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GUARD**

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**Training**

**AIR NATIONAL GUARD CIVIL  
ENGINEER DEPLOYMENT FOR  
TRAINING PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements AFD 36-22, *Military Training*, and ANGI 36-2001, *Management of Training and Operational Support within the Air National Guard*, by requiring commands at all levels to identify military training and resource requirements including workday management and establish supplementary training programs for the delivery and completion of civil engineer career field training. This instruction further implements AFI 10-201, *Force Readiness Reporting*, AFI 10-209, *RED HORSE Program*, AFI 10-210, *Prime Base Engineer Emergency Force (BEEF) Program*, AFI 36-2670, *Total Force Development*, ANGI 32-001, *Air National Guard Civil Engineer Training Site Program*, and by establishing contingency training requirements and readiness reporting criteria for civil engineer organizations. This ANGI provides guidance and direction to Air National Guard Civil Engineers (ANG CE) on the NGB/A4X DFT program. Refer recommended changes and questions about this publication to the Office of Primary Responsibility listed above using the Air Force Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate chain of command. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located in the Air Force Records Management System.

**SUMMARY OF CHANGES**

This document is substantially revised and must be completely reviewed.

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## Chapter 1

### INTRODUCTION

**1.1. Introduction.** The United States Air Force is challenged by a variety of threats throughout the world. As a result, it must prepare to fight battles of great scope, range and intensity. It must counter large modern forces, as well as light forces, insurgents, and sophisticated terrorist groups wherever and whenever they threaten the United States' interests. To meet this wide range of threats, the worldwide air base network used by the US and allied forces must support the projection of aerospace power. The Air Force Civil Engineer (CE) Squadrons ensure that the engineering and installations related aspects meet mission requirement. The Deployment for Training (DFT) program provides valuable training opportunities normally not available in home station scenarios. DFTs provide the best possible exposure to challenges approximating real world missions, which will require Air National Guard Civil Engineer (ANG CE) units to provide agile combat support capabilities ready to meet current and emerging Air Force and Combatant Commander Requirements.

**1.2. Air National Guard Civil Engineer, Readiness Division, Expeditionary Support Branch (NGB/A4XS) Mission.** Air National Guard Civil Engineer, Readiness Division, Expeditionary Support Branch (NGB/A4XS) Mission is to provide resources, policy guidance and training opportunities, projecting mission ready Civil Engineers for Homeland and Global Engagements. NGB/A4XS Vision grows Civil Engineer capabilities to become the designers and builders of choice for the Department of Defense (DoD) enterprise. These training opportunities are valuable for developing unit preparedness, flexibility, confidence, initiative and integrity. They bring recognition and praise from United States ambassadors, host nation political leaders, and military leaders from other services. They provide the best possible exposure to challenges approximating real mobilization scenarios. All forms, templates and contact information can be found on the NGB/A4XS SharePoint page. *NOTE:* DFTs cannot replace Silver Flag (SF), or Mission Essential Equipment Training (MEET) for regulation mandated training requirements.

**1.3. Skilled and trained Civil Engineer personnel are critical to the Air Force (AF).** Skilled and trained Civil Engineer personnel are critical to the Air Force (AF) in providing a strong national defense capability. This instruction prescribes ANG CE policy for the scheduling, resourcing and processes of the ANG CE DFT program. It establishes responsibilities for the development, management, and execution of training deployments program for ANG CE personnel. The program provides realistic and flexible training designed to produce a highly skilled, motivated force capable of carrying out all tasks and functions in accomplishing the Air Force mission. This program should complement formal training programs and enhance unit capabilities in the delivery of such training. The ANG CE DFT program objectives are to provide:

- 1.3.1. The best trained individuals and units possible.
- 1.3.2. Increased readiness and military effectiveness through quality program management.
- 1.3.3. Job oriented, realistic technical training in the skill and knowledge required to perform effectively in Air Force Specialties (AFS).
- 1.3.4. A balance of training capability and cost.

1.3.5. Enhanced war fighting capabilities through joint and international military partnerships. Rigorous evaluation, feedback, and improvement to ensure training programs prepare ANG forces to meet the challenges of the future.

**1.4. Roles and Responsibilities:** ANG DFTs, by their very nature, have the potential to be dynamically complex and must have clearly defined lines of responsibility.

1.4.1. NGB/A4X is the Office of Primary Responsibility (OPR) for all ANG CE DFTs. NGB/A4X will solicit for potential DFT locations/training opportunities, evaluate training value, and determine feasibility of selected locations; which provide the best training for ANG CE units.

1.4.1.1. NGB/A4XS Deployments Section Chief, under the guidance of NGB/A4X, will have oversight on all DFTs. NGB/A4X Functional Area Managers (FAMs) input on the coordination/execution of DFTs in their functional area will be highly encouraged in meeting the needs of the units.

1.4.2. Supported DFT Projects will provide NGB/A4X with a scope of work for projects that provide multiple Air Force Specialty Codes (AFSC) training opportunities. Projects must be able to provide opportunities approximating real world missions.

1.4.3. Organizations requesting to host a DFT must complete the DFT Continental United States (CONUS) or Outside of the Continental United States (OCONUS) Host Request located on the NGB/A4XS SharePoint page. The form will serve as official record and the initial supporting documentation of a project's scope and the customers requested support.

1.4.4. Developmental Teams. A Developmental Team make up can include but is not limited to NGB/A4X staff, S-Team, Prime Base Engineer Emergency Force (Prime BEEF) and/or Rapid Engineering Deployable Heavy Operational Repair Squadron Engineer (RED HORSE) members, and Combatant Command (COCOM) / Component engineers. Teams are subject matter experts (SME) for training opportunities. The Development Team will coordinate through the NGB/A4XS project coordinator.

**1.5. DFT Model.** DFTs prepare individuals and teams for the rigors of this mission. The ideal DFT will include all of the following elements: Skills training for all ranks / CE AFSC training, programming, design, project management, deployment preparation, execution, redeployment and contingency training. This shall be expeditionary in nature and having multiple leadership opportunities. DFTs come in many different scenarios and are not limited to the list below.

1.5.1. Innovative Readiness Training (IRT) – Office of the Secretary of Defense Reserve Affairs Program (OSD/RA) program. Military training that is conducted off DoD installations in the civilian community which utilizes units and members of the Armed Forces under the jurisdiction of the Secretary of a Military Department to assist civilian efforts in addressing civic and community needs. Locations are in the United States and its territories/possessions. IRT opportunities are a coordinated effort between NGB/IRT and NGB/A4XS.

1.5.2. Exercise Related Construction (ERC). ERC is unspecified minor construction occurring outside of the United States in support of the Joint Chiefs of Staff (JCS) exercise program. The ERC Program is specific to OCONUS Geographical COCOM and executed through their components. ERC funds are appropriated as part of the annual military construction (MILCON) budget request. NGB/A4XS coordinates training opportunities afforded by ERC.

1.5.3. Humanitarian Assistance (HA) / Humanitarian Civic Action (HCA). HA / HCA programs involve the coordination of the US State Department, through the Office of Defense Coordination (ODC) and military forces for peacetime projects useful to the local population such as education, training, public works, agriculture, transportation, communications, health and sanitation of a foreign nation. These projects contribute to socio-economic development to improve the image of US military forces with the local population. NGB/A4XS will coordinate through COCOM components and the Bilateral Affairs Office (BAO) of the US Embassy in the host nation.

1.5.4. Department of Defense/Department of Homeland Security (DoD/DHS) often have engineering projects which have potential for multiple AFSC training opportunities.

1.5.5. Other opportunities include:

1.5.5.1. Joint Service Operations

1.5.5.2. Joint Military Operations

1.5.5.3. Joint or Command Exercises

1.5.5.4. Command Directed Missions

1.5.5.5. Joint Task Force Requirements

**1.6. Unsupported Model.** Various military training programs come with specified funding sources. The DFT program will not fund these models which are not limited to the list below.

1.6.1. State Partnership Program (SPP) - The State Partners actively participate in a host of security cooperation activities ranging from bilateral familiarization, exercises, fellowship-style internships and civic leader visits. All activities are coordinated through the Geographic Combatant Commanders (GCC) and the US Ambassadors' country teams and other agencies as appropriate, to ensure National Guard support is tailored to meet both US and country objectives.

1.6.1.1. SPP is managed by NGB/J53, governed by 10 U.S. Code 341 and funded directly to the state participating. Each state is authorized an SPP representative to control the program. Each state is responsible for its management of funds and projects associated with SPP.

1.6.2. Foreign Construction or Foreign Military Construction not sanctioned by a federally recognized program, COCOM or Major Command (MAJCOM).

## Chapter 2

### PROCESS

**2.1. The DFT Program.** The DFT Program is a supplemental training program to meet requirements beyond home station capabilities. Unit Commanders will have an established program to accomplish AFSC and contingency training to maintain the highest level of readiness possible. The supplemental training needs for Upgrade Training (UGT) and On the Job (OJT) should be listed on the annual DFT Request Form. NGB/A4XS will align DFT assignments with unit training requirements.

2.1.1. Units are welcomed to find and execute projects as they see fit. In order for it to be a sanctioned DFT (supported and funded by NGB), units must notify NGB/A4X 24 months prior to execution. If the project does not fall into the legal constraints of ANG members executing, NGB/A4X reserves the option to not support the project.

2.1.1.1. NGB/A4X requests informational notification only on unit sanctioned project for situational awareness.

**2.2. DFT Project Development:** The purpose is to provide guidance for project development and meet the program requirements. Project packages must include all construction documents and exercise requirements for DFT opportunities. NGB/A4XS will establish project expectations with customer and selected unit at the beginning of the project lifecycle.

2.2.1. Drawings to support requests, no matter how simple or complex must clearly identify the proposed project scope. Prior to document submission, all host country coordination, if required, will include COCOM or Air Component endorsement. This must be accomplished to ensure proper design requirements and expectations are met.

2.2.1.1. 100% complete construction drawing may be requested of the selected unit(s) for the project. ANG will not serve as the Designer of Record (DOR) where country or state law requires a Licensed Professional Engineer (P.E.) or Registered Architect (R.A.) stamp.

2.2.2. Bill of Materials (BOM) for prescribed construction, including line item listing of all materials, equipment and support required to accomplish task may be requested as a portion of the DFT. If required, Selected unit(s) must deliver the BOM by the Mid Planning Meeting (MPM). Project owner must identify procurement source in theater (OCONUS) and/or stateside (CONUS) and clarify funding source for purchase.

2.2.2.1. Requirements (supplies, materials and rental equipment) used in support of nation building projects cannot be funded by NGB. Hosts / Project owners are responsible for providing all resources necessary for these training projects.

2.2.3. Memorandum of Understanding (MOU) and Reporting Instructions (RIs) must be established at least 270 days prior to deploying teams in support of the project. MOU will be agreed upon by NGB/A4XS and affected agencies/host. Acquisition Cross Service Agreement (ACSA) is required for military to military actions.

2.2.4. A notional Work Plan will be created to include units, timelines, milestones etc. to ensure team efficiency at the location. Limited time at location makes this a crucial part of the package and mission success.

2.2.5. Skills and requirements are identified at project selection. The training portion of the project is paramount to the program. Projects will support multiple skill sets and management opportunities to maximize training value to the unit. Project submissions must identify known factors requiring assistance from vendors or contract help.

2.2.5.1. Duration Teams will prepare project briefings for NGB/A4XS and designated teams.

2.2.5.1.1. Briefing to include, but not limited to: Construction documents, Bill of Materials, Site/Location briefings, Logistical updates, Advanced Liaison (ADVON), Point of Contact (POC)'s, Limiting Factors (LIMFACs)

**2.3. DFT Host Request can be submitted at any time throughout the year to NGB/A4XS.** Projects selection is 31 May of the FY prior.

2.3.1. Request will include: proposed training value, expected start and completion dates, mission timelines, materials, tools, equipment, required skillset (AFSCs), billeting/messing expenses, transportation requirements, supplemental resources and project owner approval.

2.3.2. Emergent DFTs are requested out of cycle in the current FY versus the normal DFT cycle. Units will be selected based on training need and unit bandwidth in addition to standard DFT selection requirements.

**2.4. Solicitation and selection for DFT Projects from NGB/A4XS:** Units are selected based on their annual DFT Request Form and Defense Readiness Reporting System (DRRS) reportable status. During the 2nd quarter prior to FY of execution, NGB/A4XS will solicit potential DFT projects from National Guard/DoD/DHS Installations, State agencies (through the NGB/IRT) and COCOMS/components for the following FY.

2.4.1. Additional proposed DFT projects will be evaluated on a quarterly basis, depending on need and/or new mission requirements and the ANG Units availability.

2.4.2. NGB/A4X determines if projects meet the DFT model and criteria as outlined in [paragraph 1.5](#).

2.4.3. DFT projects are approved based on NGB priorities as they relate to training requirements. Factors considered are the extent of training opportunities for all AFSCs, geographic location, requests by COCOM's to support plans/exercises and projects with provided resources.

**2.5. NGB Priorities for unit selection to support DFT projects.**

2.5.1. Operational Deployments / Air and Space Expeditionary Force (AEF) Commitment. Fulfilling AEF taskings is the ANG number one priority. All other activities to include training, DFTs and inspections, are subordinate to the requirement to satisfy a unit's tasked AEF commitments. Every effort is made to coordinate a unit's AEF participation and other activities to avoid conflict and maximize deployment opportunities.

2.5.2. Regulation Reportable Training.

2.5.2.1. Silver Flag. Silver Flag Exercise training is critical in preparing AF Civil Engineer personnel and teams for the more rigorous aspects of conducting operations in a bare base field environment.



2.5.2.2. Other AFI 10-209 and 10-210 training, as required. All training is documented in DRRS and reviewed by NGB/A4XS.

2.5.3. AFSC Upgrade Training

2.5.3.1. Regional Training Site (RTS).

2.5.3.2. Regional Equipment Operators Training School (REOTS)

2.5.3.3. Mission Essential Equipment Training (MEET)

**2.6. Sourcing Process Flow.** In the 2nd quarter prior to the execution year, NGB/A4X will send all ANG CE units a DFT Request Form for the following FY.

2.6.1. Units must respond to the DFT Request Form by 31 March (via SharePoint or Org Email Box). Units failing to respond by required date may not receive DFT consideration for the requested time/year. Additionally, per AFI 36-2670, units must submit an annual training plan by 30 September and must indicate the request for a DFT in that FY.

2.6.1.1. NGB/A4XX requires the unit annual training plan be submitted by 31 March.

2.6.2. Fire and Emergency Services, Emergency Management and Explosive Ordnance Disposal personnel will deploy with their respective CE unit at the commander's discretion, if the supporting location can provide the training opportunity required for these specialties, and must be approved by the FAM.

2.6.2.1. AFSC specific training for Fire and Emergency Services, Emergency Management and Explosive Ordnance Disposal personnel will be managed by the respective FAM.

2.6.3. The Adjutant General (TAG), Air, The Adjutant General (A-TAG), Wing or Mission Support Group commanders shall concur with DFT requests to ensure the unit is capable of participating in the DFT program. NGB/A4XS will not accept a DFT Request Form without proper endorsement.

2.6.4. If a unit submits a request to support a DFT and finds that they are unable to support the DFT as assigned by NGB/A4XS, units are required to decline the DFT with a formal Declination Letter (Can be found on SharePoint). The Declination Letter must be submitted to NGB/A4XS via A4XS SharePoint and Organizational Email Box within 90 Days after official notification.

**2.7. NGB/A4XS.** NGB/A4XS encourages participation of other support personnel as conditions dictate or when space is available. Units should consider taking Emergency Medical Services (EMS) / Emergency Medical Technicians (EMT) to DFT locations where field conditions are dictated and medical support is limited. Public Affairs, Prime Readiness in Base Service (Prime RIBS) and Chaplain personnel should be considered, particularly when accomplishing a nations building project.

**2.8. NGB/A4XS.** NGB/A4XS will assign DFTs to units after a review of DRRS, Reserve Component Period (RCP), SF participation, dates of availability, training requirements, RTS visits, inspection results (if applicable), airlift availability and theater wartime task criteria.

2.8.1. DFTs will be scheduled on a FY (October-September) basis. Units are scheduled quarterly based on unit availability and project owner requests.

**2.9. Units will not be considered for DFT participation if:**

2.9.1. A DRRS rating (C-3 or lower) in any measured training area unless the DFT will satisfy that training deficiency.

2.9.2. Not attending an ANG Regional Training Site (RTS) with assigned personnel as required per AFI 10-210.

**2.10. Equipment Sourcing.**

2.10.1. Every DFT project has a different scope. In order to utilize the Logistics (LG) trades in some CE and all RED HORSE organizations, NGB/A4XS may request the use of the units UTC equipment and / or tools for DFT projects. Units with the equipment and / or tools needed for the project will receive a formal request for use from NGB/A4X. Once equipment and / or tools are released by the appropriate level of unit / state leadership, units will process for shipment and place them in a deployed status in Automated Readiness Information System (ARIS) and DRRS until the equipment is returned.

2.10.2. Units must maintain an accurate inventory and status of the equipment and / or tools sent for a DFT project. NGB/A4XS will reimburse the unit for all shipment, maintenance and repair of the equipment and / or tools while utilized for a DFT project.

2.10.2.1. If a unit knowingly sends broken equipment, the unit will be responsible for all return and repair costs of the equipment.

**2.11. The pre-deployment, deployment & post deployment process.** The pre-deployment, deployment & post deployment process provides guidance for the planning phase of the DFT to include responsibilities at all levels and milestones for successful mission accomplishment. The ANG CE DFT program is meant to develop a unit's ability to adapt and overcome challenges associated with the full Range of Military Operations (ROMO), including possible Joint Operations and Soft Power Projection. Units should anticipate conditions which will challenge all aspects of their capabilities. ANG CE unit's command and control must ensure that effective training, education, communication, and mentoring is continually occurring at all levels. Upon successful completion of a DFT, all participating CE units will document events in an After Action Report (AAR), publicize accomplishments and complete personnel actions. Training is not considered complete until the appropriate paperwork is done.

**2.12. Scheduling.** NGB/A4XS will negotiate site survey and rotation dates with the DFT Host. CE units will be notified once dates are secured.

**2.13. Notification.** ANG CE units will be advised of DFT location through JIEE to State Joint Operations Centers (JOCs). An informal email message from NGB/A4XS to the CE unit will follow.

**2.14. Acceptance.** ANG CE units will acknowledge receipt and understanding of request through JIEE. JIEE communications are coordinated through the Installation Deployment Officer (IDO) or State JOC POC.

2.14.1. If a selected unit has a conflict and needs to change the selected DFT dates, the unit must coordinate this change directly with NGB/A4XS. Once airlift has been assigned, NGB/A4XS may not be able to change the date, which may result in a cancellation of the DFT.

2.14.1.1. Date changes must be identified at least 90 days prior to the DFT to coordinate the availability of airlift.

**2.15. Mission Planning.** DFTs require advanced planning and are divided into two parts: Project/Exercise and Logistics planning.

2.15.1. Project/Exercise Planning. NGB/A4XS, with development team coordination, will schedule project/exercise planning meetings; at supported location, Air National Guard Readiness Center (ANGRC) or via teleconference to establish objectives, expectations and requirements of Project Construction/Exercise standards, Resources Management, Roles and Responsibilities, Duration Staff (if required) and Host Country Relations and Cultures (as required)

2.15.2. Logistics Planning. Prior to the initial site visit, NGB/A4XS will identify all of the logistic requirements for each project. Unit POC's will be required to provide a Deployments Requirements Manning Document (DRMD) for their rotation(s) to assist in planning beddown, meals and airlift for all unit members. Please reference **Chapter 4** for specific logistic requirements.

**2.16. Lead Unit/Duration Staff/Liaison.** Multi-rotational or large DFT may necessitate the appointment of a lead unit and a duration staff/liaison. Lead units will be responsible for all DFT coordination among the rotating units and the supporting location / component. All duties requested by the supporting location / component of the lead unit and a duration staff / liaison must be agreed upon by the host and NGB/A4XS in writing. Lead unit or duration staff / liaison may not volunteer for duties that are not outlined in the agreement. The agreement can only be changed by the host and NGB/A4XS in writing.

2.16.1. NGB/A4XS will select/assign the lead unit as required and approve requests for duration staff/liaison assignment. Resources associated with duration staffing will come from NGB/A4XS or host MAJCOM/COCOM component.

2.16.2. The lead unit determines the team composition, equipment / tools required and adjust the BOM as needed for each rotation.

2.16.3. NGB/A4XS will assign a Project Manager (PM) to a location where multiple organizations are scheduled to conduct DFT operations. PMs are required to provide liaison between supporting location / components, ANG units and a conduit to NGB/A4XS. This staff will monitor work projects and communicate with ANG organizations and host nations, as required. Additionally, they will be responsible for all after action reports, status updates, discrepancies, as-built drawings and construction inspection records. Situation Reports (SITREPs) are required and must be sent to NGB/A4XS weekly or more often.

**2.17. Site Visits / Planning Meetings.** DEFINE SITE SURVEY. Site visits ensure the mission meets training requirements and the selected unit(s) available skill set. All site visits and planning meetings are authorized and scheduled by NGB/A4XS. Subject Matter Experts (SME), duration personnel, PM and / or unit decision makers should attend site visits and planning meetings. NGB/A4XS will pay all costs associated with one (1) person per unit for site visits and planning meetings unless otherwise stated by NGB/A4XS. Units will accomplish required country clearances for their personnel in attendance. Unit may fund additional members for site visits / planning meetings. The DFT Coordinator must vet the number of personnel attending per unit.

2.17.1. Upon approval by NGB/A4XS, additional personnel are authorized at unit expense.

2.17.2. Site Survey requirements will include but are not limited to: Meeting the project owner, Identifying project requirements (from a unit perspective), Viewing the site, identifying Personal Protective Equipment (PPE), beddown location / availability, meal location / availability, schedule follow-on meetings, telecons, etc.

**2.18. Advanced Liaison (ADVON).** ADVON personnel are authorized for DFTs on a case-by-case basis. The number of personnel for the ADVON will be determined by the lead unit with final approval by NGB/A4XS.

2.18.1. A Supported location is where there is a base and the host is capable of providing some assistance. ADVON is typically authorized one person for two days, plus travel time.

2.18.2. An Unsupported location is where there is no base, or support from the host is limited. ADVON is typically authorized two persons for three days, plus travel time.

**2.19. DFT Expectations.** DFT teams will utilize all trades, skill levels, leadership and communication skills to accomplish the required tasks in the allotted periods, as dictated at planning meetings. This coordination includes duration staff and ADVON if available at the location.

**2.20. Safety.** Safety is a priority in all aspects of the DFT. Units will wear all personal protective clothing as required by the task (i.e. safety toed boots, gloves, eye protection, fall protection, particle masks, hard hats, etc.)

**2.21. Justification of DFT.** Training is the justification and priority for the DFT. Quality of construction and skills training during the project are paramount to the program and foster a relationship for return engagement with the host. Units must perform to a level that is commensurate with the level of training and skills available within the unit.

2.21.1. AF Form 1477, Construction Inspection Record, is the Inspector's diary, a log of the construction events on each project. It is an essential part of management and should provide an accurate story of the details of any project. It is imperative that the entries are complete and accurate. The AF Form 1477 will be given to the host as a part of the official construction on a DFT Project.

2.21.2. The use of photography as a means of documentation is highly encouraged. Pictures should be used to document progress and communicate construction accomplished during the deployment. Unit Public Affairs (PA) personnel are highly encouraged to participate to document the story. Ensure host security and local PA are contacted / gives approval prior to any photography taken.

2.21.3. As-built or progress documents are required for continuity of teams on multi-phase projects, to include drawings, when available. Any change to the final drawings / construction must be approved by the Host Engineer in writing and describe the process. This will be captured for the Inspection Record.

**2.22. Morale/Welfare/Recreation (MWR).** In addition to the foreign clearance guide, Local U.S. Embassy Country Team, COCOM Guidance, State and Local laws, Commanders discretion is the deciding factor on what events/plans are authorized after hours and on the middle weekend. Operational Risk Management (ORM) shall be exercised. Construction schedule, host requirements, safety, destination/accountability and force protection measures will be taken into

consideration. Additionally, all host nation/local customs and courtesies will be adhered to and respected at all times.

**2.23. Training Records Documentation.** Civil Engineers will use Air Force Training Records (AFTR) system to document AFSC UGT and OJT accomplished during DFT. If the location cannot support the web based program, the unit must export the Job Qualification Standard (JQS) out of AFTR and document hard copy 623 folder. Training conducted will be captured on the exported JQS. Upon return to the base of record, all training will be electronically transcribed in AFTR within 60 days. Units are encouraged to assign a Unit Training Manager to assist with proper documentation of training that occurs during the DFT. If needed, Unit Training Manager should provide members AFTR record before and after a scheduled DFT to show completion percentages of training.

**2.24. After Action Report (AAR).** AARs are crucial for determining program applicability and effectiveness. NGB/A4XS program managers use this reporting process to evaluate DFT program procedures/practices as well as validate program effectiveness. Any unit participating in the DFT program will prepare and submit a unit / rotational AAR.

2.24.1. AAR will reflect information pertinent to all phases of the deployment to include pre/post deployment activities and employment operations. As a minimum, the report will include information explaining work/training related activities performed while deployed, the level of support provided by the host, number of personnel sent, DFT dates, method of travel, inclusive costs by activity and key personnel contacts.

2.24.2. AAR will be submitted to NGB/A4XS within 30 days of returning from the DFT location. Units will use the format in [Attachment 2](#) and submit via SharePoint page and / or DFT Email Org Box. Applicable State Headquarters, Wing and Group commanders will be provided courtesy copies of the report from the unit.

2.24.3. Units are encouraged to have Public Affairs participate in the AAR and create a press release documenting the work accomplished, location, Civic Action Projects etc., to create engineering visibility for leadership, peers and local communities.

## Chapter 3

### FUNDING

**3.1. Workday Control.** The ANG workday program is designed to forecast requirements, allocate resources and maintain an audit trail of resources expended. Internal controls must be maintained to ensure all personnel are fully trained in their wartime mission and workdays are expended appropriately and judiciously.

**3.2. Design of DFT Program.** The design of the DFT Program to provide training opportunities away from home station utilizing unit AT, ST days / dollars and Operation and Maintenance (O&M) dollars. Units participating in the DFT program are required to identify and utilize Squadron/Wing resources for execution of this program as listed in the DFT Request Form submitted the FY prior. NGB/A4XS will determine the supplemental resources availability and if required to support the project at each DFT location.

3.2.1. AT or ST days / dollars and O&M dollars will be provided by NGB/A4XS or the MPA days / dollars DFT Host to supplement unit funding.

3.2.2. Units must provide AT days to support the DFT duration (i.e. 15 days per member). If the unit does not have the days available to support the mission, due to other obligations, NGB/A4XS will work within the unit funding parameters to meet training needs, with the exception of Site Survey and ADVON personnel. If the DFT requires duration personnel, NGB/A4X will provide / coordinate funding for the duration staff.

**3.3. Workday Categories.** Workday Categories which may be utilized for the DFT program are Annual Training (AT/521MILPERS, Fund Code 56), Special Training (ST/542MILPERS, Fund code 56) and Military Personnel Appropriation (MPA/O&M, Fund Code 30). Specific information regarding these workday programs can be found in ANGI 36-2001.

3.3.1. Annual Training (AT). The primary purpose of AT is to provide individual and/or unit readiness training. AT may be performed in either United States Code (USC) Title 32 or USC Title 10 status.

3.3.2. Special Training (ST). Workdays allocated to accomplish training which cannot be achieved during AT or UTAs. ST days may be performed in either USC Title 32 or USC Title 10 status.

3.3.3. Military Personnel Appropriation (MPA). MPA days are issued through a COCOM, its component or a MAJCOM to support an operation, training or deployment need. Operation and Maintenance (O&M, Fund Code 30) funds are required to support MPA days (USC Title 10).

**3.4. Project Development.** The project development team will determine required timelines and manpower required. NGB/A4XS will determine airlift, funding and training days / dollars.

**3.5. Supplemental Funds.** NGB/A4XS provides supplemental funding for CE personnel. Other functional areas will be approved based on the specific DFT requirements and the unit makeup.

3.5.1. Supplemental funding for other resourced program, training or projects must be requested from the ANG FAM. Example are not limited to the list below:

3.5.1.1. RegAF RED HORSE Troop Training Program (RH TTP) - funded by AFIMSC for ARC participation.

3.5.1.2. SPP – funded by NGB/J53.

**3.6. ESP Code.** NGB/A4XS funds are issued under ESP code 6J for DFT related activities. ESP code may change based on NGB/FM guidance.

3.6.1. Selected units must formally request DFT funding resources through the NGB/A4X SharePoint Funds Request Tool. The link to this application is located on the A4XS DFT SharePoint Page. Each request must contain accurate cost estimate data to include number of personnel, daily government lodging and per-diem rates, and associated costs for en-route stops. Units will need to attach a DFT Funds Request Worksheet to each funding request on the SharePoint as a means for validation. Requests must be submitted no later than 60 days prior to departure to allow time for routing and validation.

3.6.2. Units must obligate funds sent within 30 days of receipt. After 45 days, the funding will be retracted by NGB/A4XS and a new request must be submitted. Per the Joint Travel Regulation, members must complete their travel vouchers within five (5) days of return.

3.6.3. ANG resource management is established, operated and maintained for the purpose of achieving mission accomplishment within available resources. Units are responsible for productive, prudent and lawful use of allocated resources. Managers at all levels should participate in all phases of resource management to ensure program success.

3.6.3.1. Workdays and dollars are allocated to units for a specific purpose and may only be used for that purpose. The squadrons Workday Control Officer (WCO) will ensure workdays and dollars are utilized for their intended purpose and will immediately return any unused workdays and dollars to NGB/A4XS.

**3.7. Non Funded Projects.** NGB/A4XS will not provide any funding for training deployments not managed or selected by NGB/A4XS.

## Chapter 4

### LOGISTICS

**4.1. Logistics Planning.** This is the planning phase for CE units in relation to life support and transportation. This includes, but is not limited to any agreements between CE units, supported location, NGB/A4XS and others as required (Airlift, duration staff/liaison, unit checklist/requirement, and country/theater clearance requirements).

4.1.1. Agreements establish clear understanding between CE units selected, NGB/A4X and the location/host they are supporting. Agreements will include and identify the following:

4.1.1.1. Mission. Establishes responsibilities, logistics and administrative support for the location.

4.1.1.2. Itinerary. Schedule for deployment and recovery, airfield operation hours, etc.

4.1.1.3. Aircrew Support. Airfield facilities, Petroleum, Oil, Lubricants (POL), transportation and aircrew billeting.

4.1.1.4. Unit Deployment to Forward Operating Location (FOL), site visit, work hours, Liaison Officer/LNO (if assigned) and contact information.

4.1.1.5. Communications. Military phone and/or computer are highly recommended. Civilian phone and computer are sufficient. Units are highly encouraged to maintain international communications for the duration of the project, but phone plans/internet access are an individual expense, not funded by DFT.

4.1.1.6. Equipment and Services. Host/Duration staff outlines responsibilities which may or may not include permits, inspections, and certifications.

4.1.1.7. Construction Equipment. List of equipment/machines will be provided (i.e. grader, radios, dozer etc.). Identify the type, amount, providing agency and facility availability.

4.1.1.8. POL. Ground fuel provision for equipment/machines.

4.1.1.9. Life Support. Laundry, messing arrangements and billeting.

4.1.1.10. Medical support. Phone numbers, location, services provided.

4.1.1.11. Security. Any special requirements, photography, access, etc.

4.1.1.12. Miscellaneous. Damage procedures, payments (estimated) process and costing for fuel, messing and billeting.

4.1.2. Once drafted and signed, the written agreement should be submitted to NGB/A4XS, Duration Staff and Host Representative by authorized representatives of parties.

**4.2. Reporting Instructions.** NGB/A4XS will provide unit reporting instructions that supplement COCOM, MAJCOM, Country or local area reporting instructions.

**4.3. Mission Readiness Airlift (MRA).**

4.3.1. ANGI 10-201 outlines transportation policy and the management of military airlift resources possessed by the ANG. The MRA program was established by the NGB to utilize



the available capacity on ANG aircraft to support mission readiness training requirements while providing aircrew training.

4.3.2. ANG MRA Program provides free military airlift to ANG personnel and is the preferred method of transportation for units participating in the DFT program. The selected unit’s Wing Plans Office/Installation Deployment Officer (LGRDX) is responsible for requesting all airlifts in support of the DFT. Selected units will coordinate with their LGRDX to ensure movement dates are consistent with rotational start and stop dates and submitted to NGB/A4XS for validation.

4.3.3. Landing, De-icing, and Service Fees. Each airlift unit may absorb costs up to \$500 per landing location unless prior coordination is made with the supported (CE) unit. NGB/A4XS will supplement the cost of these fees for each validated mission in conjunction with the airlift and support units.

4.3.4. MRA will be requested by selected CE unit’s IDO (or designated representative) using NGB Form 214 via the IDP3 automated system.

4.3.5. Refer to **Table 4.1** for NGB Form 214 submission deadlines. Submitting airlift requests in a timely manner will allow NGB/A4XS time to validate the airlift request and include it in the “Quarterly Airlift Catalog.”

4.3.6. Airlift requests not received in time will not be included in the Quarterly Airlift Catalogue. Each request will be validated by NGB/A4XS and forwarded to NGB/A3M for inclusion in the MRA database. Each unit will be responsible for fulfilling mission requirements if the request is submitted out-of-cycle.

4.3.7. Unit will inform NGB/A4XS of any airlift problems encountered during the execution of the project via the most direct method. Any aircraft maintenance issues should go through the LGRDX of the unit. Other airlift issues during duty hours will be directed to NGB/A3MT at DSN 278-7148, 7162, 7161 or 7167. After duty hours, contact the Staff Duty Officer (SDO) in the Command Center at (301) 981-6001.

**Table 4.1. Annual MRA Scheduling Cycle.**

Airlift for FY/Q	Requests due from User	Requests due from Validator	MRA Catalog Closed	Quarterly MRA Council Dates
1 <sup>st</sup> Q	1 July	15 July	31 July	2 <sup>nd</sup> Week/August
2 <sup>nd</sup> Q	1 October	15 October	3 November	3 <sup>rd</sup> Week/November
3 <sup>rd</sup> Q	2 January	15 January	30 January	2 <sup>nd</sup> Week/February
4 <sup>th</sup> Q	1 April	15 April	30 April	2 <sup>nd</sup> Week/May

**4.4. Country/Theater Clearance.** Country/Theater clearance requests are normally required for anyone selected to participate in DoD military activity overseas. DoD 4500.54-G, Department of Defense Foreign Clearance guide, explains specific requirements/responsibilities for preparing individuals/units for overseas deployments.

4.4.1. Selected units will forward clearance documentation NLT 45 days prior to visitation/arrival date or as directed by DoD 4500.54-G.

4.4.2. Selected units will include NGB/A4XS as an informational addressee on all country/theater clearance request messages.

4.4.3. DoD 4500.54-G is available electronically at <http://www.fcg.pentagon.mil>.

MICHAEL T. GEROCK, Brigadier General, USAF  
Commander, ANGR

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 10-209, *RED HORSE Program*

AFI 10-210, *Prime Base Engineer Emergency Force (BEEF) Program*

AFI 36-2670, *Total Force Development*

AFI 36-2250, *Civil Military Innovative Readiness Training (IRT)*

AFI 36-2619, *Military Personnel Appropriation Manday Program*

ANGI 10-201, *Air Transportation*

ANGI 65-601, *ANG Resource Management Policies and Responsibilities for Commanders*

ANGI 36-2001, *Management of Training and Operational Support within the Air National Guard*

DoDD 1100.20, *Support and Services for Eligible Organizations and Activities Outside the Department of Defense*

DoD 4500.54-G, *Department of Defense Foreign Clearance Guide*

WMP-1 *Civil Engineer Supplement to the War and Mobilization Plan-1 Civil Engineer CONOPS (2 Oct 07)*

***Abbreviations and Acronyms***

**AAR**—After Action Report

**ACSA**—Acquisition Cross Service Agreement

**ADVON**—Advance Liaison

**AEF**—Aerospace Expeditionary Force

**AF**—Air Force

**AFS**—Air Force Specialty

**AFSC**—Air Force Specialty Code

**AFTR**—Air Force Training Records

**ANG**—Air National Guard

**ANGI**—Air National Guard Instruction

**AT**—Annual Training

**A-TAG**—Air, The Adjutant General

**BOM**—Bill of Material

**CE**—Civil Engineer

**COCOM**—Combatant Command

**CONUS**—Continental United States  
**DHS**—Department of Homeland Security  
**DoD**—Department of Defense  
**DRMD**—Deployments Requirements Manning Document  
**DRRS**—Defense Readiness Reporting System  
**ERC**—Exercise Related Construction  
**FAM**—Functional Area Manager  
**GCC**—Geographic Combatant Commanders  
**HA**—Humanitarian Assistance  
**HCA**—Humanitarian Civic Action  
**IDO**—Installation Deployment Office  
**IRT**—Innovative Readiness Training  
**JIEE**—Joint Information Exchange Environment  
**JOC**—Joint Operations Center  
**JQS**—Job Qualification Standard  
**LGRDX**—A Wing Plans Office/Installation Deployment Officer  
**LIMFACS**—Limiting Factors  
**LNO**—Liaison Officer  
**MAJCOM**—Major Command  
**MEET**—Mission Essential Equipment Training  
**MILCON**—Military Construction  
**MOU**—Memorandum of Understanding  
**MPA**—Military Personnel Appropriation  
**MRA**—Mission Readiness Airlift  
**MWR**—Morale, Welfare, and Recreation  
**NGB**—National Guard Bureau  
**NLT**—No Later Than  
**O&M**—Operation and Maintenance  
**ODC**—Office of Defense Coordination  
**OSD/RA Program**—Office of the Secretary of Defense Resource Advisor Program  
**OCONUS**—Outside of the Continental United States  
**OJT**—On-the-Job Training

**PPE**—Personal Protective Equipment

**POC**—Points of Contact

**Prime BEEF**—A Prime Base Engineer Emergency Force

**Prime RIBS**—Prime Readiness in Base Service

**POL**—Petroleum, Oil, Lubricants

**RED HORSE**—Rapid Engineering Deployable Heavy Operational Repair Squadron Engineer

**REOTS**—Regional Equipment Operators Training Site

**ROMO**—Range of Military Operations

**RTS**—Regional Training Site

**SDO**—Staff Duty Officer

**SPP**—State Partnership Program

**ST**—Special Training

**TAG**—The Adjutant General

**TTP**—Troop training Project

**USC**—United States Code

**WCO**—Workday Control Officer

### *Terms*

**Advanced Liaison (ADVON)**—One member from a deploying unit or two members if deploying to a non-support location that arrive one or two days prior to main body to secure billeting, messing, and vehicles for the DFT.

**Aerospace Expeditionary Force (AEF)**—Establishes 20 month cycles of deploying forces in support of Air Force missions.

**After Actions Report (AAR)**—A detailed synopsis of the deployment. Must be sent to NGB/A4X 30 days post deployment.

**Annual Training (AT)**—Duty reserved for individual or unit readiness training. AT days must be performed in USC Title 32 or USC Title 10 status. Usually consists of periods from one –fifteen (1-15) days.

**Budget**—A formal estimate of future revenues, obligations to be incurred, and expenditures to be made during a definite period of time, when determined to be appropriate upon the basis of accrued expenditures and costs to be incurred.

**Contingency**—An emergency involving military forces caused by natural disasters, terrorists, subversives, or by required military operations.

**Contract Quarters**—Quarters that have been contracted on the local economy.

**Country/Theater Clearance**—A Clearance message required by OCONUS locations. Must be submitted to agencies identified in the DoD foreign clearance guide NLT 45 days prior to deployment.

**Deployment for Training Request Form**—Annual letter requesting unit's desire for deployments for next fiscal year.

**Deployment for Training (DFT)**—DFT is a small, single service unit deployment conducted to provide unique and realistic training opportunities for U.S. Forces in a foreign country. DFTs generally involve only one unit in place at a time and focus on enhancing that unit's ability to perform its primary mission. Compared to exercises, DFTs are of limited scope and shorter duration.

**Deployment**—The relocation of forces and material to desired areas of operation. Deployment encompasses all activities from origin (home station) through destination.

**Duration Staff**—Staff of two to three people, consisting of one officer and one or two enlisted persons. Staff is responsible for on-site management of exercise related construction project(s). OIC of duration staff should be of equal or higher rank to the Construction troop commander.

**Exercise-Related Construction (ERC)**—Construction on other than U.S. owned or controlled real property or an unspecified minor construction project, outside CONUS, in support of an in-progress, or planned, CJCS exercise that result in a facility, or facilities, that remain, in any part, after the end of the exercise.

**Funding**—Represents the amount of dollar authority available during the fiscal period.

**Government Lodging**—On base billeting.

**Installation Commander**—Commanding officer of an installation. The commander of a military table of organization and equipment or table of distribution and allowance unit or activity who does not otherwise have responsibility for land, buildings, and fixed improvements is not an installation commander.

**Liaison**—a person who liaises between two organizations to communicate and coordinate their activities.

**Lead Unit**—Unit who maintains oversight and continuity to a mission that requires several rotations.

**Master Training Plan**—A formal document used by all levels of command to identify projected training activities as well as general/specific military operations. Training plans should cover time periods (36 to 48 months) where maximum activity/frequency schedules are covered (e.g., Silver Flag (45 months), ORE (12 months), CAT II (six-45 months)) IAW AFI 10-209 and AFI 10-210.

**Military Construction (MILCON)**—Any construction, development, conversion, or extension of any kind carried out with respect to a military installation, where new construction costs exceed the respective project funding limit (typically >\$750K).

**Military Construction Project Data Sheet, DD Form 1391**—Used by the Department of Defense to submit requirements and justifications in support of funding requests for military construction to Congress.

**Military Operation**—A military action or the carrying out of a strategic, tactical, service, training, exercise, or administrative military mission.

**Mission Essential Equipment Training (MEET)**—Equipment necessary to perform a specific mission that will result in project completion.

**Mission Ready Airlift (MRA)**—ANG military airlift used for training.

**Office of Defense Cooperation (ODC)**—Joint service office assigned to facilitate U.S. government and industry national interests within the Host Nation defense acquisition environment.

**On the Job Training (OJT)**—A training system that combines formal classroom instruction with hands-on training to qualify and upgrade personnel.

**Operational Readiness Skills**—Skills possessed by service members that enable them to contribute effectively to the capability of their unit formation, ship, weapon system, or equipment to perform the missions or functions for which it was organized or designed.

**Out-of-Cycle Training**—Training conducted outside of established training frequency periods.

**PER DIEM**—Total of maximum lodging, locality meals rate, and local incidentals rate.

**Pre—deployment Visit**—Site visit used by deploying unit several weeks prior to their deployment. Used as a fact finding mission to determine unknowns associated with the deployment. Units must use a pre-deployment checklist. Sample checklist is located on A4 GKO SharePoint

[https://gkportal2.ngb.army.mil/ang/A4/Web%20Part%20Pages/Deployment%20for%20Training%20\(DFT\).aspx](https://gkportal2.ngb.army.mil/ang/A4/Web%20Part%20Pages/Deployment%20for%20Training%20(DFT).aspx)

**Project Development**—The project development team will determine required timelines and manpower required for that specific project.

**Project, Minor Construction**—A single undertaking at a military installation with an approved cost of \$1.5 million or less. It must include all work needed to produce a complete and useable facility or improvement to an existing facility.

**Regional Equipment Operators Training School (REOTS)**—Formal training course used to evaluate equipment operator (3E2X1) proficiencies on wartime standards. Conducted at Fort Indiantown Gap, PA.

**Regional Training Site (RTS)** —A venue that offers DRRS reportable training opportunities on mission essential/contingency equipment to enhance wartime task skills that have a direct impact on mission accomplishment. RTS locations include: 119 CES, Fargo, ND, 145 CES, New London (Badin), NC, 163 CES, March ARB, CA, and 201 RHS, Fort Indiantown Gap, PA.

**Resources**—Workdays and funds used to support training activity.

**Silver Flag Exercise**—A formal training course designed to prepare students to perform critical contingency tasks in a team environment. Training is focused on bare base bed down and sustainment operations.

**Special Training (ST)**—Duty reserved for training that cannot be achieved during AT or UTAs. May be performed in USC Title 32 or USC Title 10 status and may only be used for a specific purpose, therefore are limited.

**Standard Form (SF) 1080**—Voucher for transfers between appropriations and/or funds. Used by teams to pay for Deployed Unit Expenditures, local unit contracts and for Government Purchase Cards.

**Supported Location**—A location where there is a base and the host is capable of providing assistance.

**Transfer and Acceptance of Military Real Property, DD Form 1354**—Used to list real property on official records

**Unsupported Location**—A location where there is no base or support from the host is limited.