

## COVER FEATURE

### Warner Robins Air Logistics Center

*Security Assistance is big business at Warner Robins Air Logistics Center. We are program managers for 155 Foreign Military Sales Cases supporting 59 countries for a value of \$3.9B, in addition to providing lateral support to other Air Logistics Centers, Army, Navy, and the International Logistics Center on their programs. Security Assistance business is an integral part of our day-to-day job in supporting our customers. It also provides additional jobs at the Center as well as helps the Center maintain an industrial base in acquisition, modification, and repair of our major weapon systems and subsystems.*

RICHARD F. GILLIS  
Major General, USAF  
Commander

#### HISTORY OF THE CENTER

Robins Air Force Base, Georgia, is named for Brigadier General Augustine Warner Robins, one of the Army Air Corps' first General Staff Officers and generally recognized as the Father of Modern Air Force Logistics. Robins AFB is the state's largest industrial facility, employing just over 4,000 military personnel and approximately 16,000 civilians. It is the home for over 40 separate organizations including the Warner Robins Air Logistics Center (WR-ALC).



Welcome Sign at Main Gate to Robins Air Force Base

On 14 June 1941 the U.S. War Department gave approval for the construction of an Army Air Corps supply and maintenance depot in middle Georgia. Ground was broken on 9 November 1941 by the first Depot Commander, Colonel (later Major General) Charles E. "Steve" Thomas, and leading members of the Macon, Georgia, business and political community, including Mayor Charles Bowden.

The advent of the Japanese attack on Pearl Harbor, 7 December 1941, sped up construction, and by 26 April 1943 the Warner Robins Army Air Depot and Robins Field were dedicated. Its personnel have played a principal role in the maintenance of important weapon systems and supply functions during periods of war and international crisis. In World War II they maintained numerous warplanes and trained and dispatched over a quarter-million maintenance, supply, and logistics experts to every theatre of war. During the Korean Conflict, Robins workers, reduced by postwar cuts to 3,900, swiftly and heroically retooled and fitted hundreds of mothballed B-29s which played a key role in saving the Republic of Korea from Communist aggression. And, during the 1960s and 1970s, Robins AFB played a major role in the Southeast Asia "Pipeline," which sent vital men and materiel to U.S. troops fighting in Vietnam. However, over the past 46-odd years, the primary function of the base has been to act as home for the Warner Robins Air Logistics Center.

The Warner Robins ALC mission includes management of more than 200,000 stock items, ranging from aircraft parts to sophisticated avionics and electronic warfare equipment. In fact, Robins AFB is home for the Avionics Center of the Air Force. In addition, WR-ALC manages Foreign Military Sales (FMS) programs for 59 countries. The most important aspect of the Center's mission maintenance responsibility is for the vital F-15, C-130, and C-141 aircraft.

From its origins as a dairy farm pastureland to major defense industrial plant, Robins AFB, Georgia, remains one of the nation's greatest defense assets whose mission continues to be "Keep 'Em Flying."

## MISSION OF THE CENTER

The Warner Robins Air Logistics Center is one of five such regional organizations that provide logistics support to the entire U.S. Air Force. As a worldwide logistics manager, it is one of the vital elements of the Air Force Logistics Command (AFLC) which supports aerospace forces around the world.



Aircraft on display at Robins Air Force Base

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In addition to its worldwide logistics management responsibility for the F-15, C-141, and C-130 aircraft, WR-ALC also has worldwide management responsibilities for three utility aircraft, four helicopters, three air-to-air missiles, four air-to-ground missiles, one ground-to-air missile, and three drones/remotely piloted vehicles. Additionally, the Center also has management responsibility for an array of support systems and programs, including the Worldwide Military Command and Control System (WWMCCS), the Joint Tactical Information Distribution System (JTIDS), the NAVSTAR Global Positioning System (user equipment), the Automated Fuels Accounting System, and the Remote Base Deployment Program and Bare Base (Harvest Bare/Harvest Eagle). Further, WR-ALC was selected as the lead air logistics center for the National Aero-Space Plane (NASP) technology and demonstration program and the Space Base Interceptor (SBI).

Warner Robins manages systems and subsystems that represent the full range of avionics functions and technology, including aerospace communications and navigation equipment, airborne bomb and gun directing systems, target acquisition systems ranging from radars to integrated fire control systems, and all Air Force airborne electronic warfare equipment. One of the new and growing responsibilities of the Center is software reprogramming, an expanding, high-technology mission involving automatic test equipment and operational flight programs for avionics and all airborne electronic warfare equipment.

A substantial number of WR-ALC people are involved in depot repair of the C-130, C-141, and F-15 aircraft. Depot level modifications and crash damage repair are currently being accomplished, and further increases in such modifications are projected over the next several years. Warner Robins is also the source of repair for aircraft propellers, life support equipment, non-displacement gyros, and airborne electronics. The latest state-of-the-art in equipment and highly-skilled engineers and technicians are involved in support of these varied systems.

Warner Robins ALC has geographic area logistics support responsibility for procurement, supply, and maintenance functions for: all Air Force installations in the United States east of the Mississippi River (except for bases in Wisconsin and Illinois); the Atlantic Missile Test Range; Newfoundland; Labrador; Greenland; Iceland; Bermuda; Azores; and all USAF and security assistance program activities in Europe, Africa, and Middle East countries west of 90 degrees east longitude.

## SECURITY ASSISTANCE OVERVIEW

Security Assistance is big business at Warner Robins Air Logistics Center. WR-ALC personnel manage 155 FMS cases in support of 59 countries, at a value of \$3.9B. They also provide lateral support to four other Air Logistics Centers, the Army and Navy, as well as the USAF International Logistics Center on their programs. The major programs managed at the Center are the F-15 aircraft, C-130 aircraft, helicopters, electronic warfare systems, missiles, avionics systems, and weapons, as well as repair and modification services. Personnel at the center assigned to FMS programs are involved in item management, procurement, program management, financial management, repairs, modifications, and receipts and issues to support the security assistance program.

Five foreign liaison officers are currently assigned to Robins AFB, from Australia, Canada, Israel, Japan, and Saudi Arabia. They work in support of specific bilateral programs, as well as for FMS cases, or to promote future joint programs between the U.S. Air Force and their respective nations. They also have professional backgrounds and expertise in aircraft maintenance and engine operations, maintenance engineering, modification, and product improvements.



Left to Right: Chief Warrant Officer Mohammed N. Al-Saleh, Royal Saudi Air Force, Lt Col Kenji Suzuki, Japanese Air Self Defense Forces, Captain Oswald Mugford, Canadian Forces, Squadron Leader Paul Lanagan, Royal Australian Air Force, and Lt Col Amikam Cohen, Israeli Air Force

During the last three years, 22 international students from seven countries have attended training at WR-ALC. The duration of the training varied from 1 week to 4 months in the following areas:

- C-130 Propeller Training
- Depot Training on AN/APQ-122 Radar
- Weather OJT Training
- C-130 Propeller Repair Training
- AN/ALR 69 Simulators and Test Set Training
- NATO E3A Automatic Test Equipment (ATE) Training
- Depot Level Gyro Transmitter Training
- FTD Training—Aircraft Battle Damage Repair Training
- TV Camera Training for the “Pave Strike” system

## **THE DIRECTORATE OF DISTRIBUTION SECURITY ASSISTANCE SUPPORT**

The Distribution Directorate is responsible for both receiving incoming FMS materiel and transporting outgoing FMS shipments.

In the receiving area, all FMS materiel is off-loaded, checked-in, and routed to a special processing area. There, general equipment examiners perform 100 percent inspection on each FMS asset. Special care is taken to ensure each asset received is properly identified and suitable for sale as an FMS asset. The asset is then posted to an accountable stock record account and either routed to a warehouse for storage or, if the asset has been back-ordered, processed for issue to an FMS customer. The receiving area processes approximately 150 to 200 FMS receipts each week.

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On the shipping side, personnel of the Traffic Management Branch schedule and plan for the transportation of all FMS shipments originating from WR-ALC. FMS shipments are monitored for timely and accurate processing, taking into consideration the priority of the requisition, the characteristics of the material, the option codes, and other factors. The use of various codes and the identification of item characteristics are essential in determining the mode of shipment, the intermediate freight forwarder address, and the ultimate in-country destination. Notices of availability are submitted as necessary on aggregated carload or truckload shipments, and shipments of classified, hazardous, sensitive, and oversized cargo.



Worker determines the mode of shipment for FMS Material

The Distribution Office maintains liaison with FMS country representatives and freight forwarders to insure that the transportation commitment has been fulfilled. All FMS shipments processed through Distribution's Packing and Shipping Branch receive 100 percent inspection prior to packing or consolidation of materiel. This inspection ensures that only top quality material is being provided to FMS customers worldwide.

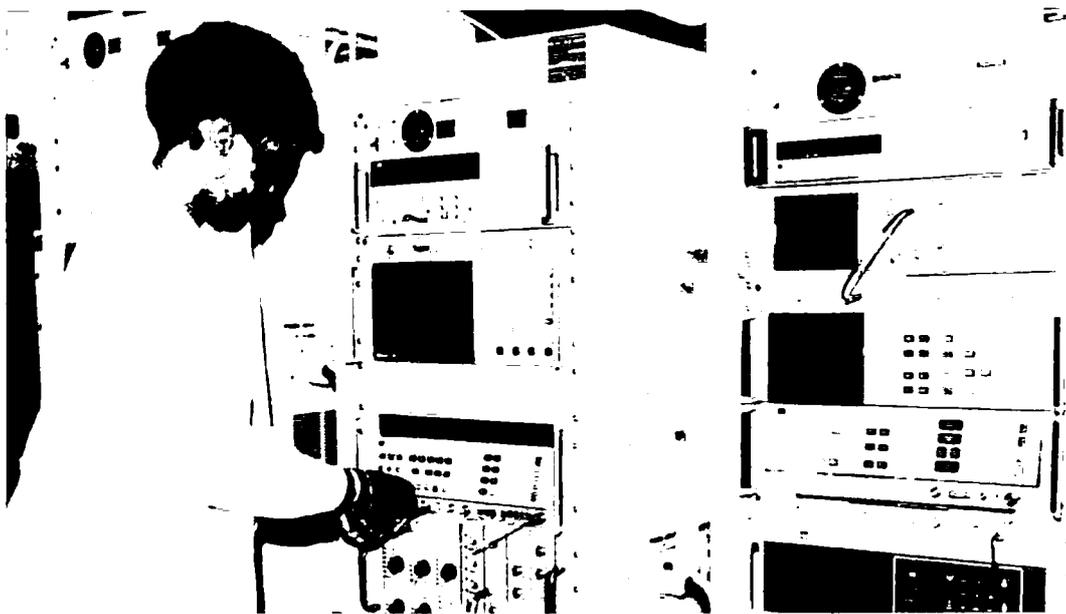
## **ELECTRONIC WARFARE SECURITY ASSISTANCE SUPPORT**

Within certain areas of the electromagnetic spectrum, a combat arena exists which we cannot see or hear; yet, the control of this combat arena has been crucial to the survival of ground, sea, and air military forces and the successful completion of their missions in armed conflicts since World War II. The war waged to control the electromagnetic spectrum has become known as Electronic Warfare (EW). Some areas within the spectrum convey enormous amounts of information about an enemy's ground or airborne weapon systems; EW systems extract the critical information from this spectrum. Visual and audio warnings may then be provided to an aircrew to identify the weapon system in their area. The EW systems may also actively combat the enemy weapons systems with chaff, flares, and/or internally generated electromagnetic energy. With timely warning to an aircrew and other on-board EW systems, the effect of the enemy's weapon systems will be minimized or negated thereby saving lives and ensuring a high probability of mission completion. The International Logistics Division of the Electronic Warfare Management

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Directorate is tasked with ensuring our allies can accomplish their mission. The Division utilizes a wide variety of occupational disciplines, equipment, and facilities in providing security assistance.

In the era preceding 1980, support of EW equipment sold to our allies was provided by USAF personnel on a noninterference basis (i.e., work for our allies could not negatively impact our USAF mission). This arrangement satisfied our security assistance programs until their expansion during the period after the 1979 Camp David Accords and the first years of the Reagan Administration. As the transfer of high technology and software-driven military hardware increased, the joint utilization of the USAF support capability became increasingly more difficult to schedule. As a result of these developments, and associated fiscal challenges, a unique support posture, the Security Assistance Software Support (SASS) concept, was formulated which required each participating country to fund a dedicated support capability managed by USAF personnel. This support offered unique and individual responses to the requirements of each customer, but proved quite costly for our allies. In response to the need to curtail expenses and standardize products, the Electronic Warfare Standardization and Improvement Program (EWSIP) was implemented. Countries participating in EWSIP (pronounced—iu' sip—using the International Phonetic Alphabet) share fiscal responsibility for the program's operating expenses. EWSIP provides both standard and country peculiar products. Cost sharing for the totally case funded membership program is accomplished by assigning a level of effort to each country's requirements.



The Active Jammer laboratory dedicated to supporting the AN/ALQ-131 jamming system.

The International Logistics Division is tasked with the support of 12 countries with a total of 21 electronic warfare programs. To accomplish this tasking, the division employs 118 people, comprising three branches. The Logistics Management Branch serves as the program manager for all assigned EW systems, including support equipment and software services managed under International programs. The Technical Services/Facility Operations Branch is the technical manager for all assigned EW systems, providing technical assistance to the customer and maintaining the case funded facilities that support our International programs. The Engineering Branch is composed of engineering teams which maintain all EW systems' software for our international customers, perform Independent Verification and Validation (IV&V) testing of this

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software, and provide the customer with documentation and informative briefings detailing modifications to their systems.

There are two primary types of EW systems which constitute a major portion of the support provided by the International Logistics Division: Radar Warning Receivers (RWRs) and active jamming systems (i.e., jammers). RWRs detect electromagnetic energy in the environment, then analyze, sort, prioritize, and identify this energy to provide audio and visual information, and warning to the aircrew and optionally to other on-board self-protection systems, about enemy systems operating in the area. Jammers actually deny the enemy systems accurate information about the direction and speed of the aircraft carrying the jamming system, thereby making it more difficult or impossible to guide a weapon to damage or destroy that aircraft. The jammer's denial of information is accomplished by transmitting a powerful jamming signal to electromagnetically "blind" the threat to the aircraft's position or by transmitting an electromagnetic signal which deceives the enemy system as to aircraft's position and/or speed.

In the past, time and economic constraints restricted rapid modification of these complex systems due to earlier hardware intensive designs. The hardware has since evolved to a more flexible and powerful design due to rapid advances in technology, especially embedded computer technology. With the incorporation of embedded computers into EW, today's software intensive systems allow rapid modification.

Software changes are accumulated due to anomalies found, improvements wanted by the customer, and incorporation of the most recent intelligence data. The electromagnetic characteristics of the enemy systems are analyzed to develop software algorithms and data tables to identify the enemy systems, exploit their weaknesses, and tailor system responses to mission profiles. Once an EW system software update is developed, it is analyzed and desk-checked to verify that the software design meets the customer's requirements. Then independent tests are developed to stimulate the electromagnetic environment to validate acceptable system performance. Acceptance testing is accomplished with a complex group of Integrated Support Stations (ISS) and simulators which exercise the EW system against a simulated electronic warfare environment in order to validate the correct identification of enemy systems, and in the case of jammers, the correct application of jamming techniques. The updated EW system then undergoes a final in-country customer review (i.e., kitproofing), and when approved, the system is fielded with required documentation. As new parametric data is received and accumulated, another change cycle begins (i.e., block cycle update).

The International Logistics Division has responsibility for maintaining over 1.5 million lines of software in support of 21 EW programs. Some of the EW systems currently being supported are the AN/ALR-46 RWR, AN/ALR-69 RWR, AN/ALR-56 RWR, AN/ALQ-131 jammer, and AN/ALQ-135 jammer. Many initiatives are currently underway to increase efficiency throughout the organization. One initiative under development is an Integrated Software Tool Set, utilizing the latest in Graphical User Interface (GUI) technology, which will vastly reduce the manual effort required for reprogramming. By introducing quality and automation into our processes, we ensure timely delivery of quality products to our customers.

The support of FMS customers has grown from a one-desk, one-man operation funded by the 3 percent security assistance administrative surcharge and housed in a well traveled hallway, to a dedicated full support organization housed in approximately 41,000 sq ft of engineering labs and management support facilities. The entire support posture is funded by all program participant,s while country unique costs are funded by the individual country programs.

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## F-15 AIRCRAFT SECURITY ASSISTANCE SUPPORT

The F-15 Advanced Fighter Aircraft is supported at Warner Robins Air Logistics Center, by the F-15 Management Directorate. This support organization consists of separate divisions which provide total logistics support for the F-15 aircraft worldwide.

As part of the F-15 Management Directorate, the F-15 International Logistics Division (ILD) was established to provide necessary aircraft technical and logistics support for authorized FMS customers. The current FMS customers authorized to have the F-15 aircraft are Saudi Arabia, Japan, and Israel.

There are two branches that make up the F-15 ILD: The Peace Sun Program Management Branch and the F-15 Technical Coordination Group. The Peace Sun Program Management area contains the support function necessary to provide logistics support for the newly acquired F-15 aircraft of the Royal Saudi Air Force (RSAF). Personnel in the Peace Sun area manage all aspects of the F-15 program for Saudi Arabia which includes planning and organizing the complete logistics effort. Peace Sun personnel provide management assistance to applicable FMS organizations in the International Logistics Center (ILC), United States Air Force (USAF), Air Force Systems Command (AFSC), and Air Training Command (ATC). They also provide direct management assistance to Saudi Arabia to resolve potential supply and repair problems and make available releasable data and information as requested.

The main effort of the Peace Sun Management Branch has been to manage the contract that provides contractor technical assistance to augment the RSAF personnel in maintaining the F-15 aircraft. Early on in the program, contractor technicians performed required aircraft maintenance while training RSAF personnel through classroom efforts and on-the-job training (OJT) to assume more maintenance responsibility. The contractor technicians currently work under direct supervision of the RSAF officer in charge (OIC) of the functional area because the RSAF is not totally self-sufficient in the F-15 aircraft organizational maintenance area.

The 1988 decision to establish a structural depot level maintenance capability in Saudi Arabia will be realized beginning in the summer of 1991. This new capability will allow for the accomplishment of in-kingdom F-15 Programmed Depot Maintenance (PDM). The PDM facilities will also be used to accomplish the F-15 Multi-Stage Improvement Program (MSIP) modification along with other aircraft modifications as required.

In the fall of 1990, Saudi Arabia purchased twenty-four additional F-15C/D aircraft from the existing USAF inventory. The additional aircraft will significantly increase the logistics effort required to support the RSAF.

The other branch of the F-15 ILD, the F-15 Technical Coordination Group (TCG), was established in 1983 under the authority of AFR 130-1. By definition, any aircraft TCG will provide follow-on technical support for aircraft and related equipment owned by eligible FMS customers. Funding for the TCG is not included in the original aircraft purchase price but rather billed to the applicable FMS customer on a pro rata membership basis via a Letter of Offer and Acceptance.

The personnel of the F-15 TCG act as technical advisors to the three FMS customers, Saudi Arabia, Japan, and Israel, serving as the single point of contact for all F-15 technical issues such as: maintenance data, material deficiency reports (MDR), spares support, modifications, technical data, configuration accounting, mishap investigation, and technical problems resolution. The TCG advisors respond to requests in the areas of data product analyses, maintenance standardization, maintenance data collection, and Programmed Depot Maintenance. Together with other agencies,

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the TCG country managers also provide the technical background necessary to assist member countries with follow-on supply support.

The TCG hosts the annual F-15 Worldwide Review bringing together representatives of the F-15 FMS customers, USAF personnel, and applicable private contractors. The purpose of this meeting is to review the overall status of the F-15 program, and the exchange of technical information. During the initial open session of the review, briefings are given which include current problems being experienced with the USAF aircraft, findings resulting from periodic aircraft inspections, and upcoming modifications that may effect FMS aircraft. After the general meeting, side meetings convene for the discussion of country specific agenda items. The TCG personnel provide valuable expertise and, as necessary, schedule the appropriate USAF specialists into the side meetings to discuss related topics. The procedure of holding an initial open session, followed by individual country side meetings, has always been very productive, resulting in nothing but positive comments from the FMS customers.

The primary charter of the TCG is the exchange of releasable technical information with mutual benefits being derived by the FMS customer and the USAF. To date, this active exchange of information has resulted in benefits not only to the FMS customer but to the USAF as well.

## **PEACE SUN PROCUREMENT**

The Contracting Division (LFK), within the F-15 Management Directorate at Warner Robins ALC, is responsible for all acquisitions in support of the Saudi Arabian F-15 Peace Sun Program. The program provides technical support to assist the Royal Saudi Air Force (RSAF) in maintaining their F-15 aircraft which takes on added significance with the present crisis in the Middle East. Besides assisting in maintaining the aircraft, the program's long range goal is to train the RSAF to the point of self-sufficiency.

There are presently three major acquisition efforts ongoing in support of the Peace Sun program. The first is the acquisition of services of skilled technicians to work directly with and for the RSAF. The work force includes all of the skills normally associated with the maintenance of aircraft, plus such diverse skills as supply analysis, instructor pilots, doctors, and nurses. As a result of the induction of additional F-15 aircraft into the RSAF inventory, the current work force is being more than doubled.

The second major effort is the acquisition of Multi-Stage Improvement Program (MSIP) Kits. Once installed, these kits will give the RSAF F-15 aircraft the latest state-of-the-art electronic warfare systems. The third major effort currently being worked is the acquisition of the services required to install the MSIP kits and to perform Program Depot Maintenance (PDM) in Saudi Arabia on six aircraft every six months. This acquisition also includes the construction of new facilities, modifications of existing facilities, and the acquisition of PDM technology, materials, and support equipment.

Beside these three major programs, the ongoing everyday acquisition efforts required to support the Peace Sun Program are quite diverse. These include the acquisition of raw water, cars, trucks (including fire trucks), construction, and the leasing of villas. The program has been in existence for approximately ten years with no end in sight.

## **C-130 AIRCRAFT SECURITY ASSISTANCE SUPPORT**

The C-130 "Hercules" is a phenomenon in aircraft history not only for the length of time it has been in production, over 30 years, but also for its versatility. Aside from being the workhorse of the USAF airlift system, the Hercules has been used as a refueler, hurricane hunter, photo-mapper, gunship, and rescue and recovery aircraft. Additionally it has made cargo and paratroop

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drops, tracked missiles, launched drones, and even been converted for VIP passenger use. This multifaceted aircraft is managed at WR-ALC in the C-130 Management Directorate.

The C-130, although a reliable aircraft during its lifetime, is largely reliant upon 1950's vintage technology. This fact keeps the several divisions, which make up the C-130 company, actively involved in trying to find suppliers and make improvements which would allow the USAF and other users to safely and efficiently fly the C-130 well into the 21st century. This goal of enhanced support has been assisted by the recent unification of three previously separate organizations (contract, materiel management, and maintenance) into one C-130 team. Although now working smarter, we are still highly dependent upon such modifications as Self-Contained Navigation Systems, Electrical System Upgrade, and Fuel System Upgrade to advance to a level of higher technology and supportability.

In addition to the USAF fleet, the C-130 Management Directorate provides engineering support and materiel support for more than 450 aircraft operated and maintained by the Navy, Coast Guard, National Aeronautics and Space Administration, and a growing number of FMS customers. In fact over 60 countries utilize the C-130, making it the most popular active weapon system.

The C-130 Technical Coordination Group (TCG) comprises the International Logistics Division within the C-130 Management Directorate. The TCG, established in 1987, is tasked with providing technical and engineering support to the myriad of requests presented by its 14 FMS member countries. Staffed with administrators, logisticians, technicians, and engineers, the TCG has the experience and training necessary to assist the Air Forces of Brazil, Egypt, Greece, Israel, Italy, Japan, Korea, Pakistan, Portugal, Singapore, Spain, Taiwan, Thailand, and Turkey in the daily operation of their variously configured aircraft.

Not only does the TCG provide technical data upon request, there are also annual in-country reviews in which the countries can profit from having maximum participation in problem discussion. The TCG can observe, on-site, those areas in which a suggestion or maintenance tip might result in a real benefit to the member country. Additionally, the TCG hosts an annual Worldwide Review in which member countries, contractors, and TCG personnel meet in an open forum to discuss new technologies and solutions to current problems as well as sharing maintenance philosophies and techniques. Following this open forum, the TCG and member countries routinely convene in side meetings to discuss country specific agenda items. The meetings have led to better rapport through face-to-face informal communication, and this in turn enables the TCG to better understand the needs of its individual customers. TCG projects vary in complexity from providing substitute part numbers to establishing depot level capability. Funding for the TCG is not tied to aircraft acquisition but is applied on a Letter of Offer and Acceptance (LOA) based on the number of aircraft supported per country. Although operating in a period of less funding and less manpower, we have determined that through teamwork and better quality management, the goals of supportability and mission capability will not diminish, but will be elevated to greater heights for all our C-130 customers.

## **MISSILE SECURITY ASSISTANCE SUPPORT**

The Space and Special Systems Management Directorate, Missiles Division, supports the sale of tactical air-to-air missiles to foreign countries. Such missiles as AIM-7E/F and AIM-9B/E/J/P/L have been involved. The support includes the sale of complete missiles, as well as the logistics support that normally is required for a system sale, i.e., support equipment, spare parts, technical data, and repair services. There are 46 foreign countries that now possess missiles that were sold and/or supported by WR-ALC.

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In February 1984, a Memorandum of Agreement for Replacement-In-Kind of Sidewinder AIM-9L Missiles for Foreign Military Sales was signed by the Assistant Secretary of Navy (Shipbuilding and Logistics) and the Assistant Secretary of the Air Force (Research, Development and Logistics). The primary thrust of this MOA was to sell AIM-9L missiles from inventory, and prior to the delivery of these missiles, replace the inventory with AIM-9M missiles. Because of the inventory ratio, the USAF was tasked to supply 75 percent of the assets and the USN the remaining 25 percent. To date, over 7,200 missiles have been sold under this concept.

In early 1989, to further improve the technical support being provided to the foreign countries possessing tactical air-to-air missiles, authority was received to establish a Tactical Missile Technical Coordinating Group (TCG). A manpower package has been approved and several countries have signed FMS cases to participate in the TCG.

In mid-August 1990, an immediate requirement was generated to provide Saudi Arabia 700 AIM-7F and 740 AIM-9L All-Up-Round (AUR) missiles in support of Operation Desert Shield. The Missile Division took immediate action to accelerate the build-up of replacement AIM-7M and AIM-9M missiles at Letterkenny Army Depot, Pennsylvania. The AIM-9L FMS case was a U.S. Navy case with U.S. Air Force support. HQ USAF prepared an FMS case for the sale of the AIM-7F missiles which also included transportation costs for moving the AIM-7M missiles to the swap-out bases and the AIM-7F missiles to staging areas. Three staging areas were selected, one each at Tyndall AFB, Florida, Shaw AFB, South Carolina, and Langley AFB, Virginia. On 14 September 1990, the FMS case was accepted and signed. By 22 October 1990 all missiles had moved from Letterkenny Army Depot to the swap-out bases and back to the staging areas. The missiles were then transported from the staging areas using Special Assigned Airlift Mission (SAAM) aircraft, with the final C-5 aircraft arriving in Saudi Arabia on 4 November 1990. This completed the movement of nearly 2,900 missiles in seven weeks.

The FMS personnel assigned to the Product Support Branch (LKCA) of the Program Control Division of the Space and Special Systems Management Directorate act as liaison officers between the ILC, foreign countries, other ALCs, all DOD activities, and the WR-ALC depot areas of expertise in the fields of requirements computations, logistics, management, engineering, transportation, repair, and administration for the items managed by the LK Directorate. The focal point personnel assume FMS duties in relationship to the components managed by our Missile Division (LKG), Space and Advance Programs Division (LKH), and the Weapons, Commodities, and Computers Division (LKJ). The function of the LK FMS focal points mandates the ability to closely correlate an intra/inter working relationship within the LK Directorate and ALC, USAF, and the DOD for our FMS customers.

## **VEHICLE SECURITY ASSISTANCE SUPPORT**

The Vehicle Management Directorate is the Air Force Systems Management Office for all vehicles and Rapid Deployment Force (RDF) acquisition programs, including all phases of requirements determination, funding, acquisition, use, and disposal. The Directorate provides vehicles for over 23 countries worldwide in support of the FMS Program (approximately \$46M). The vehicle types consist of Special Purpose, General Purpose, Materiel Handling, Base Maintenance, and Construction.

Current major FMS vehicle procurements include:

- Peace Vector III program vehicular support for Egyptian F-16 Fighter Aircraft Acquisition. A total of 352 vehicles being procured, worth \$15.2M.
- Vehicular support for the Royal Saudi Air Force. A total of 21 vehicles (Fire Trucks and Refuelers) will be procured in direct support for Operation Desert Shield, valued at \$19.3M.

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- Vehicle support for Thailand. A total of 38 airfield vehicles (12 different types) are being procured to support Royal Thai Air Force Flightline Operations. Program value is \$4.2M.
  - Vehicle support for Greece. An LOA is in process for Fire Trucks and Refuelers.

The Vehicle Management Directorate has consistently provided outstanding support to its foreign military customers, and will continue to deliver quality products that are reliable and maintainable.

## COMPTROLLER SUPPORT

The Financial Management Directorate is in charge of the accurate and timely financial support for all FMS transactions at WR-ALC. Some of the actions include processing delivery reports and contract payments, and the financial reconciliation of FMS cases.

Financial reconciliation is a major concern in the management of cases for member countries of the Security Assistance Program. The balancing of financial records expedites case closures, thereby freeing excess funds for other requirements. Three quality innovations were implemented at WR-ALC which significantly improve the timeliness of case reconciliations.

In 1985, the FMS Accounting Unit began monthly reviews of the Closed Contract List, to identify unreported or erroneous delivery reporting of direct cite expenditures. The rationale behind this review was to correct any problems in reporting of contract deliveries at contract closure rather than waiting for a formal reconciliation request. By correcting problems as contracts are closed, the FMS unit saves considerable research time during formal reconciliation.

In 1988, a Total Quality Management process action team recommended aggressive action to resolve dormant unliquidated obligations. The FMS Accounting Unit became the monitor for this program and initiated a memorandum of understanding among item managers, procurement, and accounting personnel to work these dormancies on a priority basis. As a result of this effort, over 50 percent of all case manager requests for assistance related to dormant funds have been resolved, thus, clearing the way for case closure.

The most recent innovation to improve FMS reconciliation was also the result of a process action team's recommendation. A procedure was implemented in May 1990 to reconcile the accounting systems and the Security Assistance Management Information System (SAMIS) financial data on a monthly basis. As a result, approximately 98 percent of all fund imbalances were detected and corrected within 3 months of delivery reporting.

The premise behind all three of these innovations is that it is far easier to detect and correct errors as they occur than to delay action until the time of case closure. The benefits have been phenomenal and include the following:

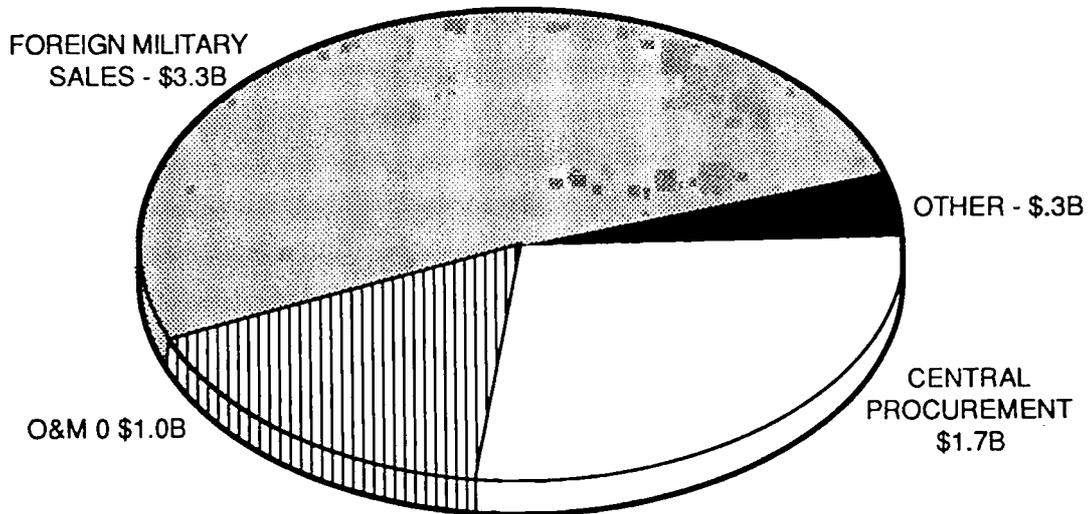
- A 43 percent reduction in manpower requirements for tasks related to FMS reconciliation.
- All services reported within 90 days of receipt of expenditures.
- A 68 percent increase in the completion rate for cases in reconciliation from FY 89 to FY 90.
- All requests for assistance with dormant unliquidated obligations are answered within 90 days.

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- A better understanding of responsibilities shared by item managers, procurement, and accounting personnel.

## RESOURCES

During FY90, the Warner Robins Air Logistics Center managed over \$6.3B in resources. About \$1.0B was Operations and Maintenance Funds where normal center operations are funded. Included in the O&M budget is payroll for personnel, travel, operating supplies/equipment, as well as many other miscellaneous items. Another \$1.7B was received to fund spares, modification, electronic warfare equipment, vehicles, and various other centrally-managed items.

The largest portion of the funding was in the FMS Direct Cite area in the amount of \$3.3B. FMS includes the funding for all open FMS cases regardless of when the resources are received. The total FMS funds include amounts received on all FMS cases directly managed at WR-ALC, along with the programs for which lateral support is provided, for a total of over 200 cases supporting more than 80 nations.



## SUMMARY

In summary, Security Assistance is big and good business for the Warner Robins Air Logistics Center. It helps the Center maintain an industrial base, as well as keeps our people working.