
A7C-04	435 CEG	Update DD Form 1354
A7C-05	435 CEG	Update facility sign
A7C-06	86 AW, 435 ABW, 435 CEG	Determine housing requirements for squadron commander. 86 AW and 435 ABW to determine if mission essential.
A4R-01	A4RMW	Coordinate with HQ AF/XOXW and HQ AFMC/LG to change the current 16 PAA MRSP into two 8 PAA MRSP kits. {The approved Designed Operational Capability (DOC) statement is required prior to sending request to AFMC}
A4R-02	37 AS VCO / 435 VRS / 86 MXG	Conduct unit vehicle revalidation and realigned of assigned assets
A4R-03	37 AS VCO / 435 VRS	Determine additional vehicle requirements and submit AF Forms 601 to fleet managers
A4W-01	USAFE/A5M USAFE/A4WC	Obtain 10 additional 2W0s to support the 86 AW C-130 mission, per AMC Simulated Maintenance and Requirements Tool (SMART) Sheet.

A4W-2	USAFE/A3T	Verify munitions training allocations will support the increased crew ratio using the Ready Aircrew Forecasting Tool (RAFT) and take appropriate as required.
A4W-3	USAFE/A4R 435 MUNS 86 MXS USAFE/A4WC	Determine required types/numbers and transfer existing vehicle authorizations earned to support two C-130 squadrons with countermeasures to the 86 MXS Vehicle Authorization Listing (VAL). Increase VAL to meet new mission requirements.
A4W-4	435 MUNS 86 MXS USAFE/A4WC	Update all Munitions-related publications.
A4W-5	435 MUNS 86 MXS	Establish Host-Tenant agreements to define relationships and responsibilities between the 435 MUNS and 86 MXS.
A4W-6	USAFE/A5M USAFE/A4WC	Transfer two C-130 PEC code personnel from the 435th MUNS to the 86 MXS.
A4W-7	USAFE/A4WC	Update AFWUS to reflect manpower changes.
A4W-8	86 MXS	Establish munitions supply point with 435 MUNS until DODAAC is established.
A4W-9	86 MXS 435 MUNS	Provide required computers to support CAS access and munitions related functions.
A4W-10	435 MUNS, 86MXS, A4R, A4W	Transfer Munitions Materiel Handling Equipment need to support C-130 mission from the 435 MUNS to the 86MXS.
A4W-11	A4W	Request a DODAAC for the 86 MXS munitions function.
A4W-12	A4W	Request a DODAAC for the 86 MXS munitions function.
A4W-13	435 MUNS	Separate Squadron Munitions Accounts
A4M-01	A4M	POM Additional Maintenance Manpower
A4M-02	A4M	Determine Maintenance Support Requirement for 2-ship ARC aircraft package
A4M-03	86 MXG, A4R, A4M	Determine Required Tools/Equipment
A4M-04	86 MXG, A4R, 435 LRS	Determine AMU Vehicle Plus up
A1-1	A1CP	Coordinate with base-level CPO to ensure civilian personnel actions are completed to align affected personnel under new organization (if applicable)
A1-2	A1PFS	Update PAS codes upon receipt of AF Form 1726 from USAFE/A5M

A1-3	A1PFS	Coordinate with base-level personnel to ensure local PAS table updates in MilPDS, DCPDS, and PC-III are effective
A1-4	A1PFS	Coordinate with base-level personnel to ensure military personnel actions are completed to align affected personnel under new organization
A1-5	A1AX	Review new PAS codes to ensure correct alignment under SRIDs, as necessary.
A5M-01	435 MOF	Submit OCR to A5M
A5M-02	A5MPO	Review and Coord OCR through 2 ltr
A5M-03	A5MPO	Submit Final OCR to Air Staff for Approval
A5M-04	A5MRM	Identify Maintenance Manpower for 38 AMU
A5M-05	A5MRM	C-130 2.0 Crew Ratio Breakout
A5M-06	A5MRM	86 AW Safety AFMS Price out
A5M-07	A5MRM	Review, Staff and Finalize ACR
A5M-08	A5M/A3T	Aircrew Prefix Validation
A5M-09	A5MRM	CEA Stan/Eval Chief Replacement
A5M-10	A5MPO	Receive Air Staff OCR Approval
A5M-11	A5MPO	Request DAF Letter
A5M-12	A5MPO	Receive DAF Letters
A5M-13	A5MPO	Develop G-Series Orders for New Squadron
A5M-14	435 MSS/MOF	Update 86 AMXS UMD
A5M-15	435 MSS/ 37 AS	Determine Appropriate 37 AS/38 AS Grade Structure
A5M-16	435 MSS/MO	ACR Unfunded Adjutant Removal
A5M-17	435 MSS/MO	86 OSS Weapons and Tactics AFMS Reapplication
A5M-18	435 MSS/MO	86 OSS Intelligence AFMS Reapplication



## POC LIST

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<b>435 ABW</b>			
435 MSS/MOF	MSgt Mary Alvarado	Mary.alvarado@ramstein.af.mil	480-4493

**Column 2 – SOURCE**

Put in your organizational symbol (e.g., ACC/CEXX, AF/XOH, etc.).

**Column 3 – TYPE**

C – Critical (Contentious issue that will cause non-concurrence with publication)

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**Column 4 – PAGE****Column 5 – PARA****Column 6 – LINE**

Line number on the designated page that pertains to the comment,

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Comment on text in line-in-line-out format according to AFI 10-1301, *Air and Space Doctrine*. To facilitate adjudication of comments, copy complete sentences into the matrix so that it may not be necessary to refer back to the publication to understand the rationale for the change. Do not use Tools, Track Changes mode to edit the comments in the matrix. Include deleted material in the comment in the strike through mode (e.g., force protection ~~does not~~ rocks.). Add material in the comment with underlining (e.g., homeland operations includes both homeland defense and civil support). Do not combine separate comments into one long comment in the matrix, (i.e. 5 comments rolled up into one).

**Column 8 - RATIONALE**

Provide concise, objective explanation of the rationale for the comment.

