

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

**HEADQUARTERS AIR FORCE
MISSION DIRECTIVE 1-38**



21 JUNE 2021

Special Management

**DEPUTY CHIEF OF STAFF,
LOGISTICS, ENGINEERING AND
FORCE PROTECTION**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Major changes include the incorporation of revised AF/A4 governance processes and functional relationships. In addition, it updates references; updates organizational responsibilities; enhances certain descriptions to more accurately reflect pertinent references; and incorporates minor administrative changes for grammar and readability.

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**Attachment 3—STANDARD OPERATING PROCEDURES FOR THE DEPUTY CHIEF
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**Attachment 4—STANDARD OPERATING PROCEDURES FOR THE DEPUTY CHIEF
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1. Mission. The Deputy Chief of Staff (DCS), Logistics, Engineering and Force Protection (AF/A4), pursuant to 10 United States Code (USC) §§ 9031-9038, and as documented by [paragraph 4.3](#) of Air Force Mission Directive (AFMD) 1, *Headquarters Air Force*, and this Headquarters Air Force Mission Directive (HAFMD), assists the Secretary of the Air Force (SecAF), other Secretariat offices, and the Chief of Staff (CSAF) in carrying out the organizing, training, and equipping of personnel for all facets of Logistics, Engineering and Force Protection programs for the Department of the Air Force. The SecAF retains ultimate responsibility for all policies related to the Department of the Air Force. Within the AF/A4 area of responsibility, the DCS (AF/A4) prepares policies for approval and issues guidance and/or procedures via official Air Force publications to ensure implementation of those policies. The AF/A4 also assists the CSAF, pursuant to 10 USC § 151, *Joint Chiefs of Staff: composition; functions*, as a member of the Joint Chiefs of Staff (JCS). Per Department of the Air Force Guidance Memorandum to Department of the Air Force Instruction 33-360, *Publications and Forms Management*, DAFI33-360_DAFGM2020-01, this HAFMD applies to relevant support and assistance to the United States Space Force (USSF) unless separately provisioned by the USSF or through mutual coordination with the USSF.

2. Organizational Relationships. The SecAF is responsible for, and has all legal authority necessary to conduct, the affairs of the Department of the Air Force. The Secretariat, the CSAF and Air Staff offices, the CSO and Space Staff offices perform their Department of the Air Force functions subject to the authority, direction and control of the SecAF. There will be future updates to this publication as we evolve the Air Force-Space Force Service level support relationship.

2.1. The AF/A4 reports directly to the CSAF, but provides support to the SecAF, the Under Secretary of the Air Force, other Secretariat offices, and other Air Staff offices. The SecAF may re-delegate authority and/or assign responsibility to the AF/A4, but the SecAF, through the CSAF and, as appropriate, Assistant Secretaries of the Air Force, retains ultimate responsibility for all matters listed in [Attachment 1](#) of this publication.

2.2. The AF/A4 and the offices of the AF/A4 work in cooperation with the Assistant Secretary of the Air Force for Energy, Installations, and Environment (SAF/IE), Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics (SAF/AQ), Chief Information Officer (SAF/CN), and the Deputy Chief of Staff, Strategy, Integration and Requirements (AF/A5) and their respective offices, which are responsible, pursuant to [Chapters 903](#), *Department of the Air Force*, and 905, *The Air Staff*, of 10 USC §§ 9011-9024 and §§ 9031-9040, for assisting the SecAF and the CSAF in carrying out their responsibilities.

2.2.1. Pursuant to Headquarters Operating Instruction (HOI) 90-1, *Headquarters Air Force Mission Directives and Department of Defense Issuances Program*, two or more HAF two-digit organizations, field operating agencies, or direct reporting units with responsibilities in the same functional area are encouraged to develop standard operating procedures (SOP) that set forth procedures enabling covered organizations to fulfill and carry out their respective missions, roles, and responsibilities.

2.2.2. Separate SOPs between the AF/A4, SAF/AQ, and AF/A5 are attached at Attachments 3 and 4, respectively. Additional SOPs between other organizations, including the USSF, will be added as needed.

2.3. There are no field operating agencies reporting to AF/A4. However, AF/A4 has a direct reporting and tasking relationship with the Air Force Installation and Mission Support Center (AFIMSC) and its primary subordinate units, such that taskers and support may be coordinated directly between elements of AF/A4 and elements of AFIMSC. Furthermore, AF/A4 responsibilities related to acquisitions, life-cycle sustainment, RDT&E, category management, and supply chains require a unique relationship with Air Force Materiel Command (AFMC) and its various centers and laboratories. AF/A4 routinely works with AFMC/A4 on a variety of issues and, through them, with other AFMC Directorates and subordinate organizations.

3. Governance. The A4 Enterprise Council is the primary body to advance strategy and capabilities for the Logistics, Engineering and Force Protection Enterprise and is chaired by DCS (AF/A4).

3.1. Scope. The A4 Enterprise Council is a GO/SES level governing body designed to advance Combat Support (CS) in close coordination with the Joint Staff, sister service basing and logistics staffs including the USSF, Combat Support Agencies and allied air forces. The A4 Enterprise Council aligns actions across the Air Force Logistics, Engineering, and Force Protection (A4) Enterprise by establishing strategy, creating unity of effort, and making decisions that affect the organization, training, equipping and force presentation of the enterprise.

3.2. Charter. For specific information regarding Basing and Logistics governance, including the hierarchy of governing bodies, key functions, cadence, and a description of Members and Stakeholders, refer to the latest A4 Enterprise Governance Charter located on the A4 Enterprise Strategy and Analysis Branch SharePoint site.

3.3. References to CS throughout this document refer to those aspects of Air Force Doctrine, Annex 4-0, *Combat Support*, under the functional purview of the AF/A4.

4. Responsibilities. The AF/A4 is specifically responsible for:

4.1. Organizing, training, and equipping personnel for all facets of Logistics, Engineering and Force Protection (functional areas within AF/A4's purview) needed to assist in the execution of any power, duty or function of the Secretary or the Chief of Staff. AF/A4 ensures CS, sustainment, and readiness through planning, programming, budgeting, and developing written policy and guidance. AF/A4 is also responsible for materiel necessary to equip, operate, maintain, and support military activities (i.e. administrative or combat purposes), and non-expendable equipment needed to outfit an individual or organization.

4.2. Establishing policy implementation guidance to Air Force Logistics, Engineering, Force Protection, and CS activities.

4.3. Directing worldwide management of Air Force Logistics, Engineering, Force Protection, and CS.

4.4. Determining and prioritizing Air Force Logistics, Engineering and Force Protection requirements, directing associated program and budget submission preparation, and providing justification through all review levels, including depot maintenance reporting through the Office of the Secretary of Defense (OSD) and the legislative process. Overseeing resource planning, programming, and execution for procurement, operations and maintenance, Military Construction and Military Family Housing, non-medical Chemical, Biological, Radiological, and Nuclear (CBRN) Defense, and nonappropriated funds to support Logistics, Engineering and Force Protection program responsibilities. Collaborating and coordinating with AF/A5 to ensure direction is in line with the AF strategy, concepts, and design.

4.5. Supporting war plan annexes that support the President, the Secretary of Defense, the Joint Staff, and the Combatant Commanders. Monitoring CS components of strategic war planning, programming, budgeting and logistics sustainability analysis prepared by the Commander, Air Force Forces, AFMC, and the Operational Major Commands (MAJCOMs).

4.6. Supporting and assisting the Secretariat with product support planning in AF weapon systems acquisitions, maintaining insight into life cycle product support, and representing Air Force Logistics, Engineering and Force Protection equities in product support at joint and interservice forums. Overseeing logistics reporting systems for data collection and feedback to be used to address logistics considerations, corrosion prevention and control, and readiness issues. Establishing weapon system logistics performance measurement and metrics.

4.7. Developing sustainment, planning, programming, training, integration and policy or guidance for strategic physical security capabilities. Managing integration of strategic security capabilities into AF, joint, coalition, and national planning and operations.

4.8. Providing senior AF representation within the AF and joint corporate processes, on the Air Force Council, Department of Defense Executive Resale Board, Distribution Executive Board, Integrated Life Cycle Management Executive Forum, DoD Emergency Management Steering Group, DoD Explosive Ordnance Disposal Program Board, DoD Fire Emergency Services Working Group, Chem/Bio Defense Program (CBDP) Executive Review General Officer Steering Committee (GOSC), CBDP Joint Strategic Portfolio Analysis and Review GOSC, Air Force Advisory Group with RAND Corporation, Executive Resources Board, the Acquisition Professional Development Council, the Joint Logistics Board, Air Force A4 Enterprise Governance, Air Force Security Enterprise Executive Board, Installations Executive Council, Executive Steering Group and Board of Directors, Operational Contract Support (OCS) Functional Capabilities Integration Board (FCIB); installation and mission support governance, including the Installation & Mission Support Group, Board and Council, hosted by AFIMSC, Centralized Asset Management Executive Council, the Air Force Mission Assurance Forum and similar Air Force or DoD working groups, Executive Steering Groups, and Boards or Councils as may exist in the future where senior AF participation by AF/A4 is necessary or useful to carrying out the authorities and responsibilities outlined in this Mission Directive.

- 4.9. Serving as the focal point for the integration of AF protection programs and efforts.
- 4.10. Employing resources in foreign disaster relief operations.
- 4.11. Managing non-medical CBRN defense and consequence management programs in accordance with the roles and responsibilities outlined in the Installation Emergency Management Program as instructed in Department of Defense Instruction (DoDI) 6055.17, *DoD Emergency Management (EM) Program*.
- 4.12. Partnering with SAF/AQ for the development and institutionalization of Operational Contract Support policy, guidance and execution across the Air Force enterprise.
- 4.13. Supporting Air Force Financial Improvement and Audit Remediation (FIAR) and the development of the annual Air Force Agency Financial Report by maintaining complete audit-ready documentation of its FIAR Mission Critical Assets (i.e., General Equipment, Real Property (RP), Inventory (INV), and Operating Material and Supplies (OM&S).
- 4.14. Supporting Air Force Integrated Installation Planning and real property accountability strategy, doctrine, oversight, engagement, guidance, and resource advocacy to manage the Total Force real property inventory.
- 4.15. Partnering with the USSF to develop, synchronize, or delineate AF/A4 support to the USSF in any of the applicable aforementioned areas.

5. Delegations of Authority/Assignment of Responsibility: [Attachment 1](#) lists delegated authorities and assigned responsibilities to the AF/A4. The authorities delegated and responsibilities assigned to the AF/A4 within this HAFMD may generally be re-delegated to other Department of the Air Force officials, including USSF organizations, unless re-delegation is expressly prohibited by the attached delegation or superseding law, regulation, or Department of Defense issuance. While the authorities are delegated and responsibilities assigned to the AF/A4, the exercise of the authorities and responsibilities remains subject to the oversight and control of the SecAF, any Assistant Secretary of the Air Force having oversight, and the CSAF. Any re-delegation of authority and/or reassignment of responsibility made shall not be effective unless it is in writing. Any person re-delegating authorities in accordance with this Directive may further restrict or condition the authority being re-delegated.

6. Continuation of Prior Re-Delegations of Authority/Assignments of Responsibility: Re-delegations of authority and/or assignments of responsibility made prior to the date of issuance of this HAFMD remain effective insofar as such re-delegations are not inconsistent with the terms of this HAFMD, unless superseded by new issuances.

John P. Roth
Acting Secretary of the Air Force

Attachments:

- 1. Delegations of Authority/Assignments of Responsibility to AF/A4
- 2. Organizational Chart/Three-Letter/Digit Responsibilities
- 3. SAF/AQ and AF/A4 Standard Operating Procedures (SOP)
- 4. AF/A5 and AF/A4 Standard Operating Procedure (SOP)

**DELEGATIONS OF SECRETARY OF THE AIR FORCE AUTHORITY/
ASSIGNMENTS OF RESPONSIBILITY TO THE DEPUTY CHIEF OF STAFF,
LOGISTICS, ENGINEERING AND FORCE PROTECTION**

A1.1. Authority relating to equipping and otherwise supporting the Air Force Reserve component, as delegated to the Secretary of the Air Force pursuant to DoDI 1225.06, *Equipping the Reserve Forces*. (OPR: AF/A4L, AF/A4C and AF/A4S)

A1.2. Authority relating to the establishment of policy, administration and operation of military correctional programs and facilities and related activities to include designation of representation on the DoD Corrections Council and the authority to enter into agreements as necessary to provide for the incarceration of members of the Military Departments, as delegated to the SecAF pursuant to Department of Defense Directive (DoDD) 1325.04, *Confinement of Military Prisoners and Administration of Military Correctional Programs and Facilities*. (OPR: AF/A4S)

A1.3. Authority relating to ensuring compliance with DoD policies and procedures pertaining to military correctional facilities and the administration of corrections functions and clemency and supervision programs, as delegated to the SecAF pursuant to DoDI 1325.07, *Administration of Military Correctional Facilities and Clemency and Parole Authority*. (OPR: AF/A4S)

A1.4. Authority relating to maintenance awards program, as delegated to the SecAF pursuant to DoDI 1348.30, *Secretary of Defense Maintenance Awards*. (OPR: AF/A4L)

A1.5. Authority relating to ensuring Air Force compliance with and identified support to the Department of Defense Antiterrorism Program, as delegated to the SecAF pursuant to DoDI 2000.12, *DoD Antiterrorism (AT) Program*. (OPR: AF/A4S)

A1.6. Authority relating to establishing, implementing and ensuring compliance with Anti-Terrorism (AT) policies and programs that incorporate DoD prescribed requirements and standards, as delegated to the SecAF pursuant to DoDI O-2000.16, Vol 1, *DoD Antiterrorism (AT) Program Implementation: DoD AT Standards*, and DoDI O-2000.16, Vol 2, *DoD Antiterrorism (AT) Program Implementation: DoD Force Protection Condition (FPCON) System*. (OPR: AF/A4S)

A1.7. Authority relating to supporting U.S. Government Foreign Consequence Management operations in response to a foreign chemical, biological, radiological, nuclear, or high-yield explosive (CBRNE) incident, as delegated to the SecAF pursuant to DoDI 2000.21, *DoD Support to International Chemical, Biological, Radiological, and Nuclear (CBRN) Incidents*. (OPR: AF/A4C)

A1.8. Authority relating to the NATO Security Investment Program, as delegated to the SecAF pursuant to DoDD 2010.5, *The North Atlantic Treaty Organization (NATO) Security Investment Program*. (OPR: AF/A4C)

A1.9. Authority relating to the rationalization of NATO and NATO member telecommunications facilities, as delegated to the SecAF pursuant to DoDI 2010.07, *Policy on Rationalization of NATO and NATO Member Telecommunications Facilities*. (OPR: AF/A4L)

A1.10. Authority relating to acquisition and cross-servicing agreements with foreign governments, as delegated to the SecAF pursuant to DoDD 2010.9, *Acquisition and Cross-Servicing Agreements*. (OPR: AF/A4L)

A1.11. Authority relating to establishing and implementing Trade Security Controls measures for the disposition of all DoD U.S. Munitions List and Commerce Control List personal property authorized to be released from DoD control, as delegated to the SecAF pursuant to DoDI 2030.08, *Implementation of Trade Security Controls (TSC) for Transfers of DoD Personal Property to Parties Outside DoD Control*. (OPR: AF/A4L)

A1.12. Authority relating to supporting Humanitarian and Civic Assistance Activities, as delegated to the SecAF pursuant to DoDI 2205.02, *Humanitarian and Civic Assistance (HCA) Activities*. (OPR: AF/A4C)

A1.13. Authority relating to training, certification, and maintenance of records of personnel performing detainee operations and establishing and coordinating with OSD policies, plans, and guidance for the detainee program, as delegated to the SecAF pursuant to DoDD 2310.01E, *The DoD Detainee Program*. (OPR: AF/A4S)

A1.14. Authority relating to service as the Air Force member of the DoD Executive Agent for Non-Lethal Weapons (NLW) Joint Integrated Product Team (JIPT) and the Air Force's NLW focal point; coordinating Air Force personnel support for the DoD Executive Agent for NLW's jointly manned activity; and developing, employing, maintaining, acquiring, researching and developing NLW and related activities, as delegated to the SecAF pursuant to DoDD 3000.03E, *DoD Executive Agent for Non-Lethal Weapons (NLW), and NLW Policy*. (OPR: AF/A4S)

A1.15. Authority relating to planning, programming, budgeting and training for contingency basing and development of related capabilities, as delegated to the SecAF pursuant to DoDD 3000.10, *Contingency Basing Outside the United States*. (OPR: AF/A4C)

A1.16. Authority relating to the defense crisis management capability, as delegated to the SecAF pursuant to DoDD 3020.44, *Defense Crisis Management*. (OPR: AF/A4C)

A1.17. Authority relating to ensuring private security-related documents and contracts comply with pertinent Federal regulations and DoD and Combatant Commander guidance and procedures, as delegated to the SecAF pursuant to DoDI 3020.50, *Private Security Contractors (PSCS) Operating in Contingency Operations, Humanitarian or Peace Operations, or Other Military Operations or Exercises*. (OPR: AF/A4S)

A1.18. Authority relating to chemical, biological, radiological, nuclear, and high-yield explosive preparedness, as delegated to the SecAF pursuant to DoDI 3020.52, *DoD Installation Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Preparedness Standards*. (OPR: AF/A4C)

A1.19. Authority relating to designating and maintaining an office of primary responsibility for Presidential protection, coordinating with Presidential protection, coordinating with Under Secretary of Defense for Intelligence and Security USD (I&S) on development of policies and procedures for proper employment of Explosive Detection Dog (EDD) teams in support of the U. S. Secret Service (USSS), and performing related duties as the DoD Executive Agent for the DoD Military Working Dog (MWD) Program, and otherwise authorizing use of DoD resources to support the USSS as delegated to the SecAF pursuant to DoDD 3025.13, *Employment of DoD Capabilities in Support of the U. S. Secret Service (USSS), Department of Homeland Security (DHS)*. (OPR: AF/A4S)

A1.20. Authority relating to service as the OPR for support to and information sharing with and in support of the USSS and issuing guidance consistent with DoD policy on the same, as delegated to the SecAF pursuant to DoDI 3025.19, *Procedures for Sharing Information with and Providing Support to the U.S. Secret Service (USSS), Department of Homeland Security (DHS)*. (OPR: AF/A4S)

A1.21. Authority relating to reporting for mission-essential systems and equipment, as delegated to the SecAF pursuant to DoDI 3110.05, *Readiness-based Materiel Condition Reporting for Mission-Essential Systems and Equipment*, not to include aircraft. (OPR: AF/A4L)

A1.22. Authority relating to war reserve materiel requirements and positioning, as delegated to the SecAF pursuant to DoDI 3110.06, *War Reserve Materiel (WRM)*. (OPR: AF/A4L)

A1.23. Authority relating to providing radiological monitoring and analysis capability and responding to nuclear and radiological incidents and accidents, as delegated to the SecAF pursuant to DoDD 3150.08, *DoD Response to Nuclear and Radiological Incidents*. (OPR: AF/A4C)

A1.24. Authority relating to responding to a U.S. Nuclear Weapon incident and maintaining a description of funding, certifying, and reporting on Response Task Forces (RTFs) capabilities, as delegated to the SecAF pursuant to DoDI 3150.10, *DoD Response to U.S. Nuclear Weapon Incidents*. (OPR: AF/A4C)

A1.25. Authority relating to performing specified physical security program responsibilities and providing AF representation for the Physical Security Enterprise & Analysis Program (PSEAP), as delegated to the SecAF pursuant to DoDI 3224.03, *Physical Security Enterprise and Analysis Program (PSEAP)*. (OPR: AF/A4S)

A1.26. Authority relating to ensuring support agreements managers are available for AF activities entering into support agreements, adequate records are maintained and internal controls and oversight measures are used, as delegated to the SecAF pursuant to DoDI 4000.19, *Support Agreements*. (OPR: AF/A4L)

A1.27. Authority relating to annually submitting planned Mobile Electric Power (MEP) generating source requirements and using MEP generating sources, as delegated to the SecAF pursuant to DoDI 4120.11, *Mobile Electric Power Systems (MEPS)*. (OPR: AF/A4C)

A1.28. Authority relating to the management of energy commodities, quality assurance and quality surveillance, storage and associated facilities, as delegated to the Secretary of the Air Force pursuant to DoDI 4140.25, *DoD Management Policy for Energy Commodities and Related Services*. (OPR: AF/A4)

A1.29. Authority relating to the management of DoD clothing and textiles (Class II), as delegated to the Secretary of the Air Force pursuant to DoDI 4140.63, *Management of DoD Clothing and Textiles (Class II)*. (OPR: AF/A4L)

A1.30. Authority relating to implementing DoD counterfeit prevention policy and related activities, as delegated to the SecAF pursuant to DoDI 4140.67, *DoD Counterfeit Prevention Policy*. (OPR: AF/A4L)

A1.31. Authority relating to DoD pest management training and certification, as delegated to the SecAF pursuant to DoDM 4150.07, *DoD Pest Management Training and Certification Program: The DoD Plan for Pesticide Applicators, (Vol 1), The DoD Plan for Non-Federal Insecticide,*

Fungicide, and Rodenticide Act Pesticide Applicators, (Vol 2), and The DoD Plan for the Federal Insecticide, Fungicide, and Rodenticide Act Pesticide Applicators, (Vol 3). (OPR: AF/A4C)

A1.32. Authority relating to the serialized item management program, as delegated to the SecAF pursuant to DoDI 4151.19, *Serialized Item Management (SIM) for Life-Cycle Management of Materiel.* (OPR: AF/A4L)

A1.33. Authority relating to implementing Condition Based Maintenance Plus (CBM+) for materiel maintenance, as delegated to the SecAF pursuant to DoDI 4151.22, *Condition Based Maintenance Plus (CBM+) for Materiel Maintenance.* (OPR: AF/A4L)

A1.34. Authority relating to designating a demilitarization (DEMIL) Program Administrator, appointing DEMIL Administrators and otherwise fulfilling personal property demilitarization requirements-related responsibilities, as delegated to the SecAF pursuant to DoDI 4160.28, *DoD Demilitarization (DEMIL) Program.* (OPR: AF/A4L)

A1.35. Authority relating to the management, control, property accountability, and disposal of government property (excluding real property) in the possession of contractors, as delegated to the SecAF pursuant to DoDI 4161.02, *Accountability and Management of Government Contract Property.* (OPR: AF/A4L)

A1.36. Authority relating to appointing a qualified representative to the Real Property Categorization Panel (RPCP) and complying with DoD Facility Classes and Construction Categories procedures and requirements, as delegated to the SecAF pursuant to DoDI 4165.03, *DoD Real Property Categorization.* (OPR: AF/A4C)

A1.37. Authority relating to managing those relocatable buildings, which are accounted for as personal property, as delegated to the SecAF pursuant to DoDI 4165.56, *Relocatable Buildings.* Authority for managing those relocatable buildings, which are accounted for as real property is excluded from this re-delegation, and re-delegated to SAF/IE in its HAFMD. (OPR: AF/A4C)

A1.38. Authority relating to host nation-funded construction programs relating to U.S. military construction (MILCON) in the U.S. Indo-Pacific Command (USINDOPACOM) area of responsibility (AOR), as delegated to the SecAF pursuant to DoDD 4270.34, *Host Nation-Funded Construction Programs in the U.S. Pacific Command Area of Responsibility.* (OPR: AF/A4C)

A1.39. Authority relating to supporting and implementing military construction, as delegated to the Secretary of the Air Force pursuant to DoDD 4270.05, *Military Construction*, except for requests related to 10 USC § 2804 and § 2808, the responsibility for which has been re-delegated to SAF/IE in HAFMD 1-18, *Assistant Secretary of the Air Force (Installations, Environment and Energy).* (OPR: AF/A4C)

A1.40. Authority relating to transportation and traffic management and authority relating to the participation in or initiation of proceedings before transportation regulatory bodies, as delegated to the SecAF pursuant to DoDD 4500.09E, *Transportation and Traffic Management* and DoDI 4500.57, *Transportation and Traffic Management.* (OPR: AF/A4L)

A1.41. Authority relating to establishing, operating, staffing, supporting and supervising personal property shipping offices for assigned areas of responsibility worldwide and supporting the Commander, USTRANSCOM, as delegated to the SecAF pursuant to DoDI 4500.57. (OPR: AF/A4L)

A1.42. Authority relating to acquiring, managing and operating Department of Defense-owned and Defense-controlled Non-Tactical Vehicles and conducting related activities, as delegated to the SecAF pursuant to DoDI 4500.36, *Acquisition, Management, and Use of Non-Tactical Vehicles (NTVs)*. (OPR: AF/A4L)

A1.43. Authority related to ensuring compliance with DoD policies and standards on transportation provided by Operational Support Airlift aircraft and scheduling special airlift mission aircraft and Presidential support aircraft, as delegated to the SecAF pursuant to DoDI 4500.43, *Operational Support Airlift (OSA)*. (OPR: AF/A4L)

A1.44. Authority relating to ensuring compliance with DoD policies and procedures on commercial air carriers providing passenger airlift services and reporting quality and safety concerns, as delegated to the SecAF pursuant to DoDI 4500.53, *DoD Commercial Air Transportation Quality and Safety Review Program*. (OPR: AF/A4L)

A1.45. Authority relating to establishing criteria for transportation on Secretary of the Air Force-controlled aircraft, reviewing and approving travel on government air by AF personnel, their dependents and other travelers, managing identified foreign official travel and OSA transportation as delegated to the SecAF pursuant to DoDD 4500.56, *DoD Policy on the Use of Government Aircraft and Air Travel*, with the exception of Enclosure 2, **Paragraph 7b**, to "review and approve government air requests from within their respective Departments" which is delegated to SAF/AA for Secretariat requests, the AF/CV for Major Commanders (except when the primary purpose of the travel is for the Combatant Command), and the AF/DS for Air Staff, Field Operating Agency, and Direct Reporting Unit requests. SAF/AA may approve these requests when AF/CV and AF/DS are not available; the respective MAJCOM/CC will approve requests from the MAJCOM/CD; the respective MAJCOM/CD will approve requests from the MAJCOM staff and subordinate organizations. (OPR: AF/A4L)

A1.46. Authority relating to coordinating and supporting Department of Defense transportation engineering and related activities, as delegated to the SecAF pursuant to DoDD 4510.11, *DoD Transportation Engineering*. (OPR: AF/A4L)

A1.47. Authority relating to developing, publishing, and implementing policies and procedures concerning the use of the General Services Administration Airline City Pair Program for attendance at Inactive Duty Training and potential for reimbursement thereof, as delegated to the SecAF pursuant to DoDI 4515.16, *Use of General Services Administration (GSA) Contracts for Air Passenger Transportation Services (GSA City Pair Program) for Attendance at Inactive Duty Training (IDT) Assemblies*. (OPR: AF/A4L)

A1.48. Authority relating to establishing programs and ensuring compliance with the Department of Defense Engineering for Transportability and Deployability Program policies, procedures and requirements, as delegated to the SecAF pursuant to DoDI 4540.07, *Operation of the DoD Engineering for Transportability and Deployability Program*. (OPR: AF/A4L)

A1.49. Authority relating to the management of land-based water resources in support of contingency operations, as delegated to the SecAF pursuant to DoDD 4705.01E, *Management of Land-Based Water Resources in Support of Joint Contingency Operations*. (OPR: AF/A4C)

A1.50. Authority relating to supporting and implementing the Department of Defense Noise Program, as delegated to the SecAF pursuant to DoDI 4715.13, *DoD Operational Noise Program*. This authority will be exercised in coordination with SAF/IE and any other two letter activity

exercising a related authority, such as the authority to implement the National Environmental Policy Act and any other authority related to noise or environmental planning. (OPR: AF/A4C)

A1.51. Authority relating to implementing environmental quality systems and related activities, as delegated to the SecAF pursuant to DoDI 4715.15, *Environmental Quality Systems*. (OPR: AF/A4C)

A1.52. Authority relating to Component Property Lead (CPL) in the management of tangible Air Force owned equipment and other accountable property, as delegated to the SecAF pursuant to DoDI 5000.64, *Accountability and Management of DoD Equipment and Other Accountable Property*. (OPR: AF/A4L)

A1.53. Authority relating to ensuring compliance with DoD policies and procedures on and fulfilling assigned responsibilities for Safeguarding Sensitive Conventional Arms, Ammunition, and Explosives (AA&E), as delegated to the SecAF pursuant to DoDI 5100.76, *Safeguarding Sensitive Conventional Arms, Ammunition, and Explosives (AA&E)*. (OPR: AF/A4S)

A1.54. Authority relating to bulk petroleum, as delegated to the SecAF pursuant to DoDD 5101.08E, *DoD Executive Agent (DoD EA) for Bulk Petroleum*. (OPR: AF/A4L)

A1.55. Authority relating to subsistence, as delegated to the SecAF pursuant to DoDD 5101.10E, *DoD Executive Agent (DoD EA) for Subsistence*. (OPR: AF/A4L)

A1.56. Authority relating to the management of construction/barrier materiel (Class IV) in peacetime and across the spectrum of military operations, as delegated to the SecAF pursuant to DoDD 5101.12E, *DoD Executive Agent (DoD EA) for Construction/Barrier Materiel*. (OPR: AF/A4L)

A1.57. Authority relating to providing representation to, liaising with, and providing support to the Unexploded Ordnance Center of Excellence program, as delegated to the SecAF pursuant to DoDD 5101.13E, *DoD Executive Agent for the Unexploded Ordnance Center of Excellence (UXOCOE)*. (OPR: AF/A4C)

A1.58. Authority relating to assigning military personnel to the Defense Logistics Agency, as delegated to the SecAF pursuant to DoDD 5105.22, *Defense Logistics Agency (DLA)*. (OPR: AF/A4L)

A1.59. Authority relating to implementing and ensuring compliance with DoD policies and guidance pertaining to commercial travel and designating representatives to participate in related groups, as delegated to the SecAF pursuant to DoDI 5154.31, Volume 1, *Commercial Travel Management: Defense Travel Management Office*, and Volume 2, *Commercial Travel Management: General Travel Provisions*. (OPR: AF/A4L)

A1.60. Authority relating to Department of Defense-wide Joint Deployment and Distribution Enterprise and collaborating with Commander, United States Transportation Command, on policy, responsibility, and procedures for the activities in support of the identification, evaluation, prioritization, approval, funding, and implementing deployment- and distribution-related process improvements to provide key capabilities as delegated to the SecAF pursuant to DoDI 5158.06, *Joint Deployment and Distribution Enterprise (JDDE)*. (OPR: AF/A4L)

A1.61. Authority relating to Explosive Ordnance Disposal (EOD) technology and training, including EOD Research and Development (R&D) programs, and service as the designated Air Force EOD Program Board member, as delegated to the SecAF pursuant to DoDD 5160.62, *Single*

Manager Responsibility for Military Explosive Ordnance Disposal Technology and Training (EODT&T). (OPR: AF/A4C)

A1.62. Authority relating to coordinating, collaborating, and supporting the Single Manager for Conventional Ammunition (SMCA) mission, and performing ammunition acquisition and logistics-related responsibilities not otherwise delegated to the SMCA, as delegated to the SecAF pursuant to DoDD 5160.65, *Single Manager for Conventional Ammunition (SMCA)*. (OPR: AF/A4L)

A1.63. Authority relating to ensuring assigned conventional ammunition mission functions are accomplished, as delegated to the SecAF pursuant to DoDI 5160.68, *Single Manager for Conventional Ammunition (SMCA): Responsibilities of the SMCA, the Military Services, and United States Special Operations Command (USSOCOM)*. (OPR: AF/A4L)

A1.64. Authority relating to establishing policies and procedures to implement DoD guidance on security of Department of Defense installations and resources, supporting the DoD Physical Security Review Board, and applying DoD guidance on identified procurements, as delegated to the SecAF pursuant to DoDI 5200.08, *Security of DoD Installations and Resources and the DoD Physical Security Review Board (PSRB)* and DOD 5200.08-R, *Physical Security Program*. (OPR: AF/A4S)

A1.65. Authority relating to establishing guidance and procedures to implement DoD guidelines and otherwise comply with identified requirements pertaining to DoD physical access control, as delegated to the Secretary of the Air Force pursuant to DoDM 5200.08, Vol 3, *Physical Security Program: Access to DoD Installations*. (OPR: AF/A4S)

A1.66. Authority relating to DoD Military Working Dog (MWD) operations conducted by and within the Air Force, as well as fulfilling the responsibilities of the DoD Executive Agent for the DoD MWD Program, as delegated and assigned to the SecAF pursuant to DoDD 5200.31E, *DoD Military Working Dog (MWD) Program*. (OPR: AF/A4S)

A1.67. Authority relating to defense courier operations, as delegated to the SecAF pursuant to DoDI 5200.33, *Defense Courier Operations (DCO)*. (OPR: AF/A4L)

A1.68. Authority relating to the security of nuclear weapon systems, as delegated to the SecAF pursuant to DoDD 5210.41, *Security Policy for Protecting Nuclear Weapons*, marked Controlled Unclassified Information (CUI). (OPR: AF/A4S)

A1.69. Authority relating to establishing and implementing policy on the carrying of firearms and the use of force, and monitoring compliance with the same, as delegated to the SecAF pursuant to DoDD 5210.56, *Arming and The Use of Force*. (OPR: AF/A4S)

A1.70. Authority relating to safeguarding Department of Defense nuclear reactors and special nuclear materials, as delegated to the SecAF pursuant to DoDI O- 5210.63, *DoD Procedures for Security of Nuclear Reactors and Special Nuclear Materials (SNM)*, (U), (Issuance is CUI). (OPR: AF/A4S)

A1.71. Authority relating to securing and safeguarding chemical agents, as delegated to the SecAF pursuant to DoDI 5210.65, *Security Standards for Safeguarding Chemical Agents*. (OPR: AF/A4S)

A1.72. Authority relating to nuclear weapons coding equipment, as delegated to the SecAF pursuant to DoDI S-5210.82, *Protection of Nuclear Weapons Coding Equipment (U)*, (classified as Secret). (OPR: AF/A4L)

A1.73. Authority relating to ensuring compliance with and prescribing procedures to implement DoD policies and procedures on proper collection, use, maintenance, and dissemination of Personally Identifiable Information and law enforcement information, as delegated to the SecAF pursuant to DoDI 5505.17, *Collection, Maintenance, Use, and Dissemination of Personally Identifiable Information and Law Enforcement Information by DoD Law Enforcement Activities*. (OPR: AF/A4S)

A1.74. Authority relating to enforcement of state vehicular and pedestrian traffic laws, as delegated to the SecAF pursuant to DoDD 5525.04, *Enforcement of State Traffic Laws on DoD Installations*. (OPR: AF/A4S)

A1.75. Authority relating to prescribing implementing regulations for Air Force management of and otherwise ensuring compliance with DoD policies and procedures pertaining to federal law enforcement officers flying armed, and serving as approval authority for law enforcement personnel flying armed on commercial aircraft under Air Force authority, as delegated to the SecAF pursuant to DoDI 5525.14, *DoD Law Enforcement Officers (LEOs) Flying Armed*. (OPR: AF/A4S)

A1.76. Authority relating to ensuring compliance with and prescribing procedures for identification, notification, monitoring, and tracking of DoD-affiliated personnel who are military and civilian law enforcement personnel, referred to collectively in this issuance as “qualified law enforcement officer” pursuant to DoDI 5525.12, *Implementation of the Amended Law Enforcement Officers Safety Act of 2004 (LEOSA)*, with the exception of administrative oversight of such duties, for which independent execution authority is delegated directly from the Secretary of the Air Force to AFOSI/CC. (OPR: AF/A4S)

A1.77. Authority relating to ensuring compliance with DoD policies on law enforcement standards and training, establishing and implementing the minimum training, certification, and physical fitness standards for civilian police (CP) and security guard (SG) programs for all CP and SG members of the Air Force, developing guidelines to ensure civilian and military law enforcement responsible for force protection at U.S. military installations receive active shooter training, and fulfilling related responsibilities, as delegated to the SecAF pursuant to DoDI 5525.15, *Law Enforcement (LE) Standards and Training in the DoD*. (OPR: AF/A4S)

A1.78. Authority relating to ensuring compliance with DoD policies and guidance on and appropriately utilizing the Law Enforcement Defense Data Exchange (LE D-DEX), as well as participating in LE D-DEX Board of Governance meetings, as delegated to the SecAF pursuant to DoDI 5525.16, *Law Enforcement Defense Data Exchange (LE D- DEX)*. (OPR: AF/A4S)

A1.79. Authority relating to conservation law enforcement programs as delegated to the SecAF pursuant to DoDI 5525.17, *Conservation Law Enforcement Program (CLEP)*. (OPR: AF/A4C)

A1.80. Authority relating to ensuring compliance with DoD policies and procedures pertaining to law enforcement criminal intelligence (LE CRIMINT), and developing policy and procedures to support, establish and maintain a LE CRIMINT capability within Air Force law enforcement agencies, as delegated to the SecAF pursuant to DoDI 5525.18, *Law Enforcement Criminal Intelligence (CRIMINT) in DoD*. (OPR: AF/A4S)

A1.81. Authority relating to establishing guidance and procedures to implement and otherwise ensure compliance with DoD policy on DoD Identity Management Capability Enterprise Services Application, as delegated to the SecAF pursuant to DoDI 5525.19, *DoD Identity Matching Engine*

for Security and Analysis (IMESA) Access to Criminal Justice Information (CJI) and Terrorist Screening Databases (TSDB). (OPR: AF/A4S)

A1.82. Authority relating to the policy, responsibilities, and procedures for identification, notification, monitoring, and tracking of DoD-affiliated personnel who are Registered Sex Offenders (RSOs), referred to collectively in this issuance as “DoD-affiliated RSOs,” pursuant to DoDI 5525.20, *Registered Sex Offender (RSO) Management in DoD*. (OPR: AF/A4S)

A1.83. Authority relating to the policy, responsibilities and authorities for providing standards for the designation of officers and agents engaging in other activities, including carrying firearms, making arrests, and serving warrants, authorized pursuant to DoDD 5525.21, *Protection of Buildings, Grounds, Property, and Persons and Implementation of Section 2672 of Title 10, United States Code*. (OPR: AF/A4S)

A1.84. Authority relating to establishing and maintaining a Fire and Emergency Services program that complies with DoD policies and procedures, administering and maintaining the DoD Fire and Emergency Services (F&ES) Certification Program and the DoD F&ES Fitness and Wellness Program for all DoD Components, and establishing and maintaining the DoD Fire Academy and providing technical training to DoD fire fighters, as delegated to the SecAF pursuant to DoDI 6055.06, *DoD Fire and Emergency Services (F & ES) Program*. (OPR: AF/A4C)

A1.85. Authority relating to implementing Installation Emergency Management programs and fulfilling related responsibilities, as delegated to the SecAF pursuant to DoDI 6055.17, *DoD Emergency Management (EM) Program*. (OPR: AF/A4C)

A1.86. Authority relating to issuing policies and procedures to implement DoD guidance on commissary surcharge, NAF and privately financed construction projects, as delegated to the SecAF pursuant to DoDI 7700.18, *Commissary Surcharge, Nonappropriated Fund (NAF), and Privately Financed Construction Reporting Procedures*. OSD retains the authority to make identified notifications to Congress in accordance with Enclosure 3, DoDI 7700.18. (OPR: AF/A4C)

A1.87. Authority relating to assigning reporting responsibilities for Air Force members who are assigned to the Combatant Commands and otherwise ensuring compliance with DoD guidance on and establishing policy and procedures to implement the Defense Incident-Based Reporting System, as delegated to the SecAF pursuant to DoDI 7730.47, *Defense Incident-Based Reporting System (DIBRS)*. (OPR: AF/A4S)

A1.88. Authority relating to the Department of Defense-unique logistics data process exchange standards, as delegated to the SecAF pursuant to DoDD 8190.01E, *Defense Logistics Management Standards (DLMS)*. (OPR: AF/A4L)

A1.89. Authority relating to implementing unique identification requirements for external Organization Unique Identification (OUID) in external business transactions, as delegated to the SecAF pursuant to DoDI 8320.06, *Organization Unique Identification (OUID) Standards for Unique Identification of External Department of Defense Business Partners*. (OPR: AF/A4L)

A1.90. Authority relating to force protection of the Pentagon Reservation, as delegated to the SecAF pursuant to Administrative Instruction 30, *Force Protection of the Pentagon Reservation*. (OPR: AF/A4S)

A1.91. Authority relating to designating an Office Motor Vehicle Transportation Officer (OMVTO) and an Assistant OMVTO, ensuring the use of official transportation complies with existing laws, regulations and DoD policies, developing internal procedures and guidance, and planning DoD shuttle services provided by the Air Force, as delegated to the SecAF pursuant to Administrative Instruction 109, *Use of Motor Transportation and Scheduled DoD Shuttle Service in the Pentagon Area*. (OPR: AF/A4L)

A1.92. Authorities relating to guidance, policy, and oversight of installation level Counter Small Unmanned Aircraft Systems (C-sUAS) and Counter Rockets, Artillery, and Mortars (C-RAM) aspects of the defensive counterair (DCA) as delineated in DoDD 3800.01E, *DoD Executive Agent for Counter Small Unmanned Aircraft Systems for Unmanned Aircraft Groups 1, 2, and 3*, emerging cross-domain installation level defensive capabilities, and other disruptive technologies in coordination with AF/A3 and AF/A5/7 in order to minimize seams with DCA against other air and missile threats to installations. (OPR: AF/A4S)

A1.93. Authority relating to accomplishing and sustaining Air Force Financial Improvement and Audit Remediation (FIAR) relevant Mission Critical Assets (MCAs) i.e., General Equipment (GE), Real Property (RP), Inventory (INV), and Operating Materials and Supplies (OM&S) as delegated to the SecAF pursuant to the *Office of the Under Secretary of Defense (Comptroller), Chief Financial Officer FIAR*. (OPR: AF/A4C)

A1.94. Authority relating to managing real property accountability at overseas contingency installations and sites, as delegated to the SecAF pursuant to the *Office of the Under Secretary of Defense (Comptroller), Chief Financial Officer FIAR*. (OPR: AF/A4C)

A1.95. Authority relating to establishing policy and guidance to institutionalize Operational Contract Support principles, capabilities and planning measures to ensure commercial support is fully integrated and supportive of Commander's objectives pursuant to SecAF/CSAF Memorandum, *Guidance for Integrating Operational Contract Support (OCS)*. (OPR: AF/A4L)

A1.96. Authority relating to the sale of individual armaments under the jurisdiction of the Department of Air Force, as delegated to the Secretary pursuant to Title 10 United States Code Section 2574, *Armament: sale of individual pieces*. (OPR: AF/A4L)

A1.97. Authority relating to establishing rules of engagement and program execution, as delegated to the SecAF pursuant to DoDI 1005.16, *Commander in Chief's Annual Award for Installation Excellence*. (OPR: AF/A4C)

A1.98. Authority relating to establishing policy for pre-positioned war reserve materiel, as delegated to the SecAF pursuant to DoDD 3110.07, *Pre-Positioned War Reserve Materiel (PWRM) Strategic Policy*. (OPR: AF/A4L)

A1.99. Authority relating to engineering support for DLA supplied items, as delegated to the SecAF pursuant to DoDI 4140.69, *Engineering Support Instructions for Items Supplied by Defense Logistics Agency (DLA)*. (OPR: AF/A4L)

A1.100. Authority relating to establishing policy for air transportation eligibility, as delegated to the SecAF pursuant to DoDI 4515.13, *Air Transportation Eligibility*. (OPR: AF/A4L)

A1.101. Authority relating to developing service requirements for recruiting facilities, as delegated to the SecAF pursuant to DoDD 5160.58E, *Recruiting Facilities*. (OPR: AF/A4C)

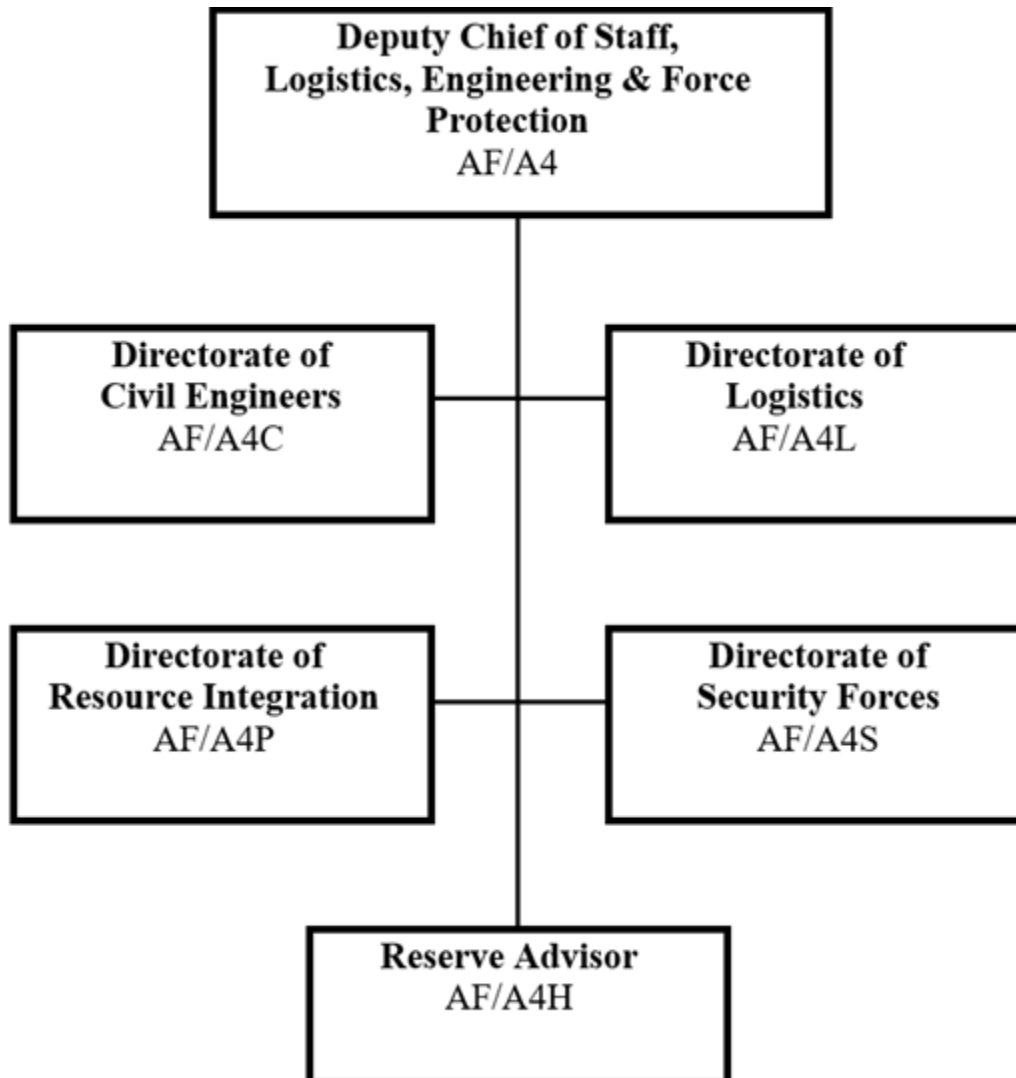
A1.102. Authority relating to deputizing uniformed law enforcement personnel, as delegated to the SecAF pursuant to DoDI 5525.13, *Limitation of Authority to Deputize DoD Uniformed Law Enforcement Personnel by State and Local Governments*. (OPR: AF/A4S)

A1.103. Authority relating to supporting and executing the Air Force Information Technology Portfolio Management Implementation, as delegated to SAF/CN pursuant to HAFMD 1-26, *Chief, Information Dominance and Chief Information Officer*, in coordination with SAF/CN ensuring compliance with and execution of requirements delineated-in and pursuant-to 10 USC § 2223, *Information technology: additional responsibilities of Chief Information Officers*, 40 USC § 11315, *Agency Chief Information Officer*, and 44 USC §§ 3506, *Federal agency responsibilities*, and 3544, *Federal agency responsibilities*. (OPR: AF/A4P)

Attachment 2

**THE DEPUTY CHIEF OF STAFF, LOGISTICS, ENGINEERING AND FORCE
PROTECTION, AF/A4**

Figure 1. –AF/A4 Organizational Structure.



A2.1. The Deputy Chief of Staff, Logistics, Engineering and Force Protection (AF/A4) is responsible for the development and implementation of logistics policy. Organizes, trains, and equips logistics forces for all facets of Logistics, Engineering and Force Protection including Air Force Logistics, Security Forces, and Civil Engineering. AF/A4 ensures CS, sustainment, and readiness through planning, programming, and budgeting. The office supports annexes to war plans supporting the National Command Authority, Joint Staff, and MAJCOMs, as well as establishing weapon system logistics performance measurement and metrics.

A2.2. Three letter subordinate offices include:

A2.2.1. The Directorate of Civil Engineers (AF/A4C). In accordance with Air Force Policy Directive (AFPD) 32-10, *Installations and Facilities*, AFPD 32-20, *Fire Emergency Services*,

AFPD 32-30, *Explosive Ordnance Disposal*, AFPD 32-60, *Housing*, AFPD 32-70, *Environmental Considerations in Air Force Programs and Activities*, AFPD 32-90, *Real Property Asset Management*, AFPD 10-2, *Readiness*, and AFPD 10-25, *Emergency Management*, the Director of Civil Engineers formulates AF Civil Engineer strategy, policy and implementation guidance supporting AF and DoD strategic goals and objectives, and manages enterprise Civil Engineer governance to guide the development and execution of the associated strategy, policy, implementation guidance, and related oversight.

A2.2.1.1. Provides oversight of the organizing, training, and equipping of Civil Engineer personnel and functions supporting Air Force core missions across the full spectrum of military operations and contingencies, to include Prime Base Engineer Emergency Force (Prime BEEF) and RED HORSE units.

A2.2.1.2. Serves as the Functional Manager for Air Force Civil Engineers. Leads force development to include education and training for all Civil Engineer officers, civilians, and enlisted personnel. The Civil Engineer Civilian, Enlisted, and Officer Career Field Managers (CFMs) advise across AF/A4 to provide guidance, oversight, and direction on Civil Engineer related Total Force Integration initiatives affecting installation support, logistics, engineering, and force protection.

A2.2.1.3. Develops and executes engagement strategies with key stakeholders (OSD, Congress, industry, etc.) to ensure equities are incorporated in Civil Engineer policy and strategy as discussed here, and to develop stakeholder understanding and support of these enterprise Civil Engineer interests.

A2.2.1.4. Serves as a representative to the Air Force Group and Board as part of the Air Force Corporate Structure (AFCS) system in order to ensure dedicated advocacy for installation and facility resources (MILCON; Environmental Quality and Restoration; Facility Sustainment, Restoration & Modernization; Facility Operations; CS; Asset Accountability; Integrated Installation Planning; Facilities Energy; Unaccompanied Housing; and Military Family Housing).

A2.2.1.5. Serves as the AF lead for Joint Basing and AF Common Output Level Services (AF COLS) in cooperation with Under Secretary of Defense for Acquisition and Sustainment, USD (A&S).

A2.2.1.6. Supports Air Force implementation of the National Environmental Policy Act of 1969 (NEPA), ensuring compliance with and execution of requirements delineated in Title 32, Code of Federal Regulations, **Part 989**, *Environmental Impact Analysis Process (EIAP)*. Supports implementation of DAF environmental programs by providing broad policy implementation guidance, oversight and program support, ensuring compliance with environmental restoration, environmental compliance and pollution prevention, and environmental conservation (natural and cultural resources, to include Tribal relations) requirements.

A2.2.1.7. Provides authoritative technical support required in the areas of warfighting readiness, emergency services, base development and planning, base operating support, and installation services.

A2.2.1.8. Serves as the AF/A4 focal point for the following multi-disciplinary efforts: fire emergency services, explosive ordnance disposal, corrosion control of facilities, and all-

hazards and/or threats emergency management to include nuclear and radiological response, as well as non-medical aspects of CBRN.

A2.2.1.9. AF representative to the DoD Emergency Management Steering Group, DoD Explosive Ordnance Disposal Program Board, and DoD Fire Emergency Services Working Group. Serves as the AF/A4 lead for Counter-Improvised Explosive Devices (C-IED), Irregular Warfare (IW), Building Partnerships (BP), Air Advisory programs and the Mission Support Group Commander Course.

A2.2.1.10. Serves as the Authorizing Official (AO) for all information, operational, and platform technology systems listed on the Civil Engineer Authorization Boundary List (ABL) and leads the development and implementation of strategy, governance, and policy related to Civil Engineering Technology.

A2.2.1.11. Develops and promulgates strategy and guidance regarding real estate actions as well as accounting, maintenance, and disposal of real property to implement SAF/IE policy pursuant to HAFMD 1-18, except for authorities related to Air Force-owned industrial facilities and authorities delegated directly by SAF/IEI to the Chief of Air Force Reserve, the Air National Guard and authorities not otherwise delegated to AF/A4.

A2.2.2. Directorate of Logistics (AF/A4L). Develops AF Logistics policy. Manages Enterprise Logistics Governance to guide the development and execution of the Enterprise Logistics Strategy which supports AF and DoD Strategic goals and objectives. In coordination with SAF/AQC, develops policy, guidance and implementation measures to institutionalize Operational Contract Support throughout the Air Force Enterprise. Provides oversight of the training, organizing, and equipping of Logistics personnel and functions supporting all AF manned and unmanned aircraft, nuclear weapons, munitions and missiles, mission systems, USSF space launch and engine programs. Leads force development to include Logistics education and training for all Logistics officers, civilians and enlisted personnel. Develops and executes engagement strategies with key stakeholders (OSD, Congress, industry, etc.) to ensure stakeholder equities are incorporated in Logistics policy and strategy, and to develop stakeholder understanding and support of enterprise Logistics interests.

A2.2.3. Directorate of Resource Integration (AF/A4P). Responsible for Air Force Logistics, Engineering and Force Protection strategic integration. Prepares and manages resource programs for AF aircraft, missiles, munitions, War Reserve Materiel, support equipment, vehicles, and logistics information systems, as well as installations, facilities, emergency services, integrated defense, CS, command support, public affairs, and Headquarters Air Force.

A2.2.3.1. Serves as AF/A4's representative to the Air Force Group and Board as part of the Air Force Corporate Structure (AFCS) system. Validates requirements and defends budget requests through Corporate Resource Panels, Air Force Council, OSD, Office of Management & Budget, JCS, and congressional review and enactment. Manages military and civilian personnel; financial management; congressional correspondence and hearing preparation; information management and administration; and functional IT and computer support functions in alignment with SAF/CN and ACC policies and procedures.

A2.2.3.2. On behalf of the DCS and in close coordination with the Joint Staff, sister services, and allied air forces, develops AF/A4 Strategy for the Basing and Logistics Enterprise. Promotes the integration of strategy with resourcing through the AF/A4

Enterprise Council, providing secretariat support to oversee the execution and implementation of strategy to ensure mission success.

A2.2.3.3. Acts as Logistics, Engineering and Force Protection functional Chief Information Officer (CIO), Chief Architect, and Data Officer for the Logistics, Engineering and Force Protection IT Portfolios. Performs duties as the AO for information systems listed on Logistics Authorization Boundary List (ABL), and consults on cybersecurity matters for all Logistics, Engineering and Force Protection IT systems. Develops and guides implementation of Logistics, Engineering and Force Protection IT, cybersecurity, data and mobile technology integration strategy, plans, policy, governance, Business Enterprise Architectures (BEA), standards, resources and investments.

A2.2.3.4. Develops and oversees the Logistics and Supply Chain Management (LSCM) and Property Management (I&E) IT portfolio Organizational Execution Plans, to include aligning IT Investments to AF Business Operations Plan and Functional Strategies. Chairs and manages the Air Force AF/A4 Portfolio Board governance process and structure. Represents A4 Logistics, Engineering, and Force Protection portfolio equities at appropriate IT governances with SAF/MG, SAF/CN, and other Air Staff and OSD organizations.

A2.2.3.5. Serves as the Functional Manager for Air Force civilian Logisticians. Leads force development to include force renewal, recruitment, retention, force development, and education and training for all Logistics civilian personnel.

A2.2.4. Directorate of Security Forces (AF/A4S). Provides oversight of the organizing, training, and equipping of Security Forces personnel and functions supporting Air Force core missions across the full spectrum of military operations and contingencies. Leads force development to include education and training for all Security Forces officers, civilians, and enlisted personnel. Serves as the AF/A4 focal point for all doctrine, policy, standards, requirements and operational issues involving protection and nuclear weapons system security.

A2.2.4.1. AF/A4S is the focal point for execution of protection efforts pursuant to AFRD 31-1, *Integrated Defense*. This includes protection functions securing combat and logistics forces, bases, and joint security areas through area security operations; nuclear weapons system security; antiterrorism programs; installation access; law enforcement operations for the protection of buildings, arms, ammunition & explosives (AA&E), chemical agents, grounds, property, and persons and implementation of 10 USC § 2672, *Protection of buildings, grounds, property, and persons*; AF corrections program and functions; Base Defense against air threats posed through small unmanned aircraft, rockets, and mortars; vendor threat mitigation; and weapons employment and tactics (combat arms).

A2.2.4.2. AF/A4S is the focal point for execution of installation level DCA operations and readiness. This includes protection program function for training advocacy; assessment and advocacy of resourcing and programming decisions for resourcing; translate technology attributes to evolve base defense capabilities, integrate equities of Base Defense requirements; maintain internal and cross-departmental working relationships; and guides coordination processes with the other Air Staff, OSD, coordinating US Government agencies, and Coalition partners.

A2.2.4.3. Serves as the Executive Agent for the Department of Defense Military Working Dog (MWD) Program. Has responsibility for MWD breeding, resourcing, RDT&E, training, training support, inventory, distribution, and final disposition as well as assigned logistical management responsibilities to AETC/A4R and functional user management responsibility to HQ Air Force Security Forces Center (HQ AFSFC). AF/A4S establishes policy for MWD operations within the Air Force, designates and maintains an office of primary responsibility for Presidential protection, coordinating with USD (I&S) on development of policies and procedures for proper employment of Explosive Detection Dog (EDD) teams in support of the U. S. Secret Service (USSS).

A2.2.4.4. Provides representation as the Air Force member of the DoD Executive Agent for Joint Intermediate Force Capabilities Office (JIFCO) and the Air Force's NLW focal point; coordinating Air Force personnel support for the DoD Executive Agent for NLW's jointly manned activity; and developing, employing, maintaining, acquiring, researching and developing NLW and related activities.

A2.2.4.5. Plans and directs programming and budgeting for all Security Forces programs, including Integrated Base Defense Security System (IBDSS) program of record including all IBDSS-related initiatives, programs, projects, and RDT&E efforts. AF/A4S performs specified physical security program responsibilities and provides AF representation for the Physical Security Enterprise & Analysis Program (PSEAP) and to working groups supporting the DoD Mission Assurance Steering Group.

A2.2.4.6. Serves as the Authorizing Official (AO) for the Force Protection Boundary. Executes the DAF Risk Management Framework (RMF) for all information technology, operational technology, and platform technology (IT/OT/PT) as defined in the AO boundary memorandum. Determines IT/OT/PT accepted into the Force Protection Boundary. Makes cybersecurity risk decisions for the Force Protection Boundary. Acts as the Chief Architect for the Force Protection Boundary IT/OT/PT. Develops and guides implementation of information technology strategy, plans, policy, governance, Enterprise Architectures (EA), standards, resources, and investments. Develops and oversees the Force Protection Boundary Execution Plan, to include aligning Investments to Strategic Management Plan (SMP) and functional strategies. Manages the Security Forces capabilities portfolio as the Enterprise Requirements Manager, and develops and prioritizes operational requirement capabilities, to include validation, staffing and approval through the Security Forces enterprise governance and the Joint Capabilities Integration Development System (JCIDS) process. With SAF/AQC, serves as a Co-Commodity Strategy Official for the Air Force, Force Protection Commodity Council. Provides direction and manages functional information technology support functions in alignment with SAF/CN, AF/A4 CIO and USSF policies and procedures.

A2.2.4.7. Ensures compliance with DoD policies on law enforcement standards and training, establishing and implementing the minimum training, certification, and physical fitness standards for civilian police (CP) and security guard (SG) programs for all CP and SG members of the Air Force, developing guidelines to ensure civilian and military law enforcement responsible for protection at U.S. military installations receive active shooter training, and fulfilling related responsibilities.

A2.2.4.8. AF/A4S ensures compliance with DoD policies and procedures pertaining to law enforcement criminal intelligence (LE CRIMINT) and develops policy and procedures to support, establish and maintain a LE CRIMINT capability within Air Force law enforcement agencies, as delegated to the SecAF pursuant to DoDI 5525.18. AF/A4S ensures compliance with DoD policies and guidance on appropriately utilizing the Law Enforcement Defense Data Exchange (LE D-DEX).

A2.2.4.9. Establishes and implements policy on the carrying of firearms and the use of force, and monitoring compliance with the same. Additionally, AF/A4S prescribes implementing regulations for Air Force management of and otherwise ensuring compliance with DoD policies and procedures pertaining to federal law enforcement officers flying armed, and serving as approval authority for law enforcement personnel flying armed on commercial aircraft under Air Force authority.

A2.2.4.10. The Security Forces Career Field Managers (CFMs) (Civilian, Enlisted, & Officer) advise across AF/A4 to provide guidance, oversight, and direction on Security Forces related Total Force Integration initiatives affecting installation support, logistics, engineering, and protection. Manage and advise the AF/A4 on behalf of A4S equities for the best execution of the AF/A4 Total Force Program to ensure assigned AF personnel are trained and utilized to support AF mission requirements. Additionally, AF/A4 Civilian Career Field Managers (CFMs), Security (Law Enforcement) have the primary responsibility, while working in concert with MAJCOM Functional Managers, in the development of Logistics, Civil Engineer (CE) and Security Forces (SF) policies and directives affecting civilian personnel and missions, to include the business activities of the Human Resource Management (HRM) Domain Architecture: Define the Force, Acquire Civilians, Develop Civilians, Utilize Civilians, Sustain Civilians, Transition Civilians, Compensate Civilians, and Enable the Air Force HRM Domain. Serve as liaisons between AF/A4 and AF/A1, AFPC, the Chief of Air Force Reserve (RE), as well as SAF/MR. Participate in Total Force Enterprise and Integration working groups, and policy development relating to AF/A4 functional areas.

A2.2.5. Reserve Advisor (AF/A4H). Advises across AF/A4 functional areas on matters pertaining to the Air Force Reserve (AFR). Assists in the development of Logistics, Civil Engineer (CE) and Security Forces (SF) policies and directives affecting Reserve personnel and missions. Serves as liaison between AF/A4, AFRC, the Chief of Air Force Reserve (RE), and SAF/MR. Manages and advises the AF/A4 on the execution of the AF/A4 Individual Mobilization Augmentee Program. Manages and advises the DCS on the execution of the organization's Military Personnel Appropriation (MPA) Man-Day program. Ensures MPA man-day program adheres to AF and MAJCOM guidance. Supports the Air Reserve Forces Policy Committee. Participates in Total Force Enterprise and Total Force Integration working groups and policy development relating to AF/A4 functional areas.

Attachment 3**STANDARD OPERATING PROCEDURES FOR THE DEPUTY CHIEF OF STAFF,
LOGISTICS, ENGINEERING AND FORCE PROTECTION AND THE ASSISTANT
SECRETARY OF THE AIR FORCE, ACQUISITION, TECHNOLOGY, AND
LOGISTICS****A3.1. SAF/AQ and AF/A4 Share Oversight Authority and Responsibility for:**

A3.1.1. These standard operating procedures (SOPs) apply to individuals assigned to Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics (SAF/AQ) and the Deputy Chief of Staff for Logistics, Engineering, and Force Protection (AF/A4) who are responsible for developing policy, managing programs, and preparing guidance on approved policies and plans that relate to logistics, engineering, and force protection. These procedures facilitate routine staff actions and functions and reduce duplication of effort between SAF/AQ and AF/A4 staff roles while increasing operating effectiveness and efficiency.

A3.1.1.1. Operational Contract Support (OCS) as defined in these SOPs for acquisition, technology, and logistics delegated through public law, executive order and DoDD and Instruction for the programs outlined in:

A3.1.1.2. 32 CFR Part 158, *Operational Contract Support*.

A3.1.1.3. DoDI 3020.41, *Operational Contract Support (OCS)*.

A3.1.2. System-related National Environmental Policy Act, Environmental Impact Analysis Process, and Executive Order (EO) 12114, *Environmental effects abroad of major Federal actions*, classified and unclassified documents (Environmental Assessment (EA), Finding of No Significant Impact (FONSI), Environmental Impact Statement (EIS), Record of Decision (ROD), Overseas Environmental Assessment (OEA), Overseas Environmental Impact Statement (OEIS), etc.) when a SAF/AQ acquisition and sustainment program office is developing, sustaining, or modifying a system, in accordance with, but not limited to:

A3.1.2.1. Public Law 91-190, 42 USC §§ 4321 – 4347, *National Environmental Policy Act of 1969 (NEPA)*.

A3.1.2.2. Title 40 CFR Parts 1500-1508, *Regulations for Implementing the Procedural Provisions of the NEPA*.

A3.1.2.3. 32 CFR Part 989.

A3.1.2.4. EO 12114.

A3.1.2.5. AFI 63-101 20-101, *Integrated Lifecycle Management*.

A3.1.2.6. DoD 5000 Policy Series of Directives and Instructions covering the Adaptive Acquisition Framework Pathways and Functional areas.

A3.1.2.7. User defined system requirements and funding.

A3.2. Roles and Responsibilities.

A3.2.1. SAF/AQ:

A3.2.1.1. SAF/AQC will:

A3.2.1.1.1. Represent SecAF at the OCS Functional Capabilities Integration Board.

A3.2.1.1.2. Partner with AF/A4L to institutionalize OCS across the Air Force enterprise.

A3.2.1.1.3. Promulgate and implement OCS policy, guidance, and training for the Air Force's contingency contracting community (64P, 6C, 1102).

A3.2.1.1.4. Advise the Deputy Assistant Secretary of Defense (Support) (DASD(S)) by providing coordinated and consolidated recommendations on key OCS initiatives.

A3.2.1.2. SAF/AQR will:

A3.2.1.2.1. Represent SAF/AQ acquisition and sustainment programs' related equities in NEPA/EIAP/EO 12114.

A3.2.1.2.2. Support HAF review and approval of SAF/AQ acquisition and sustainment programs' related NEPA documents for programs that may have substantive NEPA related issues per 32 CFR Part 989, to include but not limited to: development of Air Force Forms 813, Descriptions of Proposed Action and Alternatives, pre-draft and pre-final NEPA document review, development of final NEPA decision documents.

A3.2.1.2.3. Ensure SAF/AQ acquisition and sustainment system program managers provide system-specific Environment, Safety and Occupational Health data (to include, but not limited to, air pollutant emissions data, noise emissions data, and hazardous materials data) as required to support the Using Commands' and Test and Evaluation organizations' environmental planning and NEPA/EIAP/EO 12114 documentation requirements.

A3.2.1.2.4. Support and consult on NEPA/EIAP/EO 12114 policy and guidance, which implement and interpret policy and doctrine by defining and codifying NEPA/EIAP/EO 12114 procedures and or processes used to implement those policies and doctrines.

A3.2.1.2.5. Collaborate with AF/A4C to create linkages between SAF/AQ program offices' management of weapon system environment, safety, and occupational health risks and requirements and installation Environmental Quality Systems implemented in accordance with DoDI 4715.15.

A3.2.2. AF/A4:

A3.2.2.1. AF/A4L will:

A3.2.2.1.1. Partner with SAF/AQC to institutionalize OCS across the Air Force enterprise.

A3.2.2.1.2. Promote Air Force-wide visibility and awareness of OCS-related initiatives.

A3.2.2.1.3. Oversee initiatives and programs related to the implementation of OCS throughout Logistics, Engineering and Force Protection policy, organization, training, and career field development.

A3.2.2.2. AF/A4C will:

A3.2.2.2.1. Partner with SAF/AQR to provide policy guidance, execution oversight, and support to SAF/AQR for SAF/AQ acquisition and sustainment program office related NEPA/EIAP/EO 12114 compliance.

A3.2.2.2.2. Provide review and advice on SAF/AQ program offices' system data to support the AF EIAP process when the systems' may have substantive NEPA/EIAP/EO 12114 related issues.

A3.2.2.2.3. Support and consult on NEPA/EIAP/EO 12114 policy and guidance, which implement and interpret policy and doctrine by defining and codifying NEPA/EIAP/EO 12114 procedures and processes used to implement those policies and doctrines.

A3.2.2.2.4. Oversee NEPA/EIAP/EO 12114 related Security and Policy (S&P) implementation and reviews for Internal Functional Review and Review for Clearance to Publicly Release based on the programs current milestone schedule and established NEPA/EIAP/EO 12114 generally accepted procedural timelines.

A3.2.2.2.5. Collaborate with SAF/AQR on staffing and review of SAF/AQ Program Office NEPA-related documentation.

A3.2.2.2.6. Provide HAF consolidated professional review, comment, and/or approval of SAF/AQ acquisition and sustainment program office related /NEPA/EIAP/EO 12114 compliance for program office systems that may have substantive NEPA related issues, to include but not limited to development of Air Force Forms 813, Descriptions of Proposed Action and Alternatives, pre-draft and pre-final NEPA document review, development of final NEPA decision documents.

A3.2.2.2.7. Collaborate with SAF/AQR to create linkages between SAF/AQ program offices' management of weapon system environment, safety, and occupational health risks and requirements and installation Environmental Quality Systems implemented in accordance with DoDI 4715.15.

A3.3. Subject to the Standard Operating Procedures that Follow, a General Description of the Flow / Sharing of Work between SAF/AQC and AF/A4L for Operational Contract Support Includes:

A3.3.1. Serving as the initial point of entry for all major OCS-related Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy (DOTMLPF-P) initiatives prior to entering the formal Air Force, Joint and/or Department of Defense staffing.

A3.3.2. Synchronizing efforts to organize, train and equip Airmen to plan and execute all facets of OCS.

A3.3.3. Serving as the Air Force's collaborative body for all issues related to OCS planning, management and integration.

A3.3.4. Recommending strategic-level OCS priorities, and coordinate for the proper consideration of resourcing issues, as appropriate.

A3.3.5. Coordinating policies and guidance that impact execution of the Air Force OCS Program.

A3.3.6. Advising the DASD (Logistics) OCS FCIB by providing coordinated and consolidated recommendations on key OCS initiatives.

A3.3.7. Conducting a quarterly OCS update to AF/A4L and SAF/AQC senior leadership to keep them abreast of pertinent OCS initiatives, achievements and challenges.

A3.4. Conditions for AF/A4 to Exercise Delegated Secretarial Authorities. In the absence of SAF/AQC, AF/A4 is authorized to act on behalf of/ represent the SecAF at the OCS Functional Capabilities Integration Board as a voting member.

A3.5. Conditions Requiring SAF/AQ Action. SAF/AQ review and concurrence are required prior to implementing any policy, plan, program, practice or activity for programs outlined in A3.1, which may affect the contracting career fields (64P and 6C) or which may affect the organization, manning, or mission or contingency contracting forces (i.e. AFICC-Operating Locations, Contracting Squadrons).

A3.6. Conditions Requiring AF/A4 Action. AF/A4 review and concurrence are required prior to implementing any policy, plan, program, practice or activity for programs outlined in A3.1, which may affect the Logistics, Engineering, or Security Forces career fields or which may affect the organization, manning, or mission of Air Force Major Commands, Component Numbered Air Forces and direct reporting units' (DRUs') Logistics, Engineering, or Force Protection directorates (i.e. Component A4Ks).

A3.7. Revisions to Standard Operating Procedures. These operating procedures may be reviewed and revised as deemed necessary by the Secretary of the Air Force. SAF/AQ or AF/A4 may also initiate a revision in consultation with the appropriate principals. OPRs must follow revision procedures as mandated in HOI 90-1.

A3.8. Terms of the Agreement. This agreement may be reviewed and revised as deemed necessary by the Secretary of the Air Force. It is effective 14 Jun 2021 and may only be terminated or amended upon agreement by both AF/A4 and SAF/AQ.

FOR THE DIRECTOR

//SIGNED, 1 Apr 21//
DARLENE J. COSTELLO, SES, DAF
Principal Deputy Assistant Secretary
of the Air Force,
(Acquisition, Technology, and Logistics)

//SIGNED, 24 May 21//
WARREN D. BERRY, Lt Gen, USAF
Deputy Chief of Staff
Logistics, Engineering & Force Protection

Attachment 4

STANDARD OPERATING PROCEDURES FOR THE DEPUTY CHIEF OF STAFF, LOGISTICS, ENGINEERING AND FORCE PROTECTION AND THE DEPUTY CHIEF OF STAFF, STRATEGY, INTEGRATION AND REQUIREMENTS

A4.1. Purpose/Scope. This SOP establishes relationships, governance, and other principles agreed to by the Deputy Chief of Staff, Logistics, Engineering and Force Protection (AF/A4) and the Deputy Chief of Staff, Strategy, Integration and Requirements (AF/A5) concerning common, complementary, or otherwise related roles and responsibilities outlined in HAFMD 1-38 and HAFMD 1-7, *Deputy Chief of Staff, Strategy, Integration and Requirements*. These procedures intend to provide the AF/A4 and AF/A5 with a high-level oversight of their respective functional areas, confirm governance structures and mutually established principles, facilitate decision-making actions, and reduce duplication of effort while increasing effectiveness and efficiency.

A4.2. Authorities and Delegations. The authorities to enter into these procedures are found in [paragraph 2](#) of this publication and HAFMD 1-7. This SOP does not enact or change two-letter delegations of authority or organizational relationships as reflected in HAFMD 1-38 and HAFMD 1-7.

A4.3. Goals and Objectives.

A4.3.1. Ensure a single “Department of the Air Force” voice approach to all matters related to logistics, engineering, and force protection, and that AF/A4 and AF/A5 develop and convey consistent messaging on matters of interdependent responsibilities or interests.

A4.3.2. Ensure the effectiveness, optimization, and efficiency of logistics, engineering, and force protection portfolios, capabilities, and efforts.

A4.3.3. Ensure mechanisms support communications and information flow to provide AF/A4 sufficient awareness and influence on strategy, concept, and capability development activities conducted by AF/A5 that involve (or will affect) logistics, engineering, or force protection matters directed by HAFMD 1-38 or other Air Force, Space Force, or Joint guidance.

A4.3.4. Ensure AF/A4 and AF/A5 are fully synchronized and engaged in the Air Force Corporate Process for matters within AF/A4 areas of responsibility.

A4.4. Framework Principles.

A4.4.1. Situational Context: AF/A4 and AF/A5 understand that personnel, financial, and time limitations may drive resourcing trade-offs and are committed to a balanced approach to oversight, management, and execution. AF/A4 and AF/A5 will mutually agree on trade-off decisions on matters of interdependent responsibilities or interests.

A4.4.2. Overarching Concepts: Policy, Oversight, and Management.

A4.4.2.1. Establishing and Issuing Policy. Policy is a statement of important, high-level direction that guides decisions and actions throughout the Air and Space Forces. Policy translates ideas, goals, or principles into actionable directives. AF/A4 is responsible for developing all Air Force and Space Forces policies for functional responsibilities assigned in HAFMD 1-38 and will advise AF/A5 of the development of new policies or updates to

existing policies. AF/A4 is the Air and Space Forces lead for all matters pertaining to garrison logistics, engineering, and force protection support.

A4.4.2.2. Program Oversight. Program oversight involves ensuring high-level decision-making, programming, resource allocation, and program execution are consistent with Department of the Air Force policy, strategic direction, guidance, and legal requirements. While AF/A4 and AF/A5 retain program oversight responsibilities and authorities as assigned by HAFMD 1-38 and HAFMD 1-7 respectively, AF/A5's unique responsibilities to set Air Force strategy, develop Air Force concepts and act as the Secretariat for the Executive Leadership Team (ELT) require AF/A4 and AF/A5 to collaborate closely through formalized governance structures. This coordination should ensure strategy and designs for future force requirements are feasible when considering necessary basing, force protection, logistics, and mission support. While additional governance structures may be developed, at a minimum, AF/A4 and AF/A5 will cooperate through the A4 Enterprise Council (EC), the Capability Development Working Group (CDWG) and ELT, and Cross-Functional Teams (CFTs).

A4.4.2.3. Management. For programs and activities in which AF/A4 and AF/A5 hold shared responsibilities or interests, at a minimum, the formalized governance structures mentioned in [paragraph 4.2.2](#) of this attachment will be the primary mechanisms for coordinated management of such shared programs and activities. Descriptions of the governance structures may be found in their respective charters.

A4.5. Integrated Governance Structure And The Air Force Corporate Structure.

A4.5.1. ELT and CDWG. AF/A5 is responsible for creating the AF strategy, concepts, and design that implements national and service strategic guidance, and for advancing that design through the Capability Development (CD) Guidance integrated with the Air and Space approach to planning and programming processes. The ELT oversees the Air and Space Forces CD process. The CD process is a collaborative and inclusive effort designed to build the future force, discover viable CD pathways, and execute corresponding CD strategies. The objective of the CD process is to calibrate the Air and Space Forces' future challenges, force redesign, and development activities. AF/A4 will, to the extent practical, coordinate its CD efforts with AF/A5A and align them with AF strategy, concepts, and design decisions.

A4.5.1.1. AF/A5 acts as the Secretariat for the ELT and as tri-Chair of the CDWG alongside SAF/AQ and Space Force. AF/A4 is a member of both bodies.

A4.5.1.2. The Air and Space Forces CD process drives focused investigation into critical uncertainties and the hypotheses associated with the four design attributes of the Air and Space Forces Operating Concept: (1) Dominate Space, (2) Connect the Joint Force, (3) Generate Combat Power, and (4) Sustain Logistics Under Attack.

A4.5.1.3. CFTs inform the CDWG and ELT by providing strategic oversight and coordination across the force to develop a range of capability development options and execute those that align with the concept of operations and design. AF/A5 will utilize CFTs to advance capabilities that enable Air Force strategy and shape the future force. CFTs will consist of a wide representation of stakeholders from across the Air Force. Each CFT develops its own charter to guide its conduct. The ELT approves CFT charters. For

information regarding the AF/A4 and AF/A5 involvement in the CDWG and ELT and relationship in capability development see Section 9.4.

A4.5.1.3.1. AF/A4 will support these CFTs at various levels ranging from providing subject matter expertise to providing co-chairs for select CFTs. The level of involvement AF/A4 provides will be determined on a case-by-case basis for each CFT. However, due to the imperative of sustainment, protection, and movement/maneuver support for any Air or Space Force operation, AF/A5 will invite AF/A4 to participate in every CFT.

A4.5.1.3.2. While AF/A4 will coordinate efforts with CFTs as appropriate, there may be instances where it is necessary for AF/A4 to pursue capability development outside of the CFTs. In those instances, capability development will reside within functional governance structures subordinate to the A4EC.

A4.5.2. A4 Enterprise Council (A4EC).

A4.5.2.1. The A4 Enterprise governance is a three-tiered structure consisting of the Council; the three functional boards (Civil Engineer, Logistics, and Security Forces); the Logistics, Engineering, and Force Protection Information Technology (IT) Portfolio Board; and various functional working groups. The Integration Leadership Team (ILT) consists of the Chairs of the three functional boards, as well as the A4P Director and A4 Director of Staff. The ILT coordinates across the governance structure to ensure guidance, decisions, and initiatives from the Council are executed and information flows to and from each level. AF/A4 acts as the Chair of the A4EC. AF/A5 Directorates are invited as key stakeholders provide expertise on topics such as strategy, wargames, force design, etc.

A4.5.2.2. Based on the Enterprise Council outcomes, the Council Chair and Members advocate for resources, policy, or other requirements to support Logistics, Civil Engineer, and Force Protection priorities in the AF Corporate Structure and other forums.

A4.5.3. Agility Conference. In 2019, Deputy Commanders of various MAJCOMs, AF/A5 and select other representatives initiated a governance structure initially known as the Agility Conference. The Agility Conference supports the Air Force's Adaptive Operations in Contested Environments concept. Adaptive Operations is an enterprise-level approach to force employment and force development that ensures Air Force capability to project power into and operate from bases in contested and highly-contested basing environments from today through 2040. The Agility Conference seeks to advance short-term action items that will enhance the Air Force's ability to conduct Adaptive Operations. The AF/A4 and AF/A5 will use this venue to collaborate on the key focus areas of the conference, namely training, resources, and strategic communications.

A4.5.3.1. The Agility Conference governance oversees the development, planning, funding, and synchronization of efforts across all MAJCOMs in support of Agile Combat Employment.

A4.5.3.2. The Agility Conference recognizes the AF/A5 as a member of the governing body and the AF/A4 and other HAF entities as Key Advisors whose expertise align with the enduring business of the Conference's governance and whose presence will be required on an as-needed basis.

A4.6. Organizational Roles and Responsibilities.

A4.6.1. AF/A4 Functions. HAFMD 1-38 outlines all AF/A4 functions, roles and responsibilities to include:

A4.6.1.1. Organizing, training, and equipping personnel for all facets of Logistics, Engineering and Force Protection as described in [Attachment 2](#) of this HAFMD.

A4.6.1.2. Ensuring CS, sustainment, and readiness through planning, programming, budgeting, and development of policy and guidance.

A4.6.1.3. Establishing policy implementation guidance for logistics, engineering, force protection, and logistics related CS activities.

A4.6.1.4. Directing world-wide management of logistics, engineering, force protection, and CS.

A4.6.1.5. Determining logistics, engineering and force protection requirements. This responsibility infers the need to develop CS strategy supportive of AF and DoD strategy, to develop functional concepts, and to develop and advance functional capabilities. To the greatest extent feasible, these activities will be coordinated with AF/A5.

A4.6.1.6. Providing CS guidance to war planning, programming, budgeting, and analysis. This responsibility infers the need for involvement in wargaming and other operational analysis. AF/A4 will work with AF/A5 and other HAF offices to develop essential elements of analysis and other inputs for war-games, and to incorporate CS related outcomes of war-games into strategy, concepts and capability development.

A4.6.1.7. Providing product support planning and execution across the lifecycle of weapon systems.

A4.6.1.8. Providing oversight of logistics reporting systems, data collection, performance measures, and metrics.

A4.6.1.9. Developing and managing all aspects of physical security.

A4.6.1.10. Acting as the focal point for the integration of AF force protection programs and efforts.

A4.6.1.11. Employing resources in foreign disaster relief operations.

A4.6.1.12. Managing non-medical chemical, biological, radiological, and nuclear defense and consequence management programs.

A4.6.1.13. Providing senior AF representation within the AF and joint corporate processes related to all matters and governing bodies concerned with CS.

A4.6.1.14. Acting as senior AF representative in CS matters with partners and allies.

A4.6.1.15. Exercising all delegated authorities outlined in [Attachment 1](#) of HAFMD 1-38.

A4.6.2. AF/A5 Functions. HAFMD 1-7 outlines all AF/A5 functions, roles, and responsibilities to include:

A4.6.2.1. Developing and managing processes for strategy development, concept development, wargaming, future force development, capability development, architecture policy development, and operational capability requirements.

A4.6.2.2. Generating and articulating a coherent strategy and integrated future force design for the Air Force.

A4.6.2.3. Ensuring representation of integrated strategy, concepts, force design, operational capability requirements, and capability development in the Air Force corporate process.

A4.6.2.4. Exercising close coordination with senior leadership and planning staffs across the DoD and AF, including HAF, MAJCOMS, FOAs, and the reserve components and ensuring their inputs are considered in strategy, future force design, capability development, architecture policy development, and the requirements process.

A4.6.2.5. Serving as the Air Force lead for OSD/Policy's and JS/J5's Global Posture Executive Council and Global Posture Integration Team. Shall liaison with AF/A4 offices on status of Air Force funded MILCON projects, as applicable.

A4.6.2.6. Serving as the United States National Representative to the Five Eyes (FVEY) Air Force Interoperability Council (AFIC). FVEY AFIC Management Committee and their working groups shall liaison with AF/A4 offices, as applicable. AF/A4 will forward to AF/A5, as appropriate, priorities relating to basing and logistics for standardization, information sharing and capability development with FVEY partners, to inform Senior Level Engagement and development of US National Director priorities for AFIC.

A4.6.2.7. Serving as the United States National Representative to the NATO Military Committee Air Standardization Board (MCASB) and manages United States participation in the MCASB working groups as the Lead Agent. Coordinates U.S. response to MCASB standardization agreements (STANAG) and AF response for STANAGs where the other services are the Lead Agent. Shall liaison with AF/A4 offices, as applicable.

A4.6.2.8. Creating the design that implements national and service strategic guidance, and implementing that design through the Capability Development Guidance (CDG) and with Air Force planning and programming processes.

A4.6.2.9. Exploring innovative solutions to future strategic challenges. Developing a family of concepts that implements applicable innovative solutions and describes how the Air Force will fight in the future, and integrate those ideas into the AF design and CDG.

A4.6.2.10. Exercising all delegated authorities outlined in Attachment 1 of HAFMD 1-7.

A4.7. Special Organizational Roles and Relationships.

A4.7.1. AF/A4 is the lead AF office for coordination with Chairman of the Joint Chiefs of Staff J4 and J36, Combatant Command J4 and J36 organizations, the Defense Logistics Agency, sister service and allied/partner nation logistics, engineering, force protection and combat support offices and agencies, and other interdepartmental/interagency partners concerning all issues related to logistics, engineering, force protection, CS, and disaster response.

A4.7.2. AF/A4 maintains or will-develop SOPs with other HAF and MAJCOM organizations with CS responsibilities (e.g., SAF/AQD), as needed.

A4.7.3. AF/A4 responsibilities related to acquisitions, life-cycle sustainment, RDT&E, category management, and supply chains require a unique relationship with AFMC and its various centers and laboratories such as AFCEC and AFSFC. AF/A4 routinely works with AFMC/A4 on a variety of issues and, through them, with other AFMC Directorates and subordinate organizations.

A4.8. Communication.

A4.8.1. Early and informal discussion and communication is strongly encouraged within and across the AF/A4 and AF/A5 staffs as needed to efficiently and effectively carry out programs and work toward the force required to address the threats outlined in the NDS.

A4.8.1.1. Staff members involved in meetings at any level are expected to inform their respective chain of supervision of issues of concern, decisions, agreements, or other outcomes of a meeting.

A4.8.1.2. Current opportunities for coordination beyond daily staff interaction include, but are not limited to, AF/A4 participation on the ELT/CDWG, AF/A5 Directorate involvement in AF/A4 EC's where there is AF/A5 equity, and calendar permitting, a monthly AF/A4 and AF/A5 AO synchronization meeting organized by A4P.

A4.8.2. AF/A4 is responsible for providing program oversight for all functional areas within HAFMD 1-38. In some instances relative to HAFMD 1-38, AF/A4 may provide day-to-day direction for critical issues. For example, AF/A4 will have a lead role in the adoption or articulation of any logistics-related policy position to OSD, other military departments, federal agencies, federal or state elected representatives, or other organizations outside the Air Force, that establishes or significantly changes an Air Force policy, or changes or erodes an established policy or position of the Air Force, Administration position, or Congressional position.

A4.8.3. AF/A4 and AF/A5 will communicate prior to implementing any policies, plans, programs, or activities for areas outlined in this SOP that may cause a significant resource impact upon execution or implementation.

A4.9. Key Touchpoints.

A4.9.1. Concept Development. AF/A5 is charged to provide guidance for concept development and to initiate and maintain an Air Force Family of Concepts that will drive future force design. Concept development may be governed under a CFT or another governance mechanism endorsed by AF/A5.

A4.9.1.1. To ensure feasibility of sustainment, protection, and movement/maneuver concepts, AF/A4 will provide subject matter expertise at the appropriate echelon in each individual concept's development.

A4.9.1.2. AF/A4 may develop additional functional concepts in coordination with AF/A5, as necessary.

A4.9.2. Strategy. The AF/A5 is responsible for developing and maintaining an Air Force strategy aligned with national strategy, whereas the AF/A4 is responsible for providing CS

strategy and guidance aligned with Air Force and national strategy, informed by Joint doctrine, and with emphasis on sustainment, protection and movement/maneuver functions. Additionally, AF/A4 is responsible for operationalizing CS strategy through the A4EC, ELT/CDWG, and Installation Support and Logistics Panels.

A4.9.3. Wargames. The AF/A5 will use wargaming, experimentation, and exercises to inform future force makeup and subsequent design iterations. The AF/A4 will provide functional insights and appropriate subject matter expertise to ensure the AF/A5 analysis framework considers sustainment, protection, and movement/maneuver equities.

A4.9.3.1. AF/A5 will retain responsibility to execute the Global Engagement series wargames on behalf of the CSAF and will provide initial and continued collaboration and coordination with AF/A4 to ensure wargame and Essential Elements of Analysis properly consider and realistically portray Logistics, Engineering and Force Protection concerns, capabilities and constraints. AF/A4 will support AF/A5 with functional subject-matter experts to participate in wargame development, planning and execution. Both the AF/A4 and AF/A5 will leverage war game results to ensure that the Air Force and Space Force are properly postured for the future fight.

A4.9.3.2. The AF/A4 will collaborate, coordinate and provide subject matter expertise with AF/A5 on the development of exercise objectives and analysis of their results.

A4.9.3.3. Both the AF/A4 and AF/A5 will work together to develop and assess concept-based hypotheses to identify and recommend the best value-added solutions for changes in doctrine, organization, training, materiel, leadership and education, personnel, and facilities and policy required to achieve significant advances in future joint operational capabilities.

A4.9.4. Capability Development. AF/A5 will collaborate with AF/A4 to identify and evaluate capability gaps; determine, prioritize, and direct further capability development activities to mitigate capability gaps; and develop requirements consistent with the AF design.

A4.9.4.1. AF/A5 will provide guidance to AF/A4 concerning applicable Capability Development status updates and future steps. The AF/A5, in collaboration with the AF/A4, will prioritize, integrate, and assess CD activities across DOTMLPF-P to mitigate capability gaps and capitalize on emerging opportunities to support and resource the future force design through the annual capability development guidance (CDG), approved by SecAF and CSAF, and recommendations to the capability development community.

A4.9.4.2. The AF/A4 will provide recommended CD priorities from a CS perspective. AF/A4 retains the right to develop functional concepts and to develop/advance functional capabilities. To the greatest extent feasible, these activities will be coordinated with AF/A5 and applicable CFTs.

A4.9.5. Joint Requirements Generation: The AF/A5 is the Air Force lead for the Joint Requirements Oversight Council (JROC), and recognizes AF/A4 has significant equities in the Protection and Logistics Functional Capabilities Boards (FCBs). AF/A5 will source subject matter expertise from AF/A4 to support FCBs and other JROC activities when CS equities are concerned. This will facilitate a more focused Air Force narrative on CS requirements and a consistent Air Force voice to the joint community on CS matters. When requested and appropriate, the AF/A4 will provide support for JROC bodies identified in Chairman of the

Joint Chiefs of Staff Instruction 5123.01H, *Charter of the Joint Requirements Oversight Council (JROC) and the Implementation for the Joint Capabilities Integration and Development System*.

A4.9.6. Planning and programming. AF/A5 will inform AF/A8 planning, programming and budgeting through design development. AF/A4 will advocate for a design that is in line with the CS needs.

A4.10. Terms of the Agreement. This agreement may be reviewed and revised as deemed necessary by the Secretary of the Air Force. It is effective 14 Jun 2021 and may only be terminated or amended upon agreement by both AF/A4 and AF/A5.

FOR THE DIRECTOR

//SIGNED, 16 Nov 20//

MICHAEL R. SHOULTS, SES, DAF
Assistant Deputy Chief of Staff
Strategy, Integration and Requirements

//SIGNED, 24 May 21//

WARREN D. BERRY, Lt Gen, USAF
Deputy Chief of Staff
Logistics, Engineering & Force Protection