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**Operations**

**CONTINGENCY RESPONSE FORCES**



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This instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness*. It provides guidance and procedures on organizing, training, equipping and utilizing identified contingency response (CR) forces to rapidly respond and operate at any worldwide location that requires an organic capability to provide initial airbase opening (ABO), initial airfield operations, command and control (C2), and mobility support. It applies to all Regular Air Force (RegAF) and Air Reserve Component (ARC) individuals at all levels who are assigned or responsible to manage CR forces or equipment in support of airbase opening operations, including Air Mobility Command (AMC), United States Air Forces in Europe – Air Forces Africa (USAFE - AFAFRICA), Pacific Air Forces (PACAF), ARC, and any CR force supporting units. This publication requires the collection and/or maintenance of information protected by Title 5 United States Code (USC) § 552a, *The Privacy Act of 1974*. The authorities to collect or maintain the records prescribed in the publication are Title 10 United States Code § 9013, *Secretary of the Air Force*; Executive Order 9397, *Numbering System for Federal Accounts Relating to Individual Persons*; Air Force Instruction (AFI) 36-2909, *Air Force Professional Relationships and Conduct*; and AFI 36-2101, *Classifying Military Personnel (Officer and Enlisted)*. The applicable SORN, F036 AF PC C, Military Personnel Records System, is available at: <http://dpcl.d.defense.gov/PrivacySORNsIndex/DOD-wide-SORNArticleView/Article/569821/f036-af-pc-c/>. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and are disposed of in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) listed above using the Air Force (AF) Form 847, *Recommendation*

*for Change of Publication*; route AF Forms 847 from the field through the appropriate chain of command. This publication may be supplemented at any level, but all supplements must be routed to the OPR listed above for coordination prior to certification and approval. Forward major command (MAJCOM)-approved supplements with attached AF Form 673, *Air Force Publication/Form Action Request*, to the OPR. AMC's Mobility Support Operations Division, AMC/A3M, will review the proposed supplements and provide a recommendation to AMC's Director of Operations, Strategic Deterrence, and Nuclear Integration (AMC/A3/10) for decision. The authorities to waive wing or unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor's commander for non-tiered compliance items. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

### **SUMMARY OF CHANGES**

This document has been substantially revised and must be completely reviewed. Major changes include: expansion of landing zone (LZ) operations, incorporation of drop zone (DZ) operations, incorporating previously existing Affiliation program information from Air Mobility Command Instruction (AMCI) 10-202 V4, *Expeditionary Air Mobility Support Operations*, significantly revised training requirements and standardization and evaluation (Stan/Eval) program.

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## Chapter 1

### GENERAL INFORMATION

**1.1. Background.** Air and Space Expeditionary Forces are prepared to participate in the full spectrum of operations ranging from deployments to limited regional conflicts to major combat operations. Further enabling expeditionary operations is a subset of capabilities designed specifically to rapidly respond to contingencies and humanitarian assistance and disaster relief (HA/DR) operations. These forces also deploy on very short-notice to support missions such as President of the United States (POTUS) support, security cooperation engagements and operations, special assignment airlift missions, joint airborne and air transportability training, building partnership exercises and United States Air Force (USAF) aircraft deployment support. These forces can provide initial force protection (FP) to secure and protect CR operating areas (aircraft parking ramp and CR force's bed-down camp), rapidly assess and open airfields, and perform initial airfield operations to ensure a smooth transition to subsequent operations. This unique set of capabilities provides the foundation from which all USAF CR organizations will be standardized, resourced, trained, and operate. Furthermore, CR forces provide the capability to "Open the Airbase" by executing Force Module 1 in the Air Expeditionary Task Force (AETF) 'Force Module' list as defined in AFI 10-401, *Air Force Operations Planning And Execution*.

1.1.1. AFI 10-401 defines AETF Force Module 1, "Open the Airbase," as the capability to open an airbase, regardless of the follow-on mission. "Open the Airbase" forces will normally arrive first and assess the airbase for establishment of minimum airfield operating parameters, command and control, and supporting host-nation support capabilities.

1.1.2. The 2004 Chief of Staff of the Air Force's (CSAF) approved *Air Force Contingency Response Group Operational Concept* defines ABO as the ability to open an airbase, regardless of the follow-on mission or aircraft type. This module is representative of the baseline capability set, skill set, and equipment for all CR forces.

### 1.2. Administration.

1.2.1. For completeness, this AFI contains cross-functional information from various sources. The source directive normally has precedence in the case of any conflicts, revisions and matters of interpretation.

1.2.1.1. Abbreviations, Acronyms, and Terms. See [Attachment 1](#).

1.2.1.2. Key Words Explained.

1.2.1.2.1. "Will" and "shall" indicate a mandatory requirement.

1.2.1.2.2. "Should" indicates a preferred, but not mandatory, method of accomplishment.

1.2.1.2.3. "May" indicates an acceptable or suggested means of accomplishment.

1.2.2. Waivers and Deviations. Deviation from policies and guidance specified in this AFI is not allowed, unless approved by appropriate waiver authority in accordance with AFI 33-360.

1.2.2.1. Waiver authorities will forward copies of approved waivers to AMC/A3M. (T-2). Commanders will ensure that waiver requests are kept on file for two years. (T-3).

1.2.2.2. If mission dictates immediate action to protect personnel or materiel, and the CR forces' leadership is unable to request an operational mission waiver during execution due to time constraints, the CR unit commander, deployed Contingency Response Element (CRE) commander, or Contingency Response Team (CRT) chief may authorize the operation if the risk can be safely mitigated. The CRE commander or CRT chief will report the deviation to the assigned MAJCOM/A3 within 48 hours. (T-2). The CRE commander or CRT chief must be prepared to collect background information and submit a follow-up written report upon request. (T-3).

**1.3. Mission.** CR forces are a rapid response organic capability that provide initial airbase opening capability and operations, bridge the gap between seizure forces and the follow-on combat or expeditionary combat support forces when required, extend the global mobility en route system, jointly open ports, and operate worldwide where little or no air operations support exists. To meet this mission:

1.3.1. CR forces are organized, trained, and equipped to support scaled operations between a working maximum on ground of one aircraft for 12 hours (1/12) or two aircraft for 24 hours (2/24), up to and including throughput of 16 pallet position equivalents and 50 passengers and baggage per hour, for up to 45 days, without augmentation. Includes the ability to operate 24 hours a day, seven days a week (24/7) and in minimum lighting conditions.

1.3.2. CR forces are designed into Operational Capability Packages (OCPs), composed of multiple Air Force Specialty Codes (AFSCs) and Unit Type Codes (UTCs), to rapidly respond to assess the location, open the airbase, execute initial air operations, C2, and other support functions as defined in [paragraph 3.2](#) **Note:** Planners must not separately task CR UTCs belonging to the same operational capability package, for different operations, as it will degrade capabilities. (T-2). CR OCPs are designed as a single weapons system.

1.3.3. CR forces can sustain operations under bare base conditions for five days without resupply when unit self-sufficiency is necessary.

1.3.4. CR forces are able to operate in various environments and locations, however, under hostile or highly-contested threat and environmental conditions CR forces will require additional augmentation to perform the mission (e.g., special tactics forces, security forces (SF), civil engineers, intelligence, United States Air Force Office of Special Investigations (AFOSI), and other specialties). Planners will ensure these forces are tasked as required. (T-2).

**1.4. Objective.** CR forces are multi-capable expeditionary airmen who are organized, trained, and equipped for opening and initially operating airbases or forward operating locations, bridging the gap between handover forces (either diplomatic, host-nation, or forcible seizure) and follow-on or sustainment forces, or operating temporarily at a location in support of Combatant Command (CCMD) requirements. This instruction addresses the CR roles and capabilities, standardizes core capabilities and expectations, and provides top-level guidance on force presentation, training, tasking processes, and command relationships.

1.4.1. As directed by the CSAF in, *Air Force Contingency Response Group Operational Concept*, CR forces are to be the USAF's first responders. They must have the ability to rapidly deploy, assess and open a location, and conduct initial operations immediately upon arrival in a variety of weather and threat environments from permissive to contested. **(T-1)**.

1.4.2. CR forces have the ability to survive and minimally operate in chemical, biological, radiological, and nuclear (CBRN) environments only when deployed with appropriate augmenting forces capable of CBRN detection and decontamination of personnel and equipment. CR operations will be degraded and limited to the amount of CBRN equipment and support on hand. **Note:** The CR forces are limited in both CBRN and FP and will require additional augmentation and equipment to successfully execute with minimal operational degradation. CR forces will not provide primary airfield FP and are not designed for hostile or highly-contested environments. **(T-1)**.

1.4.3. CR forces are also highly adept at closing airfield operations and transitioning operations to follow-on forces or host-nation representatives.

**1.5. CR Force Mission Essential Status and Priority.** Through its service components, the Department of Defense (DoD) identifies and prioritizes essential military manpower, materiel and programs to ensure proper management and allocation of critical resources. As defined in AFI 38-101, *Manpower and Organization*, the CR forces' C2 capability or position requirements are designated military essential performing direct combat support. Core manpower positions are not required to engage in direct combat; however, CR duties are critical to combat operational success and may expose personnel to hostile action.

**1.6. Tasking Process and Command Relationships.** The United States Secretary of Defense (SecDef) has assigned CR forces to the Commander, United States Transportation Command (CDRUSTRANSCOM), Commander, United States Indo-Pacific Command (CDRUSINDOPACOM), and Commander, United States European Command (CDRUSEUCOM), who, in turn, have delegated operational control (OPCON) to their air component commanders. Air components or other services requiring CR support or additional CR forces should request through their respective Combatant Command (CCMD) Director of Operations, J3, for request for support from USTRANSCOM Director of Operations, TJ3. USTRANSCOM CR forces remain under USTRANSCOM OPCON unless otherwise specified in a SecDef execute order or other authorized document. **Note:** USINDOPACOM and USEUCOM assigned CR forces normally do not leave their respective areas of responsibility (AORs), unless directed by SecDef.

1.6.1. CR forces, unless OPCON or tactical control (TACON) has been transferred or delegated, are controlled by their respective air operation centers or as directed.

1.6.2. Commanders will ensure that proposed tasking of USTRANSCOM-assigned CR forces to the USEUCOM and USINDOPACOM AORs are coordinated with applicable theater air component planners to ensure compliance with appropriate theater directives and to eliminate CR force operational redundancies. **(T-2)**.

1.6.3. Commanders will ensure to coordinate with requesting CCMD on FP augmentation and support, as CCMDs always retain FP responsibility for forces operating within their AORs, including CR forces. **(T-2)**.



1.6.4. Planners will ensure that capability, availability, and utilization of ARC forces are coordinated with the appropriate ARC Functional Area Manager (FAM). **(T-2)**.

1.6.5. Equipment organic to CR forces will not be transferred to other forces or commands. **(T-1)**. Planners are responsible for tasking follow-on forces to replace CR forces and associated support equipment. Plans requiring the CR force to leave equipment (e.g., tents) in the AOR require coordination prior to mission execution so the appropriate assets can be tasked. Any loss of CR force equipment will significantly impair the CR forces' ability to forward deploy or reconstitute their limited and critical capabilities.

**1.7. Response Timing.** Commanders will posture assigned forces for rapid response deployments into passive to contested environments to include up to hostile and uncertain. **(T-1)**. Commanders are responsible to ensure their CR capabilities are and remain ready for aircraft loading from receipt of tasking or in accordance with MAJCOM directive or designed operational capability statement; within established timelines below. The installation commander where CR forces are based will establish sufficient mobility support and procedures, in coordination with the CR unit commander, to deploy CR forces within their prescribed response time. **(T-2)**.

1.7.1. All CR forces, when postured in an alert status, will be ready to load within 12 hours of notification, either verbal or written. **(T-2)**. When not in an alert status, MAJCOM A3s will dictate required response times from execution notification to load time. **(T-2)**.

1.7.1.1. Air National Guard (ANG) CR forces will be ready to load in 36 hours from mobilization or call-up. **(T-2)**.

1.7.1.2. Air Force Reserve Command (AFRC) CR forces will be ready to load in 72 hours from mobilization or call-up. **(T-2)**.

1.7.2. CR forces are normally among the first elements deployed during contingencies. For this reason, commanders must work closely with host installation commanders to ensure proper sequencing and timing of deploying chinks. **(T-2)**.

1.7.3. CR forces and host installation commanders will ensure that CR force personnel are not tasked to be permanent members of host installation mobility processing units. **(T-3)**.

1.7.4. Host installation commanders will ensure installation processes supporting deployment of personnel and cargo are sufficiently resourced to support simultaneous processing of two aircraft chinks to meet the response timing outlined for RegAF CR forces. **(T-2)**. Deployment requirements of greater scale for simultaneous processing may require augmentation beyond the host installation's allocated resources.

**1.8. Sustained Operations.** Commanders will ensure that CR forces are equipped to be self-sufficient for the first five days of the deployment to include meals ready to eat, water, fuel, and shelters. **(T-2)**. CR forces are designed for short-term operations; therefore, planners should consider follow-on forces' requirements to allow for CR force reconstitution and subsequent tasking.

### **1.9. General Policies.**

1.9.1. Orders. The following special authorizations are approved for inclusion in all mission Temporary Duty (TDY) orders (includes AF Form 938, *Request and Authorization for Active Duty Training/Active Tour*, used to order ARC members to active duty):

1.9.1.1. Travel via military airlift is preferred. Line haul may be directed if more efficient for shorter distances. Travel via commercial air may be authorized at the discretion of the tasking authority. Sea-lift should only be used as a last resort and when reconstitution timelines can be met without impacting follow-on missions or unit readiness. Commanders will ensure that excess baggage is authorized when transporting required UTC equipment. **(T-3)**.

1.9.1.2. Mission essential personnel status is authorized for CR force personnel traveling to and from deployed locations.

1.9.1.3. Travel and performance of official duties in civilian clothes may be authorized by commanders when dictated by force protection concerns. Primary uniform for outside continental United States (OCONUS) POTUS support missions will be civilian clothing. **(T-3)**.

1.9.1.4. Official and regular passports are required for CR personnel; some instances will require a second official passport. Commanders will ensure all personnel have the required passports and passports will be purchased at government expense. **(T-3)**.

1.9.2. In accordance with the Unified Command Plan, CCMDs are responsible for providing FP within their AORs, including locations where CR forces may operate, except for those for whom the Department of State Chief of Mission retains security responsibility. During mission planning, the CCMD's air component threat working group (TWG) or other agency should conduct a risk assessment specific to CR operations. If the threat(s) exceeds the acceptable level of risk, the Air Force Forces (AFFOR) staff will coordinate with both the supporting and supported CCMD staff to develop a risk mitigation plan.

1.9.2.1. Commanders will ensure contact is made with the TWG or U.S. country team to determine if a work center or billeting arrangement change is necessary for personnel safety and security. **(T-1)**.

1.9.2.2. Commanders will ensure that deploying CR forces are equipped to maintain secure voice and data connectivity with their controlling agency. **(T-3)**.

1.9.3. Deployed Personnel Utilization and Additional Duties. Work schedules for deployed operations are based on 12-hour/7-day-a-week shift work with minimum personnel and assets needed to accomplish the mission. Any request for CR force assets and/or personnel to support any non-CR force mission requirement will be coordinated with OPCON authority if support will impact CR operations. **(T-2)**.

1.9.4. ARC personnel must be on Title 5, Title 10 or Title 32 status prior to executing any pre-mission planning, operations, or reconstitution. **(T-1)**. Once on status, personnel should accomplish any of the following tasks: **Note:** Members should be on Title 10 orders when conducting deployed operations.

1.9.4.1. Pre-mission planning, to include planning conference attendance.

1.9.4.2. Equipment preparation and packing.

1.9.4.3. Team briefings.

1.9.4.4. Travel to and from the deployed location.

1.9.4.5. Mission operations.

1.9.4.6. Equipment reconstitution, recovery and turn-in.

1.9.4.7. After-action reporting.

## Chapter 2

### ROLES AND RESPONSIBILITIES

#### 2.1. Deputy Chief of Staff, Operations, Headquarters Air Force (AF/A3) will:

- 2.1.1. Manage and coordinate policy, guidance and oversight for CR units.
- 2.1.2. Lead periodic reviews and analysis of war plans and/or security postures for optimal USAF-wide CR force end-strength and employment options.
- 2.1.3. Assist the lead MAJCOM in the identification of mission capability gaps for inclusion in the Core Function Support Plans, which are subsequently used by Headquarters Air Force to develop an Air Force enterprise-wide prioritized list of capability gaps.

#### 2.2. Air Force Personnel Center (AFPC) will:

- 2.2.1. Not assign personnel to CR units who are not worldwide deployable, have ongoing medical (including assignment limitation code C1-C3), financial, or physical issues. **(T-1)**.
- 2.2.2. Work with commanders for re-assignment of personnel who cannot deploy and perform required tasks due to permanent or long-term physical limitations or restrictions. **(T-1)**.

#### 2.3. Lead Command, AMC (AMC/A3/10) will:

- 2.3.1. Provide lead command responsibility in accordance with AFPD 10-21, *Rapid Global Mobility*, for all CR force-related issues and the CR force weapon system by providing, or coordinating FAM expertise for all CR force matters. **Note:** CR forces will be organized, trained, equipped, and operationalized as a single weapon system to ensure standardization across MAJCOMs.
- 2.3.2. Advocate and respond to issues affecting CR force readiness and operational utilization. Advocacy includes planning, programming, and budgeting for designated system-wide CR force unique equipment, modifications, initial spares, replenishment spares, and follow-on test and evaluation. **Note:** AMC/A3/10 is designated as both the Air Force and MAJCOM FAM for the 7E1XX family of UTCs.
- 2.3.3. Provide appropriate operational and support agency representation in the requirements and modification process.
- 2.3.4. Establish standards, tasks, and formal training requirements to conduct contingency response and expeditionary operations. Review and develop baseline CR force duty position Job Qualification Standard (JQS) and syllabus items as required.
- 2.3.5. Coordinate with using commands to identify CR force support requirements, initial (user, operations and maintenance) and sustainment training needs.
- 2.3.6. Coordinate with using commands and other services in developing new CR force missions, tactics, procedures, and other operations support concepts.
- 2.3.7. Consider issues that affect the total force when assigning priorities to resources.
- 2.3.8. Serve as a focal point to represent users and pilot units during all phases of the acquisition and sustainment processes.

- 2.3.9. Coordinate with using commands to establish a priority list for fielding new systems and modifications.
- 2.3.10. Participate in source selection and program management reviews.
- 2.3.11. Define, advocate, and coordinate CR force manpower requirements.
- 2.3.12. Develop force readiness reporting criteria.
- 2.3.13. Develop policies and procedures.
- 2.3.14. Assign pilot unit responsibilities for all standardized CR force UTCs, provide oversight of periodic reviews, and coordinate with other MAJCOMs.
- 2.3.15. Advocate and coordinate CR force participation in Joint Chiefs of Staff and other exercises. Equitably schedule training opportunities among AMC, USAFE - AFAFRICA, PACAF, AFRC and the National Guard Bureau (NGB) to ensure all CR forces are mission ready.
- 2.3.16. Provide Global Force Management sourcing recommendations for CR forces through the mobility joint force provider, USTRANSCOM.
- 2.3.17. Provide geospatial analysis and mission planning support for CONUS and ARC CR forces through the AMC Geospatial Integration Office (GIO), e.g., GeoReach. MAJCOM GIO program offices and/or Component-Numbered Air Force equivalents are the primary support agency for PACAF and USAFE-AFAFRICA CR forces.
- 2.3.18. Coordinate with using MAJCOM to ensure host installations provide required support to enable CR unit designed operational capability response timeline in accordance with [paragraph 1.7](#)

**2.4. Using MAJCOM Director of Operations (MAJCOM/A3) and NGB's Director of Air, Space, and Cyber Operations (NGB/A3) will:**

- 2.4.1. Participate with the lead command in development of applicable concept of operations.
- 2.4.2. Coordinate on all concepts developed by the lead command.
- 2.4.3. Provide lead command with documented requirements and keep lead command informed of changes to existing requirements, missions, and procedures.
- 2.4.4. Retain responsibility for accomplishing the above duties for command or mission-unique equipment, modifications and requirements. Fund command-unique requirements.
- 2.4.5. Coordinate and publish MAJCOM/NGB supplements to AFIs when required for unique mission considerations.
- 2.4.6. Plan, program, and budget for annual operations and maintenance funding, as well as equipment procurement and corresponding maintenance costs.
- 2.4.7. Provide funding offsets for new requirements to support MAJCOM/NGB's program objective memorandum submission. Advocate for MAJCOM/NGB program objective memorandum submissions and coordinate on the program priority list.
- 2.4.8. Support the lead command on acquisition planning activities to include testing, fielding, sustainment, and initial operational capability planning.

2.4.9. Participate in the review of proposed system changes with the lead command to determine the impact and set priorities.

2.4.10. Define, advocate, and coordinate MAJCOM/NGB-unique CR force unit manpower requirements.

2.4.11. Publish MAJCOM/NGB-unique force readiness reporting criteria.

2.4.12. Conduct staff assistance visits (SAVs) at the request of the subordinate commander.

2.4.12.1. Produce SAV reports that are for informational use of the requesting unit only and not for inspection purposes.

2.4.12.2. Forward reports to AMC/A3M for review.

## **2.5. The USAF Expeditionary Center Commander will:**

2.5.1. Develop and provide all CR force formal training. **(T-1)**.

2.5.2. Develop and coordinate revisions to the CR force formal training curriculum. **(T-1)**.

2.5.3. Establish and operate a CR force formal training unit. **(T-1)**.

2.5.4. Establish mobile training teams to instruct core CR force skills. **(T-1)**.

2.5.5. Provide recommendations to lead command in development of applicable concept of operations. **(T-1)**.

## **2.6. Highest Level Unit Commander (when assigned CR forces) will:**

2.6.1. Organize, train and equip assigned personnel in accordance with **Chapter 6** of this instruction. **(T-2)**.

2.6.2. Posture assigned forces for rapid response deployments into passive to contested environments to include up to hostile and uncertain. **(T-1)**.

2.6.3. Develop and maintain procedures to meet their designed operational capability response time. **(T-3)**.

2.6.3.1. Ensure pre-deployment planning and preparations in support of mission tasking are properly coordinated, completed, and communicated to unit personnel. **(T-3)**.

2.6.3.2. Ensure procedures are established to recall, brief, mobilize, process home station manpower, and deliver materials to the ready line for deployment. **(T-3)**.

2.6.4. Ensure CR forces are ready to rapidly respond based upon their required response times. **(T-2)**.

2.6.5. Maintain a minimum capability, if assigned forces, to assess and open airfields, and provide initial C2, air operations and support for both disaster response and combat operations as listed in **paragraph 3.2** **(T-2)**.

2.6.6. Ensure post-deployment reconstitution of personnel and equipment is completed as directed. **(T-3)**.

2.6.7. Consider real-world operations tempo and taskings when planning unit level training events and exercises. **(T-3)**.

2.6.8. Ensure that there is an established stan/eval program. **(T-3)**.

2.6.9. Ensure that stan/eval programs are manned and operational. **(T-3)**.

2.6.9.1. Ensure an adequate amount of personnel are certified as evaluators, for those duty positions requiring evaluations. **(T-3)**.

2.6.9.2. Ensure that Air Transportation Standardization Evaluation program manning meets MAJCOM requirements<sup>3</sup>. (not applicable to ARC). **(T-3)**.

2.6.9.3. Develop and maintain stan/eval testing program and master question file. **(T-3)**.

2.6.9.4. Appoint the technical order (T.O.) distribution office manager in accordance with TO 00-5-1, *AF Technical Order System*, as required. **(T-3)**.

2.6.9.5. Establish and maintain a master waiver log and track status and resolution of waivers. **(T-3)**.

2.6.9.6. Develop and maintain master publication library, to include home station and deployable libraries. **(T-3)**. Libraries may be electronic or hard copy.

## **2.7. Squadron Commanders (when assigned CR forces) will:**

2.7.1. Review inbound assignments data to verify personnel meet the AFSC and deployability requirements. **(T-3)**.

2.7.2. Ensure that personnel security investigations are in accordance with DoDMAN 5200.02\_AFMAN 16-1405, *Air Force Personnel Security Program*, and if required, will be initiated or completed prior to assignment if possible. **(T-3)**.

2.7.3. Ensure airmen meet deployment eligibility requirements in accordance with this instruction, AFI 10-401, AFI 10-403, *Deployment Planning and Execution*, AFI 36-2110, *Total Force Assignments*, and the supported command processing guidance and reporting instructions. **(T-2)**.

2.7.4. Ensure that personnel who cannot deploy and perform required tasks due to permanent or long-term physical limitations or restrictions are considered for re-assignment or referral to the medical group for retention considerations if criteria is met. **(T-3)**.

2.7.5. Ensure that personnel, including those assigned to affiliate UTCs that routinely provide support to CR forces, have both official and regular passports purchased at government (unit) expense. **(T-3)**.

2.7.6. Ensure that all assigned CR members are and remain current on all immunizations and are mission ready. **(T-3)**.

2.7.7. Ensure that all assigned CR members carry the appropriate medical documentation on all missions. **(T-3)**.

2.7.8. Ensure an adequate number of team members are qualified as joint inspectors (min 20% of assigned aerial porters), hazardous materials preparers, technical specialists and inspectors and handlers, deployed equipment custodians, communications security couriers, and weapons couriers, to accomplish the full range of the unit's missions. **(T-3)**.

2.7.9. Ensure that CR force-assigned equipment is maintained and ready for deployment at all times. **(T-2)**.

2.7.10. Ensure comprehensive equipment control encompassing accountability and rapid access to all authorized equipment. **(T-3)**.

2.7.11. Ensure that CR force equipment which cannot meet worldwide mobility requirements is reported and replaced as soon as funding and priorities permit. **(T-2)**.



## Chapter 3

### ORGANIZATION AND RESPONSIBILITIES

**3.1. General.** CR forces are designed to rapidly respond to global requirements, provide seamless transition from seizure forces to follow-on combat or expeditionary forces through the use of interoperable communications, integration with airfield seizure and follow-on force operations, and are capable of providing airfield operations and limited organic base support. CR forces are composed of personnel who are both expeditionary operators and cross-functionally skilled experts, trained and equipped to operate effectively in the joint and coalition environment.

3.1.1. CR forces are organized, trained, manned, and equipped and remain constantly ready to:

3.1.1.1. Provide capabilities that permit uninterrupted operations supporting initial airbase opening requirements, during deployment of joint or coalition forces involving air and space operations under permissive and contested threat environments.

3.1.1.2. Support short-notice requirements as the first on-scene USAF forces.

3.1.1.3. Support in response to contingency operations, HA/DR response, or any required airbase opening operations.

3.1.1.4. Be light, lean, and quick to deploy, employ, redeploy, and reconstitute.

3.1.2. CR forces' operating locations may vary from robust international airports to semi-prepared dirt LZs, which may not be initially mission supportable due to damage resulting from conflict or environmental conditions. A CR force assessment/survey team may be required to assess the airfield or LZ capabilities and make suitability recommendations to the controlling agency prior to the deployment of the CR force main body. Although a single CR force is normally tasked to support one operating location, it may be required to support multiple locations (split operations) if the mission dictates, the scope of operation is limited, and the necessary personnel and equipment are available.

3.1.3. A CR force is not designed to participate directly in forcible entry or airfield seizure operations, but must have the capability to closely interface with these operations in an accelerated timeline. **(T-2)**. In contested and highly-contested areas, CR forces will require force protection augmentation (e.g., 820th Base Defense Group or other forces) to effectively perform the airbase opening mission. **(T-2)**.

3.1.4. CR forces are highly adept at closing airfield operations and transitioning operations to follow-on forces or host-nation representatives.

**3.2. Core Capabilities.** *CR forces fill the gap that exists between airfield seizure forces and incoming general purpose forces or operate as the only rapid response force for initial airbase opening and initial air operations. CR forces' unique and organic capabilities allow them to rapidly respond as a single entity or as lead for augmented forces. CR forces are organized, trained, manned, and equipped to provide the following core capabilities with assigned forces:*

3.2.1. Rapid response to short notice taskings and deployments.

- 3.2.2. Operations in permissive to contested environments (contested includes hostile and uncertain).
- 3.2.3. Operations from austere locations to commercial airfields.
- 3.2.4. Support HA/DR and other contingency operations.
- 3.2.5. Airfield survey and assessment to include completion of AF Form 1174, *Airfield Survey*, when required.
- 3.2.6. Air operations assessment to include contractor and host-nation capability.
- 3.2.7. Initial C2 to include reach back capability.
- 3.2.8. Initial force protection to include initial threat assessment, weapon system security, and protection of assets in CR forces' operating areas.
- 3.2.9. Initial air mobility support operations to include quick-turn maintenance and aerial port operations.
- 3.2.10. Initial airfield operations to include airfield management, weather reporting capability, deployable Navigation Aids (NAVAIDs), and air traffic control (ATC) services when available.
- 3.2.11. Initial communication to include beyond-line-of-sight, line-of-sight, tactical datalink, voice, data, both secure and unsecure when capable.
- 3.2.12. Initial airbase support to include fuels, power production, contingency contracting, finance, vehicle maintenance, material management, logistics readiness, aerospace ground equipment, personnel support, public affairs, and other base operating support (BOS).
- 3.2.13. Initial force health protection to include Role 1 capability.
- 3.2.14. Experienced expeditionary and cross-functional leadership and multi-capable airmen.

**3.3. Force Composition.** The composition of CR forces varies depending on mission requirements. Commanders should pare and tailor forces as required, carefully balancing mission requirements and airlift limitations. The desired effect shapes personnel and equipment decisions, and UTCs may be tailored to achieve the desired effect. **Note:** Unique unit capabilities exceeding or modifying those outlined in this instruction may still be required to perform MAJCOM-specific missions. These alternative capabilities shall build upon and not degrade CR's ABO capability. **(T-2).**

**3.4. Selection, Manning, and Qualification of CR Force Personnel.** RegAF personnel selected for permanent change of station or permanent change of assignment to a CR force unit should have a minimum of three years of retainability (two years for OCONUS CR units) to accommodate the multitude of additional training requirements.

- 3.4.1. To provide continuity and reduce training requirements, CONUS RegAF CR force unit manpower positions will be coded as a 3-year or 4-year Stabilized Tour Assignment Availability Code (as applicable in the Stabilized Tour Guide).

3.4.2. MAJCOM FAMS will place Air Force qualified (5/7/9/0 skill level) inbound allocations (non-aircrew) to CR units until the CR units are equal to Air Force qualified world-wide average or equal/commensurate with host wing manning averages, whichever is lower.

3.4.3. Airmen being considered for assignment to a CR force position should possess the AFSC, grade, and skill-level and special experience identifiers assigned to that position. When CR unit leadership identifies personnel on assignment who do not meet minimum requirements, commanders will ensure that this information is elevated through the chain of command to AFPC. **(T-3)**.

3.4.4. All CR force personnel will have a secret clearance at a minimum. **(T-3)**. Certain positions may require a top secret or special background investigation clearance.

3.4.5. Members will fill UTC deployments based upon AFSC, training, qualification, and/or certification, regardless of home station duty title or position. **(T-3)**.

### **3.5. Force Organization.**

3.5.1. At home station, CR forces are organized under a CRG or as directed by owning MAJCOM. When tasked, CR forces shall deploy as either a CRE or CRT OCP. **(T-2)**.

3.5.1.1. CRE. A CRE consists of approximately 115 personnel spanning multiple AFSCs, normally led by a field-grade officer. A CRE provides airfield surveys and assessments, operational assessments, C2, limited FP, initial airfield operations, limited ATC and weather services, organic BOS, quick-turn maintenance, air mobility support, as well as other capabilities listed in [paragraph 3.2](#) of this instruction. The CRE may also be composed of contingency support elements from various units for additional capabilities required. A CRE provides a level of aerial port and C2 services capable of supporting a working maximum on ground of two aircraft for 24-hour a day operations, with 24-hour C2 coverage.

3.5.1.2. CRT. A CRT is a small multi-capable team consisting of approximately 20 personnel, normally led by a non-commissioned officer. A CRT provides a level of aerial port and C2 services capable of supporting a working maximum on ground of one aircraft for 12-hour a day operations, with 24-hour C2 coverage.

3.5.2. The deployed CRE or CRT will be led by a trained and certified CRE commander or CRT chief in accordance with [Chapter 6](#) and [Chapter 7](#) of this instruction. **(T-2)**. CRE commanders should command attached CR forces and/or support forces, liaise with the controlling agency, coalition and/or host-nation and follow-on forces, and facilitate air base hand-off to sustainment forces or the host-nation. CRTs are typically not augmented, but if tasked, the augmentation force should fall under the supervision of the CRT chief.

3.5.3. Once CR forces deploy, capabilities (personnel and/or equipment) will not be reassigned to another mission or be given another tasking without the CRE commander or CRT chief coordinating with and informing the controlling agency, since CR forces are tailored. **(T-2)**. Additionally, the CRE commander or CRT chief will not redeploy personnel without controlling agency approval. **(T-2)**.

3.5.4. Deployed Designator. When requirements direct additional CR forces or outside augmentation, the deployed CR force designation will be defined by the primary CR unit being tasked. **(T-3)**.

3.5.4.1. The deployed CR force name is derived by:

3.5.4.1.1. Tasked unit.

3.5.4.1.2. The team composition designation.

3.5.4.1.3. An alpha designator, for multiple contingency response teams from the same unit.

3.5.4.1.4. Deployed location.

3.5.4.2. Unclassified location identifier example is “621 CRT/B/EDDF,” designated as such because the CRT is from the 621st Contingency Response Wing (621 CRW), it is the second CRT (B) currently deployed from the 621 CRW and is deployed to Frankfurt, Germany (International Civil Aviation Organization Identifier: EDDF).

**3.6. Specialized Teams.** To execute airbase opening, CR forces are postured with multiple specialized teams to perform airfield assessments and surveys, operational assessments, in-transit visibility, and joint inspections. The majority of these teams are organized under the CRE. The CRT is designed as a single specialized team composed of multi-capable airmen. All specialized team members will be trained and certified in accordance to their AFSC training and proficiency requirements, specialty (Landing Zone Safety Officer) training requirements, and **Chapter 6** and **Chapter 7** of this instruction. **(T-2)**.

3.6.1. Airfield Assessment/Survey Team (AAST). The AAST is a small CR team that can precede the CR force main body to verify airfield capability to receive forces, or conduct worldwide airfield surveys in support of CCMD requirements.

3.6.1.1. Airfield Assessments. The AAST should precede the CR force main body as early as possible to verify airfield operations and installation infrastructure and determine whether the airfield can support the planned mission. The AAST should be tasked with the Operational Advon Team for a full operational assessment. The AAST will:

3.6.1.1.1. Provide an initial verbal assessment within four hours of arrival to commence the flow of aircraft and provide a more detailed airfield assessment within 24 hours of arrival, unless directed otherwise by controlling agency. **(T-2)**.

3.6.1.1.2. Report to the controlling agency and follow-on CR force through secure communications. **(T-2)**.

- 3.6.1.1.3. Ensure to address at a minimum: condition of runways, taxiways, ramps, and facilities, force protection, communication, airfield operations, hot cargo operations capabilities, fuels, aerial port operations, and other specific data requested by the supported command and/or controlling agency. **(T-2). Note:** These assessments are used to provide a recommendation to planners on the suitability of conducting further air operations. A more in-depth assessment should continue to the extent practical after the initial assessment is complete. The AAST may also be tasked to conduct follow-on airfield assessments to support the development of an expeditionary theater basing strategy or evaluate established facilities and recommend opportunities for increasing air operations throughput and mission support capabilities.
- 3.6.1.1.4. Be led by a certified AAST Lead. **(T-2).**
- 3.6.1.2. Airfield Surveys. The AAST can be tasked anytime to support CCMD air operations. The AAST will:
- 3.6.1.2.1. Collect, validate, and/or update airfield suitability information and geospatial (mapping) data on critical airfield infrastructure key to air operations as applicable in the AF Form 1174. **(T-2). Note:** When time permits, a pre-mission analysis of the field to be surveyed should be conducted prior to deployment and include a determination on whether a new pavement evaluation is required.
- 3.6.1.2.2. Be led by a certified AAST Lead. **(T-2). Note:** The AAST should be augmented with other subject matter experts (anti-terrorism officer, medical) to accurately survey locations.
- 3.6.2. Operational Advon Team (OAT). The OAT is a small CR team that can complement the AAST or deploy independently to a location to assess operational capability for air operations. The OAT lead is normally dual-hatted as the CRE commander. If a senior airfield authority (SAA) is required by the Joint Forces Commander, the CRE commander can perform the duties of SAA if they are trained and certified in SAA duties and responsibilities. If mission dictates a SAA, an O-6 should perform the duties as Operational Advon lead and CRE commander. The OAT will:
- 3.6.2.1. Provide an initial verbal operational assessment within 4 hours of arrival to commence the flow of aircraft and provide a more detailed assessment within 24 hours of arrival, unless directed otherwise by controlling agency. **(T-2).**
- 3.6.2.2. Engage with appropriate U.S. governmental agency, military, host-nation, or local representatives. **(T-2).**
- 3.6.2.3. Address at a minimum: air operations, facilities, infrastructure, host-nation support, contractor support, force protection, communications, bed-down, medical, fuel, munitions and explosive storage capabilities. **(T-2).**
- 3.6.2.4. Report this information to the controlling agency and follow-on CR force through secure communications. **(T-2).**
- 3.6.2.5. Be a certified OAT leader. **(T-2).**

3.6.3. In-Transit Visibility (ITV) Team. Is a small team that sets-up, operates, and monitors ITV equipment at passenger and cargo on/offload locations.

3.6.4. Joint Inspection (JI) Team. Is a small team that conducts joint inspections of air cargo and notifies customers of discrepancies requiring correction before their cargo may be transported by air. The JI team does not certify cargo for air drop.

**3.7. CRE Commander and CRT Chief Responsibilities.** In the absence of CCMD guidance, the following information provides CRE commanders and CRT chiefs guidance, information, and requirements.

3.7.1. CR forces are led by a CRE commander or CRT chief depending upon the mission requirements and team size. CREs are led by an officer who is a certified CRE commander. If requirements or mission dictates, an O-6 may execute the duties as CRE commander. CRTs are led by a non-commissioned officer who is a certified CRT chief. The CRE commander or CRT chief is the final mission authority and makes decisions not specifically assigned to a higher level authority. The CRE commander or CRT chief is the primary liaison with host-nation, coalition or other U.S. forces, and the supported command, and/or controlling agency. Unless otherwise indicated, the CRE commander or CRT chief may delegate specific duties to other team members as necessary. **Note:** An O-6 will perform duties as CRE commander for USTRANSCOM JTF-PO missions. **(T-2).**

3.7.2. When CR forces arrive at their deployed operating location, the CRE commander or CRT chief must establish positive working and logistical relationships with host-nation, in-place forces, host base organizations, and airlift users. **(T-3).** To every extent practical, relationships with the host-nation, host base, or supporting unit regarding availability of existing resources should be negotiated and formalized through a memorandum of agreement subject to a review by the supporting unit's Judge Advocate's (JA) office, the CR force legal advisor, and CR contractor officer, if applicable. Normally, base organic support is provided by the host base or supporting components.

3.7.3. CRE commanders or CRT chiefs will provide mission information, operational reports and mission situation reports (SITREPs) to the controlling agency. **(T-3).** CRE commanders or CRT chiefs will ensure that CR force integrity is maintained to the maximum extent possible for redeployment or forward deployment mission requirements. **(T-3).**

3.7.4. The CRE commander or CRT chief has responsibility for all tasked operations and support personnel and equipment. Personnel from other units tasked to support CR forces are normally temporarily attached and are under the control and authority of the CRE commander or CRT chief.

3.7.5. Contingency Airbase Support. Contingency support includes, but is not limited to, construction; sustainment and servicing of CR forces' facilities and infrastructure (work areas, living areas, shower and latrine facilities, power and water sources, armory and environmental control); and maintaining adequate supply of expendable resources (e.g., food, drinking water, fuel, ammunition). The individuals designated to provide contingency support to CR forces will coordinate and supervise airbase development in accordance with CRE commander or CRT chief direction. **(T-2).** Supporting commanders will ensure that the designated support personnel are qualified in the responsibilities in which they are being tasked. **(T-2).**

## Chapter 4

### MISSION PREPARATION

#### 4.1. Readiness.

4.1.1. CR force personnel must maintain the highest state of readiness to include worldwide mobility, medical, Total Force Awareness training, expeditionary readiness, AFSC, and functional area proficiency. **(T-2)**. Commanders should initiate request to reassign CR force personnel who cannot meet worldwide mobility requirements due to being on a 469 mobility restricting profile (code 31, 37, or 81) for greater than six months.

4.1.2. To facilitate rapid deployment, CR personnel and those assigned to affiliate UTCs that routinely provide support to CR forces must have both official and regular passports and, when possible, international driver's licenses. **(T-3)**. These items will be purchased at government's expense. **(T-3)**.

4.1.3. To facilitate rapid access, CR force equipment should be maintained organically to the maximum extent possible.

#### 4.2. Pre-Deployment Procedures.

4.2.1. When the CR unit commander receives an execution order for a contingency tasking, CR forces will recall, brief, mobilize, process home station manpower, and deliver materials to the ready line for deployment. **(T-3)**. The planning phase of operations normally occurs between the alert order or warning order and the execution order. However, short notice mission requirements may dictate the planning phase concurrently take place within the unit's allotted response time. CR forces' advanced echelon packages may be deployed earlier in the sequence if mission requirements dictate. CR forces will maintain the capability to rapidly roll-up, move forward, or redeploy. **(T-2)**.

4.2.2. Contingency Planning. Contingency mission planning is a dynamic process constrained primarily by available time. To maximize efficiency and thoroughness, the mission planning process should involve representatives from multiple functional areas. Within a short span of time, CR planners must identify the mission tasking, analyze all facets of the deployed location and environment, determine team composition, equipment and support necessary, and then prepare the required team and equipment for deployment. **(T-3)**. Mission support requests are processed as soon as possible to allow thorough coordination and planning. Also see Air Force Tactics, Techniques, and Procedures (AFTTP) 3-4.7, *Contingency Response*, for recommended planning considerations.

4.2.2.1. The CRE commander or CRT chief will be responsible for ensuring pre-departure planning is complete and adequate to accomplish the mission while providing for the well-being of CR forces. **(T-3)**. CR units should develop local mission planning procedures that clearly define organizational and individual roles and responsibilities and provide systematic guidance to ensure the timeliness and thoroughness of planning. The minimum pre-departure planning should consist of:

4.2.2.1.1. Initiating contact with controlling agency, defense attaché office, embassy, or planners involved with tasking or requirements.

- 4.2.2.1.2. Determining deployed organizational structure and succession of command.
  - 4.2.2.1.3. Ensuring all personnel are qualified to perform assigned tasks.
  - 4.2.2.1.4. Ensuring all personnel are deployment eligible.
  - 4.2.2.1.5. Ensuring all personnel deploying with weapons are briefed prior to departure on the Law of War (LoW), Chairman of the Joint Chiefs of Staff standing rules of engagement (ROE), theater-specific ROE, and Status of Forces Agreement (SOFA).
  - 4.2.2.1.6. Finalizing composition of the deploying CR force and ensuring personnel and equipment required to accomplish the mission are tasked.
  - 4.2.2.1.7. Accomplishing deployment load plans to include unit line numbers represented, accompanied by associated hazardous materials diplomatic clearance requests, and transmission of this information to appropriate sourcing/tasking agency.
  - 4.2.2.1.8. Conducting a mission FP risk analysis based on the threat environment. Intel and TWG products are available to support this risk. CRE commander or CRT chief will notify the AFFOR staff if additional FP forces are required or anticipated. **(T-1)**. Ensure the FP plan is completed in conjunction with intelligence preparation of the operating environment (IPOE).
  - 4.2.2.1.9. Coordinating logistical support for mission execution.
  - 4.2.2.1.10. Coordinating and developing a medical assessment plan for mission execution. If no organic medical support exists or has been tasked, CR forces should reach out to local medical group, U.S. embassy, or controlling agency for medical information to help develop a medical assessment plan.
  - 4.2.2.1.11. Ensuring severe weather response planning to include warning thresholds, lead times, assignment of responsibilities, dissemination methods, and response actions is completed.
  - 4.2.2.1.12. Ensuring public affairs and visual information documentation plan is completed and any strategic communications guidance is provided if available.
  - 4.2.2.1.13. Ensuring all deploying personnel are briefed prior to departure on the mission objective, operating environment, and individual preparation required for deployment.
  - 4.2.2.1.14. Ensuring a bed-down plan is completed.
  - 4.2.2.1.15. Ensuring a legal plan is completed. Consideration should be given to, at a minimum, status of forces, ROE, and international agreements applicable in the host nation and AOR.
- 4.2.2.2. The CRE commander or CRT chief will accomplish the following throughout all phases of CR force operations: **NOTE:** Additional CRE commander and CRT chief responsibilities and tasks can be found in **Chapter 3** of this instruction and AFTTP 3-4.7, *Contingency Response*.



- 4.2.2.2.1. Ensure safety of personnel, aircraft and equipment. Of particular importance is explosive safety to ensure proper quantity-distance separation of explosives from inhabited buildings, public areas, and other areas of the airfield, and to ensure hot cargo parking areas are properly evaluated, segregated, and designated. **(T-1)**.
- 4.2.2.2.2. Ensure continuous security of resources from home station departure until return. **(T-2)**.
- 4.2.2.2.3. Request waivers. **(T-2)**.
- 4.2.2.2.4. Request augmentation from other functional areas as the mission dictates (e.g., combat controllers, SF, medical, contracting, finance, civil engineering, emergency management, explosive ordnance, aircrew flight equipment, public health). **(T-2)**.
- 4.2.2.2.5. Determine if additional physical security measures are necessary based on mission, enemy, environment, available troops and support, time constraints, civil considerations, and recommendations from Force Protection elements and/or the TWG within the AOR. **(T-2)**.
- 4.2.2.2.6. Ensure a seamless transition from seizure forces (when present) to CR forces and from CR forces to follow-on sustainment forces (normally CRE commander). **(T-2)**.
- 4.2.2.2.7. Initiate and guide airbase opening operations in accordance with the CCMD's direction (normally CRE commander). **(T-2)**.
- 4.2.2.2.8. Perform SAA duties when directed (normally CRE commander). **(T-2)**.
- 4.2.2.2.9. Submit mission SITREPs. **(T-2)**.
- 4.2.2.2.10. Conduct liaison activities with joint services, coalition and/or host nation forces, as appropriate. **(T-3)**.
- 4.2.2.2.11. Facilitate request for forces process initiation by the supported command for follow-on or replacement forces if required. **(T-2)**.
- 4.2.2.2.12. Command USAF follow-on or sustainment forces until the transfer of authority to the designated commander (normally CRE commander). **(T-2)**.
- 4.2.3. Planning Guidance, to be used in the absence of CCMD directives.
- 4.2.3.1. Airlift Planning. CR forces defined within this instruction will deploy in accordance with AFMAN 24-204, *Preparing Hazardous Materials for Military Air Shipments*, Chapter 3 guidelines. **(T-2)**. Redeployments and exercises may also execute under **Chapter 3** to ensure readiness.
- 4.2.3.2. Entry Clearances. Commanders will ensure that personnel, country, and theater clearances are submitted in accordance with the *Foreign Clearance Guide*. **(T-2)**. CCMDs may levy notification requirements upon a military team entering a country in their AOR.

4.2.3.3. Intelligence Considerations. Commanders will ensure that intelligence personnel are integrated into the contingency planning process and are responsible for providing geospatial intelligence support, and threat data for the airfield, AOR and IPOE. **(T-2).**

4.2.3.4. ATC Considerations. Most CR forces possess a limited ATC capability. If this internal capability requires augmentation to support the planned mission, the controlling air component should source sufficient resources internally, and/or request supplemental resources via a Request For Forces. Air Force Special Operations Command or the Theater Special Operations Component may also provide ATC support to deployed CR forces if available. Planners should also submit requirements for follow-on ATC capability if required.

4.2.3.5. Assessment/Survey Team Considerations. The AAST should gather airfield suitability information by whatever means available (e.g., previously conducted site surveys, satellite imagery, previous operations, Base Support and Expeditionary Planning Tool, GeoReach, Global Decision Support System (GDSS) Giant Report and Airfield Detail, AMC Airfield Suitability and Restrictions Report, airfield surveys, LZ surveys, and after-action reports (AARs)). Commanders will ensure information that cannot be verified by the team is annotated as such. **(T-3).**

4.2.3.6. FP Considerations. For FP requirements, planners must utilize AFI 31-101, *Integrated Defense*, and consult the operations order or instruction of the CCMD into which they are deploying. **(T-2).** The CRE commander or CRT chief is responsible for ensuring security of resources under CR force control at locations and shall utilize the full TWG, to include local, host nation, sister service, and coalition counterparts, if appropriate. **(T-3).**

4.2.3.6.1. The TWG will keep the CRE commander or CRT chief abreast of FP requirements and concerns. **(T-3).** The CRE commander or CRT chief shall further incorporate JA, SF, intelligence, AFOSI, civil engineering, emergency management, and medical personnel under their command into a FP cell for their location. **(T-3).** This cell will keep the CRE commander or CRT chief abreast of FP requirements and concerns. **(T-3).**

4.2.3.6.2. When operating in a contested or highly-contested threat environment, planners will ensure additional SF augmentation is tasked and deployed for direct CR force support requirements. **(T-2).**

4.2.3.7. Bed-down Considerations. Bed-down plans should be based on best available information from GDSS, AMC airfield database, GeoReach, etc., including at a minimum CR force bed-down areas, aircraft parking maximums on ground, cargo yards, hot cargo parking, and temporary munition storage areas as required. Corresponding MAJCOM GeoReach coordinators should assist CR force bed-down planning by conducting airfield, imagery, terrain, bed-down, and aircraft maximum on ground analysis.

4.2.3.8. Chemical, Biological, Radiological, and Nuclear Considerations (CBRN). CR forces' CBRN capabilities are very limited. Defense, detection, and de-contamination requirements will be determined by CBRN threat conditions and host base or augmenting capabilities. A tailored EM/CBRN UTC will be tasked to provide limited EM/CBRN capabilities to support CR force deploying to a CBRN threat environment. **(T-1)**. The following is a prioritized EM/CBRN capabilities list that will be supported:

4.2.3.8.1. CBRN detection and reconnaissance. **(T-2)**.

4.2.3.8.2. Personnel decontamination. **(T-2)**.

4.2.3.8.3. Subject matter expert/advisor to the CRE commander or CRT chief on EM/CBRN. **(T-2)**.

4.2.3.8.4. Liaison with host installation or friendly forces counterparts. **(T-2)**.

4.2.3.8.5. CBRN warning and reporting. **(T-2)**.

4.2.3.8.6. CBRN training for CR force. **(T-2)**.

4.2.3.9. Support from Outside Agencies. The CR force may find itself dependent upon the host-nation and/or coalition forces for any number of services from fuel to messing facilities. To avoid fiscal law violations, the procurement of any support from the host nation, coalition forces, or other non-contractor entities should first be coordinated with JA.

4.2.3.10. Weapons. CR forces normally deploy with weapons. Commanders will ensure that qualified weapons couriers are appointed in writing for deploying forces. **(T-3)**. Commanders will ensure that all personnel deploying with weapons are briefed prior to departure on the LoW, Chairman of the Joint Chiefs of Staff Standing ROE, Theater specific ROE, SOFA and AFI 31-117, *Arming and Use of Force*, if applicable. **(T-2)**. Weapons planners should coordinate with JA and/or State Department (Defense Attaché Office) early in their planning process to determine what host nation weapons restrictions exist, if any, and whether those restrictions should and can be loosened through supplemental diplomatic notes or other arrangements.

4.2.3.11. Communications. Develop a communications plan in accordance with mission requirements. Commanders will ensure that a Communications and Computer System Implementation Directive Request and a Satellite Access Request/Gateway Access Request is submitted through assigned higher headquarters (HHQ) frequency manager within the directed timeframe and process. **(T-2)**. CR forces will ensure all required communication security material is on hand in accordance with theater specific special instructions (SPINS), annexes and communication system requirements. **(T-3)**.

4.2.3.12. Weather Considerations. Utilize assigned weather personnel during mission planning to assess environmental impacts to the potential operations area. For operations requiring continuous CR force surface weather observations, consider tasking additional weather personnel to ensure uninterrupted weather services.

4.2.3.13. Mission Documentation. When necessary, public affairs and combat camera forces should be requested to provide ground and aerial documentation support.

4.2.3.14. Legal Considerations. JA personnel should be integrated early into the contingency planning process and are responsible for advising on all legal matters pertaining to the prospective mission. Legal considerations include, but are not limited to: status of forces rights and protections granted through SOFAs, diplomatic notes, or otherwise; ROE; pertinent host nation laws; international agreements, including but not limited to logistical support agreements with the host nation or coalition partners; local JA offices and points of contact (POCs) in the region; general fiscal law issues; and joint service integration.

4.2.4. Team Qualification. Commanders will ensure that primary team members, or those occupying a primary position during an operation, are qualified, or in training for qualification, in that position. **(T-2)**. If non-current, or in training for a particular event, commanders will ensure that the team member is under the supervision of a trainer while accomplishing duties. **(T-2)**. Commanders will ensure that all other unqualified or uncertified team members are under the direct supervision of a trainer or certifier in that team position. **(T-2)**. **Note:** The term trainer is interchangeable with instructor.

4.2.4.1. Associated Forces. Commanders will ensure that associated personnel are current and qualified in their primary AFSC and meet mobility deployment requirements. **(T-3)**. Regular training is conducted with their respective CR forces to the extent practical to ensure mission and unit familiarity. CR forces will also ensure all associated forces, e.g., Medical Global Reach Laydown teams, are notified of planning events. **(T-3)**.

4.2.4.2. Augmenting Forces. Commanders will ensure that associated personnel are current and qualified in the duty AFSC for which they are being tasked and meet mobility deployment requirements. **(T-2)**.

4.2.4.3. Medical Clearance. All CR forces, CR force-associated forces, and CR force-augmenting forces should be medically cleared to perform duties for at least 60 days past the deployment start date or for the expected length of the deployment, whichever is longer. Host base or unit assigned medical forces will perform medical clearance. **(T-3)**.

4.2.5. Equipment Preparation and Accountability. Each UTC-owning team is responsible for its own hazardous declarations and other documentation. Commanders will ensure that deployed equipment custodians are appointed prior to deployment to ensure positive control of equipment. **(T-3)**. Commanders will ensure that certified individuals are available to prepare and document equipment for redeployment. **(T-3)**.

4.2.6. Preparation for Deployment. Upon notification of deployment, CR forces will be ready for aircraft loading in accordance with [paragraph 1.7 \(T-2\)](#). CR units will maintain a 24-hours a day/7-days a week availability to receive a tasking or directives from the appropriate command authority (published on-call rosters managed thru MAJCOM/A3 or NGB/A3 or a wing/group/squadron-level 24-hour operations center maybe used to satisfy this requirement). **(T-2)**.

4.2.7. Each deploying CRE commander or CRT chief will assemble and brief all deploying personnel prior to departure on command relationships, mission objective, operating environment and individual preparation required for deployment. **(T-3)**. CRE commander or CRT chief will ensure that those who cannot be personally briefed are informed sufficiently prior to departure to accomplish any items needed for preparation. **(T-3)**. CRE commander or CRT chief will ensure that planning includes, but is not limited to, C2/COMREL requirements, operating environment, mission requirements and any required CR force support needs. **(T-3)**. Refer to AFTTP 3-4.7 for additional topics and planning checklists.

4.2.8. ARC Force Funding. The requesting MAJCOM will fund military personnel appropriations and per diem for deployed personnel. MAJCOMs will specify procedures for processing military personnel appropriations requests. Supported units should provide funding for personnel participating in primary positions and other mission-related activities such as pre-mission planning, airfield survey, planning, completion of post mission reports and reconstitution. ARC CR commanders will ensure that personnel who are not fully qualified in the duty AFSC for which they are being tasked are unit funded for pay, travel, and per diem (not applicable to personnel in training status). **(T-3)**.

## Chapter 5

### OPERATIONAL PROCEDURES

**5.1. General.** This chapter provides basic guidance to execute CR force operations and specific guidance for CR forces executing the “Open the Airbase” mission in the absence of CCMD or HHQ guidance. Reference AFTTP 3-4.7 in conjunction with this chapter when executing deployed operations.

**5.2. Reports for CR Force Operations.** At a minimum, to protect sensitive and critical information, CRE commander or CRT chief will ensure that all unclassified reports are marked in accordance with AFI 10-701, *Operations Security (OPSEC)*. **(T-3)**. CR forces will send reports via classified means at any time when degradation of deployed capabilities is indicated. **(T-3)**.

5.2.1. On-Station Report. CR forces will submit an initial verbal on-station report to the controlling agency within 60 minutes of arrival (120 minutes for airdrop insertion). **(T-3)**. Send written on-station report when time permits. Submit a revised n-Station Report as soon as CR forces are prepared to begin operations. This report is critical to ensure the controlling agency can begin directing global mobility missions into the deployed location. Identify limiting factors to mission execution. See **Figure A2.1** for example report format.

5.2.2. SITREPs. CR forces will send SITREPs no later than (NLT) 0800Z daily and reflect current data as of 0600Z. **(T-3)**. CRE commander or CRT chief will ensure that these formats and timelines are adhered to only with concurrence of the controlling agency. **(T-3)**. CRE commander or CRT chief will ensure that the SITREP includes limiting factors to mission execution, location workload, threat environment, airfield capability, equipment status, personnel availability, and sustainment requirements. **(T-3)**. CRE commander or CRT chief will ensure that the SITREP also contains any medical, legal, or diplomatic problems or changes in the host base, force or deployed force working relationship. **(T-3)**. See **Figure A2.2** for example format. CRE commander or CRT chief will ensure that reports are sequentially numbered starting with 001. **(T-3)**.

5.2.3. Deployed Personnel & Equipment (DP&E) Report. CR forces will ensure that the controlling agency is provided updates on deployed manpower and equipment. **(T-3)**. The format will be at the discretion of the controlling agency. Update this report when manpower and equipment changes occur or when requested by the controlling agency. Sequentially number the reports. See **Figure A2.3** for example format and AFMAN 10-206, *Operational Reporting*, for most current instructions and format requirements.

5.2.4. Force Protection Plan. CR forces will develop a FP plan prior to deployment and update once on the ground. **(T-2)**. Initial and updated plans must be submitted to the controlling agency within 48 hours of arrival in accordance with guidance provided in **paragraph 5.3.3.6 (T-3)**.

5.2.5. CRE commander or CRT chief will submit operations reports as required. **(T-3)**. CR forces will maintain all applicable system accounts to comply with operational report synchronous and asynchronous reporting requirements. **(T-3)**.

5.2.6. Redeployment Plans. Requirements and proposed load plans for the roll-up and redeployment of CR forces should be forwarded to the controlling agency as soon as possible after arrival at the deployed location. The formal request for forces process normally takes no fewer than 45 days. The validation process in the Joint Operation Planning and Execution System takes up to 21 days for airlift. Sealift for CR forces for other than exercise participation is not an option due to time constrained reconstitution requirements and CR forces OPLAN support requirements. See [Figure A2.4](#) for example format.

5.2.7. CR forces will provide AARs to supported CCMDs and assigned MAJCOMs. **(T-3)**. The AAR should contain a summary of the contingency, exercise, or operational mission supported, and a brief description of the concept of operations, CR force roles and responsibilities, airlift volume and reliability statistics, problem areas, and lessons learned. In each area where problems are encountered, the problem should be described, together with causes, impact, solutions, and recommended solutions. Specific facts and information are needed to help solve problems and prevent future forces from repeating the same mistakes. CR units will (when applicable) enter AARs into the Joint Lessons Learned Information System (JLLIS) no later than 30 days after the event. **(T-3)**. MAJCOMs will direct specific formats required for JLLIS. Units may contact their MAJCOM Lessons Learned office for JLLIS assistance. See [Figure A2.5](#) and [Figure A2.6](#) for AAR examples.

**5.3. CR Force Execution.** CR forces are organized as a synchronized cross-functional entity, spanning multiple AFSCs. In the absence of CCMD or HHQ guidance, the following paragraphs describe actions CR forces are required to execute “Open the Airbase” operations. These items are not all-encompassing. CR forces can reference AFTTP 3-4.7 for ABO checklists. Not all CR forces are assigned all of the following capabilities and may require augmentation.

5.3.1. AAST and OAT. The AAST or OAT are usually the lead element for the CR forces and will provide an initial verbal assessment within 4 hours of arrival and provide a more detailed airfield assessment within 24 hours of arrival, unless otherwise directed. **(T-3)**.

5.3.2. The AAST or OAT will (if applicable):

5.3.2.1. Prior to arrival, if able, establish contact with the appropriate points of contact (e.g., controlling agency, Air Operations Center (AOC), Air Mobility Division (AMD), theater planners, seizure force, non-governmental agencies, host base and/or host-nation personnel) to obtain updates. **(T-3)**.

5.3.2.2. Upon arrival make contact with appropriate points of contact (e.g., seizure force, controlling agency, U.S. Agency for International Development, Federal Emergency Management Agency, non-governmental agencies, host base or host-nation personnel), identify responsibilities, and coordinate for potential operating and bed-down locations for CR forces and any follow-on forces. **(T-3)**.

5.3.2.3. Establish communications with controlling agency and submit on-station report. **(T-3)**.

5.3.2.4. Conduct an initial airfield inspection with the appropriate agency (e.g., seizure force, host base and/or host-nation personnel). **(T-3)**. Submit an initial airfield assessment (go/no-go call to trigger CR force main body arrival) verbally within four hours of airfield arrival. **(T-3)**. If airfield access is impeded, make the go/no-go call as soon as possible and keep the controlling agency informed. **(T-3)**.

5.3.2.5. Prepare and transmit SITREP as directed by order or [paragraph 5.2.2](#) if no direction provided. **(T-3)**.

5.3.2.6. Establish contact with incoming CR force members, pass situation updates, and coordinate for further CR force support requirements and aircraft arrival timeline. **(T-3)**.

5.3.2.7. Determine coordination actions for follow-on or sustainment forces. **(T-3)**.

5.3.2.8. Coordinate actions with follow-on or sustainment forces and ensures the team continues coordination to prepare for CR force main body and follow-on or sustainment forces arrival as needed. **(T-3)**.

5.3.2.9. Complete preparations to move forward or redeploy within 12 hours of notification. **(T-3)**.

5.3.3. CR Force Main Body Arrival Actions. Upon arrival, the CR force main body will:

5.3.3.1. Immediately establish contact with the AAST/OAT and seizure forces (if present), host base and/or host-nation personnel, AOC, CCMD, or directed agency for situation update. **(T-3)**.

5.3.3.2. Establish communications with the controlling agency in accordance with [paragraph 5.2.1](#) **(T-3)**.

5.3.3.3. Assemble team and review responsibilities, communications plan, and situation update. **(T-3)**. Determine equipment operability and initial maintenance status, and establish personnel accountability, weapons accountability, work schedule, billeting plan, time and location for daily staff meetings, vehicle control, and any other requirements. **(T-3)**.

5.3.3.4. In coordination with host base and/or host-nation personnel and controlling agency, determine operating hours based on manning levels, mission requirements, and airfield capabilities. **(T-3)**.

5.3.3.5. Coordinate and confirm approval for use of all operating facilities, communications infrastructure or equipment, and work and living areas. **(T-3)**.

5.3.3.6. If not previously completed, acquire the CCMD operations order or instruction; coordinate with host-nation, SF, intelligence, medical, AFOSI and civil engineering emergency management personnel to update and finalize the FP plan. **(T-3)**. This includes but is not limited to: emergency notification, duress codes, weapons and radio and communications accountability, security response actions, HHQ notifications, emergency destruction plan for classified materials and, if required, a tactical ballistic missile warning plan, CBRN, high-explosive defense plan, perimeter defense plan, hardening plan, and dispersal options. When intelligence or the situation dictates increased CBRN and/or high-explosive defensive measures, the commander will ensure that attack detection, warning, and notification, as well as personnel and asset protection and contamination avoidance procedures, are implemented. **(T-2)**. When personnel deploy with weapons, the FP plan should include emergency combat actions and ROE, to include a review of the use of deadly force. JA should brief ROE when present.



5.3.3.7. Establish the primary and alternate tactical operations center (TOC). **(T-3)**. The TOC is the focal point of CR force operations and usually consists of multiple work centers. Its primary functions include C2, FP, air operations and air operations support. Access to the TOC should be limited to essential personnel only.

5.3.3.8. Initiate air mobility operations (maintenance, aerial port, and C2). **(T-3)**.

5.3.3.9. Implement the FP plan. **(T-3)**.

5.3.3.10. Initiate airbase support operations. **(T-3)**.

5.3.3.11. Initiate airfield operations. **(T-3)**.

5.3.3.12. Implement force health protection measures. **(T-3)**.

5.3.3.13. Conduct a safety assessment of operating and bed-down areas and implement risk mitigation measures as required. **(T-3)**.

5.3.4. Mission Execution. CR forces are a unique organic organization that represents a variety of AFSCs and expertise. However, CR forces are first and foremost expeditionary and cross-functional airmen who are pared and tailored to rapidly deploy to meet mission requirements. The following roles are not all encompassing and certain cross-functionality will be required to execute the mission.

5.3.4.1. The CRE commander or CRT chief will:

5.3.4.1.1. Accomplish the mission, while ensuring the safety of personnel, aircraft and equipment. **(T-3)**. If conditions exist that might cause injury, loss of life or damage to aircraft or equipment, the CRE commander or CRT chief may terminate operations as required.

5.3.4.1.2. Coordinate for personnel rotations and swap-outs. **(T-3)**. CRE commander or CRT chief will ensure that force rotations are accomplished in accordance with AFI 10-401 using standard UTCs to the maximum extent possible. **(T-3)**.

5.3.4.1.3. Follow guidelines of Defense Transportation Regulation 4500.9-R **Part III, Mobility**, when arranging transportation to and from the theater. **(T-0)**.

5.3.4.1.4. Ensure applicable reports are prepared and transmitted in accordance with this instruction or as directed. **(T-3)**.

5.3.4.1.5. Report status of equipment and supplies through daily SITREPs. **(T-3)**.

5.3.4.1.6. Authorize transmission of operations reports. **(T-3)**.

5.3.4.1.7. Ensure controlling agencies are updated on all changes in capability to execute aircraft operations. **(T-3)**.

5.3.4.1.8. Ensure a chain of command and leadership succession is established so roles and responsibilities can be quickly assumed should the assessment team be tasked to forward deploy. **(T-3)**.

5.3.4.1.9. Ensure required organizations (e.g., Civil Engineering, Logistics Readiness Squadron, Communications Squadron, Force Support Squadron, etc.) nominate contracting officer's representatives to oversee contractor's performance, review contract changes, and accept or reject contract deliverables. **(T-3)**.

5.3.4.2. Initial C2.

5.3.4.2.1. CR force C2 will:

5.3.4.2.1.1. Provide limited stage management for four aircrews or less. **(T-3)**. **Note:** In cases where there are insufficient aircrew management services, the CR forces can provide limited stage management functions for 4 crews or less. Functions are limited to alerting crews and assisting with storage of sensitive and classified information. When there is a significant amount of airfield and/or aircraft activity, or when a large number of stage aircrews are planned, planners should task a separate stage crew management team to augment the CR forces.

5.3.4.2.1.2. Control all tasked aircraft, crews, and support forces at or transiting the deployed operating location. **(T-3)**. CRE commander or CRT chief will ensure that any request for waivers or deviation from operational directives is coordinated with the appropriate agency. **(T-3)**.

5.3.4.2.1.3. Provide secure communication with aircraft. **(T-3)**.

5.3.4.2.1.4. Provide aircraft schedule notification. **(T-3)**.

5.3.4.2.1.5. Prepare and transmit operations reports in accordance with AFMAN 10-206 **(T-3)**.

5.3.4.2.1.6. Maintain an events log in accordance with AFMAN 10-207, *Command Posts*. **(T-3)**.

5.3.4.2.1.7. Develop and implement tactical radio net procedures. **(T-3)**.

5.3.4.2.1.8. Establish procedures for tactical radio issue and vehicle control. **(T-3)**.

5.3.4.2.1.9. Ensure flight following information is updated in GDSS when applicable. **(T-3)**.

5.3.4.2.1.10. Execute quick reaction checklists as required. **(T-3)**.

5.3.4.2.1.11. Update chatter marks and call signs. **(T-3)**.

5.3.4.2.1.12. Obtain computerized flight plans, notices to airmen (NOTAMs) and integrated flight management packages. **(T-3)**.

5.3.4.2.1.13. Track shift and duty schedules. **(T-3)**.

5.3.4.2.1.14. Update DP&E as required in accordance with [paragraph 5.2.2](#) **(T-3)**.

5.3.4.2.1.15. Monitor air tasking order and special instructions for changes. **(T-3)**.

5.3.4.2.1.16. Provide TOC entry access listing. **(T-3)**.

5.3.4.2.1.17. Maintain listening watch on radios. **(T-3)**.

5.3.4.2.2. C2 Operations and Communications will:

5.3.4.2.2.1. Accomplish scheduled inspection of all deployed systems. **(T-3)**.

5.3.4.2.2.2. Maintain communications connectivity. **(T-3)**.

5.3.4.2.2.3. Account, distribute, maintain, and destroy communication security (COMSEC) as required in accordance with AFMAN 17-1302-O, *Communications Security (COMSEC) Operations*. **(T-3)**.

5.3.4.2.2.4. Establish giant voice or alternative system for rapid notification and alert of CR force personnel throughout the CR forces operating area. **(T-3)**.

5.3.4.2.2.5. Coordinate communications support with coalition and/or host-nation counterparts. **(T-3)**.

5.3.4.2.2.6. Monitor usage and operability of all deployed communication systems and support equipment and report daily status. **(T-3)**.

5.3.4.2.2.7. Build and maintain a common operating picture. **(T-3)**.

5.3.4.3. Initial Force Protection operations.

5.3.4.3.1. SF will:

5.3.4.3.1.1. Plan and implement appropriate physical security measures. **(T-3)**.

5.3.4.3.1.2. Integrate CR force defense plan with other FP forces and coordinate with their base security zone (BSZ) patrols. **(T-3)**. **Note:** CR FP teams are not responsible for the BSZ.

5.3.4.3.1.3. Provide weapons accountability procedures. **(T-3)**.

5.3.4.3.1.4. Participate in TWG. **(T-3)**.

5.3.4.3.1.5. Establish and operate a tactical radio net and coordinate security response measures through integrated communications. **(T-3)**.

5.3.4.3.1.6. Coordinate FP plan with civil engineering for base development and requirement submittals. **(T-3)**.

5.3.4.3.1.7. Coordinate with AFOSI and conduct an assessment of airfields, hotels, routes of travel and surrounding areas. **(T-3)**.

5.3.4.3.2. Intelligence personnel will:

5.3.4.3.2.1. Provide pre-deployment, pre-mission, convoy operations (when applicable), and situation update briefings; SF, CR forces personnel, and limited aircrew debriefings; and mission reports, intelligence reports, and on-/off-station reports as directed. **(T-3)**.

5.3.4.3.2.2. Facilitate the TWG by identifying threats and providing information needed to develop predictive intelligence and recommend courses of action to counter threats or otherwise reduce risk to personnel, equipment and resources. **(T-3)**.

5.3.4.3.2.3. Provide inputs to threat and vulnerability assessments as requested. **(T-3)**.

5.3.4.3.2.4. Conduct primarily ground-focused IPOE and Air-IPOE. **(T-3)**.

5.3.4.3.2.5. Liaise with intelligence personnel from other U.S. and coalition forces, host-nation military and police, and applicable embassies. **(T-3)**.

5.3.4.3.2.6. Work with SF and AFOSI in support of IPOE. **(T-3)**.

5.3.4.3.3. AFOSI personnel, when tasked, will:

5.3.4.3.3.1. Collect information from local nationals, host country security services, and other U.S. intelligence agencies (e.g., U.S. consulates and embassies). **(T-3)**.

5.3.4.3.3.2. Participate in TWG, by verifying through human source operations, potential threats (criminal, terrorist, foreign intelligence, security services and kinetic threats) to CR force personnel, equipment, and resources. **(T-3)**. AFOSI will conduct threat briefings of the local situation in real-time, allowing commanders to develop defensive measures and tailor operations accordingly. **(T-3)**.

5.3.4.3.3.3. Conduct vulnerability assessments of military facilities, routes, hotels, and places frequented by those personnel deployed. **(T-3)**.

5.3.4.3.3.4. Conduct liaison with U.S. counterparts and host-nation security services. **(T-3)**.

5.3.4.3.3.5. Conduct or augment protective services to visiting dignitaries, as necessary. **(T-3)**.

5.3.4.3.3.6. Report all intelligence matters to CRE commanders, CRT chiefs, and the national intelligence community through appropriate reporting channels. **(T-3)**.

5.3.4.4. Initial Air Operations.

5.3.4.4.1. Operations expeditors are certified and trained enlisted personnel who will:

5.3.4.4.1.1. Develop aircraft parking plans if no qualified airfield management or airfield operations officers are available for the assigned mission and responsibility has been delegated by the first O-6 in the chain of command. **(T-3)**. Operations expeditors shall coordinate with airfield management or airfield operations officers in accordance with [paragraph 5.3.4.5.1.1](#) prior to mission execution. **(T-3)**.

5.3.4.4.1.1.1. If no CR airfield management or airfield operations officer assigned to mission, coordinate with host airfield management (or equivalent), if able, prior to first aircraft arrival to provide them situational awareness and determine if any issues exist with the parking plan.

- 5.3.4.4.1.1.2. At no point will the operations expeditor allow host airfield management to jeopardize aircraft safety. The operations expeditor will work closely with the host airfield management to ensure aircraft safety. **(T-3)**. The operations expeditor retains the responsibility for aircraft safety if no airfield management or airfield operations officers are assigned to the mission.
- 5.3.4.4.1.2. Provide turn-by-turn (e.g., “Follow-Me”) assistance to aircraft. **(T-3)**.
- 5.3.4.4.1.3. Coordinate ramp activities with users and mission support. **(T-3)**.
- 5.3.4.4.1.4. In partnership with aerial port personnel, will coordinate on/offload operations for cargo and passengers. **(T-3)**.
- 5.3.4.4.1.5. Relay airlift requirements and information to aircrew. **(T-3)**.
- 5.3.4.4.2. Air transportation personnel will:
  - 5.3.4.4.2.1. Provide ITV, reports, integration with the Arrival or Departure Airfield Control Group, Cargo Transfer Company, Movement Control Team, Mobile Air Cargo Handling, and other units as appropriate. **(T-3)**.
  - 5.3.4.4.2.2. Provide logistical asset recapture. **(T-3)**.
  - 5.3.4.4.2.3. Perform cargo yard inventory daily. **(T-3)**.
  - 5.3.4.4.2.4. Maintain proper fuel levels in material handling equipment. **(T-3)**.
  - 5.3.4.4.2.5. Accomplish load plans as required. **(T-3)**.
  - 5.3.4.4.2.6. Provide passenger and cargo manifests. **(T-3)**.
  - 5.3.4.4.2.7. Prepare cargo for air shipment. **(T-3)**.
  - 5.3.4.4.2.8. Coordinate and perform on and offload operations for cargo (to include hazardous materials) and passengers. **(T-3)**.
  - 5.3.4.4.2.9. Brief aircrew on load information. **(T-3)**.
- 5.3.4.4.3. Aircraft maintenance personnel will:
  - 5.3.4.4.3.1. Accomplish foreign object damage/dropped object prevention. **(T-3)**.
  - 5.3.4.4.3.2. Ground-handle aircraft (e.g., marshaling & parking). **(T-3)**.
  - 5.3.4.4.3.3. Perform quick-turn aircraft maintenance as required. **(T-3)**.
  - 5.3.4.4.3.4. Assist in aircraft servicing. **(T-3)**.
  - 5.3.4.4.3.5. Assist Operations Expeditor in development of aircraft parking plans if no airfield management or airfield operations officers are available. **(T-3)**.
- 5.3.4.5. Initial airfield operations.
  - 5.3.4.5.1. Airfield management and ATC personnel will:

- 5.3.4.5.1.1. Develop and implement aircraft parking plans. **(T-3)**. Assist operations expeditor in development of aircraft parking plans if no airfield management or airfield operations officers are available. **(T-3)**. Air transportation should coordinate with airfield manager or airfield operations officer to validate parking plan before it is finalized.
- 5.3.4.5.1.2. Update NOTAMs as required. **(T-3)**.
- 5.3.4.5.1.3. Implement bird air strike hazard procedures. **(T-3)**.
- 5.3.4.5.1.4. Complete or update the airfield survey (AF Form 1174) within five duty days of data collection. **(T-3)**.
- 5.3.4.5.1.5. Accomplish daily airfield and runway inspections. **(T-3)**.
- 5.3.4.5.1.6. Execute quick reaction checklists as required. **(T-3)**.
- 5.3.4.5.1.7. Validate aircraft taxi routes. **(T-3)**.
- 5.3.4.5.1.8. Verify obstacles and obstructions. **(T-3)**.
- 5.3.4.5.1.9. Establish airfield operations. **(T-3)**.
- 5.3.4.5.1.10. Provide ATC Services. **(T-3)**.
- 5.3.4.5.1.11. Collect and provide data to the appropriate MAJCOM Terminal Instrument Procedures office for creation and validation of approaches and departures to the best of their ability. **(T-2)**.
- 5.3.4.5.1.12. Conduct a cooperative weather watch in coordination with on-station weather personnel. **(T-3)**.
- 5.3.4.5.1.13. Create a visibility chart to aid ATC personnel in determining tower visibility (if required), with assistance from weather personnel. **(T-3)**.
- 5.3.4.5.1.14. Coordinate for follow-on ATC personnel and deployable ATC facilities or equipment (if required). **(T-3)**.
- 5.3.4.5.1.15. Develop airfield driving procedures. **(T-3)**.
- 5.3.4.5.1.16. Coordinate aircraft rescue and firefighting availability in accordance with Air Force Pamphlet (AFPAM) 32-2004, *Aircraft Fire Protection For Exercises And Contingency Response Operations*. **(T-3)**.
- 5.3.4.5.2. Radar, airfield, and weather systems personnel will:
  - 5.3.4.5.2.1. Operational check of ATC equipment to include coordination of fly-ability and/or flight checks. **(T-3)**.
  - 5.3.4.5.2.2. Site, install, and operate deployable NAVAIDs (if required). **(T-3)**.
- 5.3.4.5.3. Weather personnel will:
  - 5.3.4.5.3.1. Prepare weather observations as needed and disseminate to the Air Force worldwide database. **(T-3)**.

5.3.4.5.3.2. Coordinate weather forecasts, watches, warnings, and advisories with the regional operational weather squadron, Air Operation Center, and/or 618th Air Operation Center. **(T-3)**.

5.3.4.5.3.3. Advise CRE commander or CRT chief of any hazardous weather which would threaten operations, resources, or safety of the CR forces. **(T-3)**.

5.3.4.5.3.4. Update and/or prepare flight weather briefings as required when duty priorities allow. **(T-3)**.

5.3.4.6. Initial force health protection.

5.3.4.6.1. Medical personnel will:

5.3.4.6.2. Provide occupational & environmental health site assessment. **(T-3)**.

5.3.4.6.3. Provide food and water security, vulnerability, and safety assessment, recommendations, and testing. **(T-3)**.

5.3.4.6.4. Provide insect, vector, and communicable disease monitoring and control recommendations. **(T-3)**.

5.3.4.6.5. Provide sick call and casualty prevention activities. **(T-3)**.

5.3.4.6.6. Coordinate aeromedical evacuation with Aeromedical Evacuation Control Team or Aeromedical Evacuation Liaison Team. **(T-3)**.

5.3.4.6.7. Maintain medical surveillance for health threat, CBRN, and medical defense, and an emergency movement and treatment plan for serious accidents. **(T-3)**.

5.3.4.6.8. Provide aircraft mishap response medical activities. **(T-3)**.

5.3.4.6.9. Provide occupational health monitoring and education. **(T-3)**.

5.3.4.6.10. Participate in TWG. **(T-3)**.

5.3.4.6.11. Evaluate local medical facilities. **(T-3)**.

5.3.4.7. Initial air base support.

5.3.4.7.1. Civil engineering personnel will:

5.3.4.7.1.1. Establish procedures for hazardous waste, gray water, sewage, and refuse disposal. **(T-3)**.

5.3.4.7.1.2. Oversee maintenance and sustainment of CR force facilities and infrastructure (includes work centers, sleeping facilities, latrines, showers, power production, and water source). **(T-3)**.

5.3.4.7.1.3. Monitor local aircraft rescue, firefighting, and explosive ordnance disposal capabilities, and coordinate for additional support as required. **(T-3)**.

5.3.4.7.1.4. Verify and/or update the pre-deployment common installation picture for the deployed site reflecting current and future airbase operations in accordance with AFI 32-10112, *Installation Geospatial Information and Services (IGI&S)*. **(T-3)**.

- 5.3.4.7.1.5. Provide on-site CE expertise for developing aircraft parking plan and airbase bed-down plan in accordance with future requirements (reference AFMAN 32-1041, *Pavement Evaluation program*; AFPAM 10-219V5, *Bare Base Conceptual Planning*; AFPAM 10-219V6, *Planning and Design of Expeditionary Airbases*; Air Force Handbook (AFH) 10-222V2, *Guide to Bare Base Assets*, **(T-3)**, UFC 3-260-01, *Airfield and Heliport Planning and Design* **(T-0)**).
- 5.3.4.7.1.6. Develop master plan to coordinate the construction of airbase facilities and infrastructure as required in preparation for follow-on forces. **(T-3)**.
- 5.3.4.7.1.7. Establish initial CBRN defense plan with SF for the CR forces and identify CBRN requirements for relay to HHQ. **(T-3)**.
- 5.3.4.7.1.8. Participate in TWG. **(T-3)**.
- 5.3.4.7.1.9. Develop and maintain heavy equipment requirement for CR forces. **(T-3)**.
- 5.3.4.7.1.10. Communicate to contracting officer any requirements for purchase of supplies, construction, and/or services. **(T-3)**.
- 5.3.4.7.2. Vehicle management personnel will:
  - 5.3.4.7.2.1. Inspect all vehicles for serviceability and shipping damage. **(T-3)**.
  - 5.3.4.7.2.2. Ensure AF Form 1800, *Operator's Inspection Guide and Trouble Report*, is signed off by operators daily. **(T-3)**.
  - 5.3.4.7.2.3. Monitor and report vehicle and material handling equipment status. **(T-3)**.
  - 5.3.4.7.2.4. Repair, service, and maintain CR assigned vehicles. **(T-3)**.
- 5.3.4.7.3. Aircraft ground equipment and electrical power production personnel will ensure generators as well as heating, ventilation, and air conditioning units and power distribution are maintained. **(T-3)**.
- 5.3.4.7.4. Fuels personnel will:
  - 5.3.4.7.4.1. Coordinate and establish refuel capability and procedures for CR forces' ground support operations. **(T-3)**.
  - 5.3.4.7.4.2. Coordinate and facilitate bulk fuel delivery and notify SF of delivery schedule. **(T-3)**.
  - 5.3.4.7.4.3. Supervise liquid oxygen, line index aviation and ground fuel receipt, storage and issue. **(T-3)**.
  - 5.3.4.7.4.4. Track daily fuel usage, account for all fuel on-hand, and report daily status. **(T-3)**.
  - 5.3.4.7.4.5. Accomplish fuels testing as required. **(T-3)**.
- 5.3.4.7.5. Materiel management personnel will:



5.3.4.7.5.1. Establish groundwork to create DoD activity address codes for follow-on forces and create one for CR forces if expected to deploy more than 45 days. **(T-3)**. DoD activity address codes are established as sustainment forces reach the location. Stock record accounting number should not be established for the supported location prior to deployment.

5.3.4.7.5.2. Track and account for class IV (construction materials, barriers, concertina wire, etc.) and some class VII (major equipment items) supplies and report daily status. **(T-3)**.

5.3.4.7.5.3. When practical, coordinate with controlling agency to be re-supplied with any needed items during the movement of personnel. **(T-3)**.

5.3.4.7.5.4. Coordinate deployed supply support through AMD or controlling agency. **(T-3)**.

5.3.4.7.5.5. Begin coordination of equipment transfer to follow-on forces if requested. **(T-3)**.

5.3.4.7.5.6. Establish and maintain a central receiving point for all goods and supplies ordered. **(T-3)**.

5.3.4.7.5.7. Review host-nation support, SOFA, and acquisition cross-servicing agreements. **(T-3)**.

5.3.4.7.6. Contracting personnel will:

5.3.4.7.6.1. Obtain, perform technical review of, and execute contracting actions to accomplish mission requirements as requested by the CRE commander. **(T-3)**. When appropriate, establish contracts with consideration of follow-on mission requirements. **(T-3)**. CRE commanders will ensure that all purchases are made by a warranted contracting officer or designee. **(T-1)**. Utilize local supply sources to the maximum extent possible in accordance with FP, communication security, and medical considerations. **(T-3)**.

5.3.4.7.6.2. Establish source lists at deployed location, to include 24-hour emergency support. **(T-3)**.

5.3.4.7.6.3. Brief CR force leadership on local contracting conditions. **(T-3)**.

5.3.4.7.6.4. Coordinate all contracted deliveries and services with deployed SF. **(T-3)**.

5.3.4.7.6.5. Maintain mission trip file to include all trip related documentation. **(T-3)**.

5.3.4.7.6.6. Establish contracting agreements as directed by the CRE commander and, in consultation with the JA, complete applicable forms and brief CR force leadership on status of contracts and buy requests weekly. **(T-3)**.

5.3.4.7.7. Finance personnel will:

5.3.4.7.7.1. Disburse funds to pay for equipment, supplies, goods, and services for deployed CR forces. **(T-3)**.

- 5.3.4.7.7.2. Safeguard funds using approved field methods or in an approved General Services Administration safe in accordance with AFI 31-101. **(T-3)**. Prepare the Standard Form 700, *Security Container Information*, for deployed commander or security officer to store the combination. **(T-3)**.
- 5.3.4.7.7.3. Establish check cashing capability and report status of funds to CR force leadership weekly or as directed. **(T-3)**.
- 5.3.4.7.7.4. Use Standard Form 44, *Purchasing Order*, as payment document, but not as an attachment to Standard Form 1034, *Public Voucher for Purchases and Services Other Than Personal*. **(T-3)**.
- 5.3.4.7.7.5. Ensure all authorized military personnel who request check cashing privileges consent, in writing, to immediate collection against their pay for total of check. **(T-3)**. Maintain detailed records of all instruments negotiated. **(T-3)**.
- 5.3.4.7.7.6. Maintain accountability on DD Form 2665, *Daily Agent Accountability Summary*. **(T-3)**. For detailed explanation in completing this form, refer to DoD Financial Management Regulation Volume 5, **paragraph 190304 (T-0)**.
- 5.3.4.7.7.7. Follow AFPAM 65-110, *Deployed Agent Operations* **(T-3)**, and DoD Financial Management Regulation Volume 5 **(T-0)**, and protect the collection and maintaining of information by the Privacy Act of 1974 authorized by Executive Order 9397.
- 5.3.4.7.7.8. Establish funding procedures with deployed contracting personnel and required organizations. **(T-3)**.
- 5.3.4.7.8. PERSCO will ensure personnel accountability procedures are accomplished in accordance with AFI 36-3802, *Force Support Readiness programs*. **(T-3)**.
- 5.3.4.7.8.1. Accountability will be completed through the reception and redeployment process and bed-down assignment monitoring as well as completing and distributing PERSCO reports to all required agencies. **(T-3)**.
- 5.3.4.7.8.2. Casualty reports will be submitted in accordance with AFI 36-3002, *Casualty Services*. **(T-3)**.
- 5.3.4.7.8.3. CRE commanders will ensure that personnel actions and reports are accomplished during the deployment. **(T-3)**. PERSCO will coordinate with the CCMD/J1 and follow-on PERSCO teams to hand-off accountability responsibilities to the follow-on teams. **(T-3)**.
- 5.3.4.7.9. Public Affairs personnel (when assigned) will:
- 5.3.4.7.9.1. Execute initial PA guidance directed by the CCMD and the in-country embassy public information officer until follow-on and sustainment forces arrive. **(T-3)**. When activated for joint operations, the public affairs staff and/or identified public affairs combat camera UTCs deploy with the CR forces and report to the joint task force commander once on station. **(T-3)**. Coordinate combat camera ground and aerial documentation support. **(T-3)**.

5.3.4.7.9.2. Staff documents and assess USAF wartime, contingency response, HA/DR operations, historical, and newsworthy events, in accordance with AFI 35-101, *Public Affairs Responsibilities and Management* and AFI 35-109, *Visual Information*. **(T-3)**.

5.3.4.7.9.3. Coordinate all public affairs activities and release of information. **(T-3)**.

5.3.4.7.9.4. Review and implement HHQs' PA guidance. **(T-3)**.

5.3.4.7.9.5. Establish communication plans. **(T-3)**.

5.3.4.7.9.6. Provide pre-deployment training to deploying forces. **(T-3)**.

5.3.4.7.9.7. Research local media policies and procedures. **(T-3)**.

5.3.4.7.9.8. Engage host-nation counterparts if applicable. **(T-3)**.

5.3.4.7.9.9. Coordinate all communication through proper channels. **(T-3)**.

5.3.4.7.9.10. Provide approved talking points to CRE commander or CRT chief. **(T-3)**.

5.3.4.7.10. JA personnel (when assigned) will:

5.3.4.7.10.1. Advise CR force personnel on applicable SOFA protections, ROE or rules for the use of force, international agreements, and local laws. **(T-2)**.

5.3.4.7.10.2. Serve on and advise the TWG. **(T-3)**.

5.3.4.7.10.3. Serve as the CRE commander's legal liaison to the host-nation and joint forces as required. **(T-3)**. Provide contingency contracting review and advice. **(T-3)**.

5.3.4.7.10.4. Operate as the CR force's deployed JA, providing a full range of military justice, international, operational, and fiscal law advice. **(T-3)**.

5.3.4.7.10.5. Locate and coordinate functional outreach with appropriate host-nation and CCMD legal centers as appropriate. **(T-3)**.

5.3.5. Transitions. As CR forces are normally intended to deploy for no longer than 45 days, the CRE commander or CRT chief should initiate transition planning as soon as practical after arrival at the deployed location.

5.3.5.1. The supported CCMD should immediately begin sourcing the appropriate follow-on force.

5.3.5.2. CR forces should be ready to move from the deployed location to either another forward location, an intermediate staging base, or to home station to reconstitute within 12-72 hours of notification, depending on size of the CR forces..

5.3.5.3. As the “Open the Airbase” phase draws down, the CRE commander or CRT chief must look at the deployed forces and determine which functional areas can be reduced or eliminated. **(T-3)**. Functions such as maintenance, materiel management, and aerial port are directly related to airflow requirements and should only be decreased in proportion to a sustained reduction in airflow. To expedite the transition process, the CRE commander or CRT chief will ensure that synchronization and hand-off with follow-on forces begin immediately. **(T-3)**. CRE commander or CRT chief will brief incoming follow-on or sustainment forces commanders on assumption of responsibilities currently assumed by the CR forces. **(T-3)**.

5.3.6. Redeployment and Forward Deployment. CRE commander or CRT chief will ensure orderly phase-out of operational capability and CR forces’ redeployment. **(T-3)**.

5.3.6.1. CR forces will closely coordinate with their controlling agency to ensure no lapse in mission coverage during redeployment or forward deployment of forces. **(T-3)**. Commanders will ensure that no forces redeploy or forward deploy without the concurrence of the CRE commander or CRT chief and the controlling agency. **(T-3)**.

5.3.6.2. CRE commanders, CRT chiefs, and/or their designated representatives should personally meet with key host officials to resolve any final problems or unfinished business. CRE commander or CRT chief will ensure that all borrowed or joint-use equipment must be returned in a clean, serviceable condition, and operations areas are cleaned and restored to their original or better condition. **(T-2)**. CRE commander or CRT chief will ensure that all financial obligations of the U.S. government are paid or satisfactory arrangements are made to ensure that obligations are taken care of in an appropriate and timely manner. **(T-2)**. CR forces must comply with host-nation diplomatic and security requirements during roll-up. **(T-2)**.

5.3.6.3. The CRE commander or CRT chief is responsible and accountable for ensuring that all equipment and personnel depart the deployed location with valid shipping or travel arrangements to home station or follow-on tasking locations. If individuals are detained for legal or diplomatic reasons or equipment seized or impounded by the host-nation, commanders will coordinate with the JA to determine U.S. rights under applicable SOFAs or diplomatic notes, and contact the controlling agency and/or AOC for additional guidance. **(T-2)**. **Note:** in accordance with AFI 23-101, *Air Force Materiel Management*, and AFMAN 23-122, *Materiel Management Procedures*, if OPCON of a CR forces should transfer to another CCMD, transfer of resources can occur 120 days after the equipment enters the theater if CR forces change OPCON. Deployed equipment custodians or supply personnel should ensure appropriate documentation is completed.

5.3.6.4. If part or all of the CR forces are tasked to forward deploy, the CRE commander or CRT chief will submit all requests for information on the forward deployment tasking through the controlling agency. **(T-3)**. CRE commander or CRT chief will submit complete listings of their equipment and personnel status, estimated airlift requirement, a manpower and materiel request for the new tasking, and CR force-limiting factors to the controlling agency. **(T-3)**. CR forces will submit a list of supplies required to reconstitute their equipment to full operational capacity before forward deploying. **(T-3)**.

5.3.6.5. The CRE commander or CRT chief or designated representative will ensure a detailed listing of contaminated equipment and vehicles is provided to the controlling agency for review prior to developing the redeployment plan. **(T-2)**. Regardless of the level of decontamination sustained, residual contaminants (undetectable with currently fielded detectors) may remain. CRE commander or CRT chief will ensure that controlling agency authorization is obtained to airlift this cargo. **(T-2)**.

5.3.7. Reconstitution. CR forces will reconstitute personnel and equipment quickly to accept future taskings in accordance with SecDef Deploy-to-Dwell Policy. **(T-2)**.

5.3.7.1. Units will develop procedures to reconstitute their UTC's to full operational capacity within 72 hours of return to home station (120 hours for ARC). **(T-3)**.

5.3.7.2. Reconstitution should be accomplished during normal duty hours to the maximum extent practical.

5.3.7.3. Units will report any capability that cannot be brought to full operational capacity or replaced within the 72-hour timeframe (120 hours for ARC, to their assigned ARC FAMs). **(T-2)**.

5.3.7.4. Commanders will ensure that AARs are completed and submitted in accordance with [paragraph 5.2.7](#) **(T-3)**. Commanders will ensure that a copy of the report is placed in a consolidated library for mission planning reference. **(T-3)**.

5.3.7.5. Lessons Learned. Units will manage a lessons learned program. **(T-3)**. This program will:

5.3.7.5.1. Analyze exercises, inspections, evaluations, and AARs to determine if any trends are developing that would have a detrimental impact on readiness or effectiveness. **(T-3)**.

5.3.7.5.2. Identify best practices for accomplishing CR force missions. **(T-3)**.

5.3.7.5.3. Track progress of changes implemented to programs in response to trends or lessons learned. **(T-3)**.

5.3.7.5.4. Lessons learned meetings should be conducted as required with unit instructors and examiners. Information should also be shared with the CR force community. Lessons learned will be uploaded to JLLIS. **(T-3)**. Units may contact their MAJCOM lessons learned office for JLLIS assistance.

## Chapter 6

### TRAINING

**6.1. General.** This chapter prescribes basic policy and guidance for training to ensure consistency in capability between all CR forces and establishes minimum specific training proficiency requirements for CR force personnel.

6.1.1. The overarching objective of the training program is to develop and maintain a high state of mission readiness for immediate and effective employment in exercises, contingencies, and HA/DR operations.

6.1.2. The three major types of training addressed in this instruction are CR Mission, Expeditionary Readiness, and Career Field Education and Training Plan. For the purpose of this instruction, CR mission training refers to basic mission qualification, mission qualification, and continuation training that is not part of an AFSC-specific Career Field Education and Training Plan.

**6.2. Career Field Education and Training Plan Management.** Commanders will ensure that Career Field Education and Training Plan is conducted in accordance with AFI 36-2651, *Air Force Training program*, MAJCOM supplements and AFSC governing instructions. **(T-1).**

6.2.1. Commanders will ensure that individual training records are maintained in accordance with AFI 36-2651, AFI 33-322, and this instruction. **(T-3).** Units will develop procedures for management of Career Field Education and Training Plan training and CR-specific training records. **(T-3).**

6.2.2. All CR units will formally assign a training manager responsible to the commander for timely and efficient formal school scheduling and training progression. **(T-3).** This position should be filled by a full time individual when possible and with the education and training (3F2X1) AFSC or civilian equivalent if assigned.

**6.3. CR force-Unique Enlisted Special Experience Identifiers.** All Enlisted CR force personnel shall be coded 090 Special Experience Identifier after completion of basic mission qualification, nine months of experience from date arrived station, and CR unit commander recommendation. (If authorized by the Air Force Enlisted Classification Directory). **(T-3).**

**6.4. Trainers and Certifiers.** Trainers must have attended the Air Force Training Course and maintain required task certification. **(T-3).** Task certifiers provide third-party certification and evaluation on tasks when required. Certifiers must maintain trainer qualification and must be at least an E-5. **(T-3).** The certifier for the task should not be the same individuals as the trainer unless an exemption exist as outlined in AFI 36-2651. Trainers will: **Note:** Air Force Training Course is usually a day course offered locally by the host installation. **Exception:** Personnel who attended a formal instructor school are exempted from attending the Air Force Training Course.

6.4.1. Use Mission Essential Task Lists, duty position JQS, and other unit-identified tasks to prepare and instruct the trainee in the skills necessary to conduct the CR mission. **(T-3).**

6.4.2. Submit proposed annual training plans and schedules for commander approval. **(T-3).**

6.4.3. Recommend improvements for unit operations and procedures. **(T-3).**

6.4.4. Provide feedback to the trainee on the results of the training conducted. **(T-3)**.

**6.5. CR force Mission Training.** Each unit will monitor the status of training for all assigned personnel to include ancillary, expeditionary readiness, CR basic and mission qualification training, and continuation training. **(T-3)**.

6.5.1. Failure to Progress in Training. Individuals who fail to demonstrate satisfactory performance during training, or who fail to complete basic mission or mission qualification training, should be formally removed from a training program and considered for reassignment at the unit commander's discretion.

6.5.2. MAJCOMs will develop procedures for CR force mission training documentation not covered in this AFI. Units will develop procedures for CR specific training records management. **(T-3)**.

6.5.3. Basic Mission Qualification Training. Consists of The USAF Expeditionary Operations School Field Craft Contingency Response (FCCR) formal training and meets theater entry requirements for all CR forces on a CR mission into supported CCMD. At a minimum FCCR must cover:

6.5.3.1. Basic Radio Communications **(T-2)**.

6.5.3.2. Reports (Size, Activity, Location, Unit, Time, Equipment, 9-line, etc.). **(T-2)**.

6.5.3.3. Counter Improvised Explosive Device. **(T-2)**.

6.5.3.4. Tactical Movement, React to Fire, and Post Attack. **(T-2)**.

6.5.3.5. Live Fire Training (Night). **(T-2)**.

6.5.3.6. Use of Force, ROEs, and LoW. **(T-2)**.

6.5.3.7. Active Shooter. **(T-2)**.

6.5.3.8. Entry Control Points. **(T-2)**.

6.5.3.9. Self-Protection. **(T-2)**.

6.5.3.10. Individual and Defensive Fighting Positions, Static Defenses and Range Cards. **(T-2)**.

6.5.3.11. Use of night-vision devices (NVDs). **(T-2)**.

6.5.3.12. Tactical Combat Casualty Care. **(T-2)**.

6.5.3.13. Equipment Preparation. **(T-2)**.

6.5.3.14. Mission Tasking. **(T-2)**.

6.5.3.15. UTC Management. **(T-2)**.

6.5.3.16. Cross-functionality and small team operations. **(T-2). EXCEPTION:** Personnel who have completed USAF security forces tiered training at an approved readiness training center or any of the United States Air Force Expeditionary Center field craft courses that are not FCCR, within the past 36 months, may be exempted from attending FCCR. Any member exempted from FCCR will complete in-unit FCCR refresher prior to basic mission qualification. **(T-2).** Prior CR personnel that no longer meet the 36-month currency but have attended CRG formal training unit, CR- Mobility Operations Course, or FCCR previously, are exempted from attending FCCR and must complete in-unit FCCR refresher prior to basic mission qualification. **(T-2). Note:** MAJCOMs and AFPC will ensure personnel processing codes require all inbound personnel, that are not exempted, should attend FCCR prior to arriving at CR unit. Members will be M-9 (as applicable/required) and M-4 qualified prior to arriving at FCCR. **(T-2).**

6.5.4. Commanders will ensure that members do not deploy on MAJCOM directed missions until completion of Basic Mission Qualification training. **(T-2).**

6.5.5. Commanders will ensure all personnel have completed and stay current on all training and processes required for worldwide deployment. **(T-2).**

6.5.6. Commanders will ensure all personnel are current and qualified within their respective AFSCs, excepting AFSCs that are assigned in CR and not executing their primary AFSC duties (e.g., 1A2). **(T-3).** CR personnel are not exempt from AFSC specific training and currencies when assigned to a CR unit when performing that specific AFSC duty. **Note:** Certain AFSCs may perform general instead of specialized duties that will require different training requirements, e.g., maintenance personnel performing quick-turn maintenance instead of MDS specific maintenance.

6.5.7. Mission Qualification Training (CR Duty Position Training). This category includes training necessary to meet assigned UTC mission capability statement requirements and mission qualification training command JQS if applicable. Commanders will ensure that certification is documented according to [Table 6.1](#) and [Figure 3.1](#) **(T-3).** Individuals who have not completed mission qualification training will not deploy in a primary UTC position unless under the direct supervision of a qualified trainer and approved by the controlling authority. **(T-2).**

6.5.8. The following applies to CR force units with assigned CR forces and/or airfield assessment and/or survey capability.



**Table 6.1. CR Training Requirements.**

	MAJCOM/Unit Syllabus	Off-station Mission****	Airfield Survey IQS	Airfield Pavement Eval	PCASE	LZSO Training	DZC/SO Training	SAAZA	DSCA, Level 1	JHOC	CR MPC	Mobile C2	Mobile C3 Ops	AMC C2 Course	Notes
CRE Commander	X	X	X <sup>6</sup>						X	X <sup>1</sup>	X		X <sup>1</sup>	X <sup>1</sup>	Training can be concurrent with Ops Officer training.
CRE Operations Officer	X	X	X <sup>6</sup>						X <sup>1</sup>	X <sup>1</sup>	X		X <sup>1</sup>	X <sup>1</sup>	
CRT Chief	X	X	X <sup>6</sup>			X <sup>1</sup>			X	X <sup>1</sup>	X		X <sup>1</sup>	X <sup>1</sup>	Training can be concurrent with Ops Expeditors training.
CRT Member	X	X							X <sup>1</sup>		X <sup>1</sup>		X <sup>1</sup>		
Operational Advon Team	X	X	X <sup>6</sup>						X <sup>1</sup>		X <sup>1</sup>		X <sup>1</sup>	X <sup>1</sup>	Must be certified in primary CR force duties
Airfield Assessment Survey Team	X	X	X	X <sup>1</sup>					X <sup>1</sup>		X <sup>1</sup>		X <sup>1</sup>		Must be certified in primary CR force duties
Operations Expeditors	X <sup>6</sup>	X							X <sup>1</sup>	X <sup>1</sup>	X <sup>1</sup>		X <sup>1</sup>		
Civil Engineering	X <sup>6</sup>	X		X	X <sup>1</sup>	X		X <sup>1</sup>							

Airfield Operations		X	X <sup>6</sup>			X	X <sup>5</sup>							
Airfield Management	X	X	X <sup>6</sup>			X						X <sup>1</sup>		
ATC		X				X	X <sup>5</sup>							
Command and Control Operations	X <sup>6</sup>	X								X <sup>1</sup>		X <sup>1</sup>	X <sup>3</sup>	
Communications		X <sup>2</sup>									X <sup>2</sup>	X <sup>4</sup>		

**Notes:**  
 \*\*All "X" marks are a Shall unless noted and waiver authority is MAJCOM unless noted.

1. Should attend
2. May be waived Wg/CC.
3. Required if not assigned to a mobility base for the three years preceding assignment to a CR unit
4. Required for personnel not assigned to 7EXXX UTCs
5. Required only if DZ ops are required
6. If assigned or will support assessment/survey team will complete Airfield Survey JQS

\*\*\* Off-Station Missions can be substituted with local training if operational tempo and budget constraints hinder opportunities.

**Course Names:**  
 C3 - Command, Control and Communications  
 CWPC - Contingency Wartime Planning Course  
 DSCA - Defense Security Cooperation Agency  
 JHOC - Joint Humanitarian Operations Course  
 MAPOC - Management of Aerial Port Operations Course  
 MPC - Mission Planners Course  
 PCASE - Pavement-Transportation Computer Assisted Structural Engineering  
 RGMC3 - Rapid Global Mobility Course III  
 SAAZA - Survey and Assault Zone Assessment

**Table 6.2. CR Job-Specific Additional Training Requirements.**

	MAJCOM/Unit Syllabus	Off-station Mission***	CR Support Equipment	Mobile C3 Ops	Hazardous Materials Technical Specialist	Force Protection Intelligence	Anti-Terrorism Level II	NVG Phase III	Silver Flag Training	Advanced Comptroller Contingency Familiarization	Info Ops Fundamental Application	Notes
Aerospace Ground Equipment (AGE)		X	X <sup>2</sup>	X <sup>1</sup>								
Electrical Power Production		X	X <sup>2</sup>	X <sup>1</sup>								
Security Forces					X <sup>3</sup>							
Intelligence						X <sup>2</sup>	X <sup>2</sup>					
Air Transportation								X <sup>2</sup>				
Aircraft Maintenance								X <sup>2</sup>				
Comptroller									X <sup>1</sup>	X <sup>2</sup>		
Logistics Readiness Officer	X <sup>4</sup>											
Public Affairs											X <sup>1</sup>	

**Notes:**

\*\*All "X" marks are a Shall/Will unless noted and waiver authority is MAJCOM unless noted.

1. Should attend
2. May be waived by Wg/CC.
3. Required for select 5 and 7-level NCOs
4. Should attend Log 299 (Combat Logistics), Management of Aerial Ports Operations Course (MAPOC), Contingency Wartime Planning course (CWPC), and Rapid Global Mobility Course III (RGMC3)

\*\*\* Off-Station Missions can be substituted with local training if operational tempo and budget constraints hinder opportunities.

**Course Names:**

C3 - Command, Control and Communications  
 CWPC - Contingency Wartime Planning Course  
 DSCA - Defense Security Cooperation Agency  
 JHOC - Joint Humanitarian Operations Course  
 MAPOC - Management of Aerial Port Operations Course  
 MPC - Mission Planners Course  
 PCASE - Pavement-Transportation Computer Assisted Structural Engineering  
 RGMC3 - Rapid Global Mobility Course III  
 SAAZA - Survey and Assault Zone Assessment

### 6.5.9. Continuation Training:

6.5.9.1. Field Craft Contingency Response-Refresher. CR units will develop a refresher training plan to maintain currency for FCCR skills. **(T-2)**. CR members will complete the refresher training every 24 months (36 months for ARC). **(T-2)**. At a minimum, refresher training will include the following items.

6.5.9.1.1. Basic Radio Communications. **(T-2)**.

6.5.9.1.2. Reports (Size, Activity, Location, Unit, Time, Equipment, 9-line, etc.). **(T-2)**.

6.5.9.1.3. Counter Improvised Explosive Device. **(T-2)**.

6.5.9.1.4. Tactical Movement, React to Fire, and Post Attack. **(T-2)**.

6.5.9.1.5. Use of Force, ROEs, and LoW. **(T-2)**.

6.5.9.1.6. Active Shooter. **(T-2)**.

6.5.9.1.7. Entry Control Points. **(T-2)**.

6.5.9.1.8. Self-Protection. **(T-2)**.

6.5.9.1.9. Individual and Defensive Fighting Positions, Static Defenses and Range Cards. **(T-2)**.

6.5.9.1.10. Use of NVDs. **(T-2)**.

6.5.9.1.11. Tactical Combat Casualty Care. **(T-2)**.

6.5.9.1.12. Cross-functionality and small team operations. **(T-2)**.

6.5.9.1.13. Expeditionary Operations (Bed-down, Ramp Operations, Host Nation interaction). **(T-2)**.

6.5.9.2. Weapons Training. In accordance with AFI 36-2654, *Combat Arms Program*, and AFMAN 36-2655, *USAF Small Arms And Light Weapons Qualification Programs*, CR forces are assigned to USAF arming group A. CR forces will accomplish respective qualification requirements on all small arms with which they are armed (AFMAN 36-2655 Tables I-III, including night and live fire) every 12 months. **(T-2)**.

6.5.10. Training Currency. This section establishes and clarifies CR force duty position currency requirements as well as specific AFSC proficiency training.

6.5.10.1. CR Currency. Once an individual is qualified, their primary duty is to deploy in support of CR force missions. To maintain currency, individuals must perform duties in the listed CR forces position and in any speciality (e.g., Airfield Assessment/Survey Team, Operations Advon Team) in accordance with **Table 6.1 (T-2)**. Performing as a trainer or certifier for the duty position or special qualification is valid for updating currency. Specific currency and qualification requirements for duty positions include, unless otherwise specified, home station trainingtr.

6.5.10.2. Loss of CR Currency. Members must meet minimum currency requirements as outlined in **Table 6.3**, or other USAF and MAJCOM guidance. **(T-2)**.

6.5.10.3. Loss of Qualification. Members exceeding 36 months unqualified will re-accomplish all duty and position requirements in their assigned CR forces position (basic mission qualification, mission qualification, and continuation training). **(T-3)**.

**Table 6.3. CR Currency.**

Duty/Position	If member has not performed duties within: (RegAF/ARC)	Then member will accomplish <sup>1,2</sup>
CRE Commander <sup>3</sup>	12/18 months	Local training & 1 deployment or field exercise
CRE Operations Officer <sup>3</sup>	12/18 months	Local training & 1 deployment or field exercise
CRT Chief <sup>4</sup>	12/18 months	Local training & 1 deployment or field exercise
CRT Team Member	12/18 months	Local training & 1 deployment or field exercise
Operational Advon Tm Leader	12/18 months	Local training & 1 deployment or field exercise assessment
Operational Advon Member <sup>5</sup>	12/18 months	Local training & 1 deployment or field exercise assessment
Assessment/Survey Tm Leader	12/18 months	Local training & 1 deployment or field exercise assessment
Assessment/Survey Member <sup>5</sup>	12/18 months	Local training & 1 deployment or field exercise assessment
All other CR forces positions	12/18 months	Local training & 1 deployment or field exercise assessment
LZ Survey	12/18 months	Local training & 1 deployment or field exercise assessment
DZ Survey	12/18 months	Local training & 1 deployment or field exercise assessment
LZSO	in accordance with AFI 13-217	in accordance with AFI 13-217
DZ Safety Officer	in accordance with AFI 13-217	in accordance with AFI 13-217
LZCO	in accordance with AFI 13-217	in accordance with AFI 13-217
DZ Control Officer	in accordance with AFI 13-217	in accordance with AFI 13-217

**Note 1:** Field Exercise can be local if operationally and fiscally constrained.

**Note 2:** Local training is defined as home station training.

**Note 3:** Members performing CRE commander duties update both CRE commander and CRE Operations Officer currencies simultaneously.

**Note 4:** Personnel performing CRT chief duties update both CRT chief and Operations Expeditors currencies simultaneously.

**Note 5:** Civil Engineering personnel must conduct one pavement evaluation per year. (T-3).

6.5.10.4. AFSC Proficiency. If available, CR force units should establish written agreements with host installation or other appropriate outside units to provide opportunities for applicable AFSCs to maintain core proficiency and/or enter and complete upgrade training.

**6.6. Training Records.** Commanders may direct the use of a centralized training system to track CR force training, but may not eliminate AFSC training records mandated by each specialty's Air Force Career Field manager without appropriate waivers. CR force training may be documented in an AFSC-specific system, via the Graduate Training Integration Management System.

**6.7. Training Review Panel.** At a minimum, units will convene a CR force-focused Training Review Panel quarterly. (T-3). The panel will review:

6.7.1. Required versus qualified number for the following duty positions and special qualifications: AAST, OAT, CRE commander, CRE operations officers, and CRT chief; and other unit-identified areas of emphasis. (T-3).

6.7.2. Scheduled training calendar events, priorities for those training events, and expected capabilities gained from each event. (T-3).

**6.8. CR force-Unique Formal Training.** AMC, as lead command, will ensure that CR-unique formal training programs are available and adequate to provide the skills necessary to operate and maintain assigned equipment. **Note:** USAF Expeditionary Operations School Course Development and Ownership Process. When requested by the course functional manager in accordance with AMCI 36-2607, *U.S. Air Force Expeditionary Operations School Course Development and Ownership Process*, commanders shall make every attempt to provide seasoned communications and bare base bed-down personnel to represent the unit and serve as subject matter experts for both initial and revision levels of Instructional Systems Development workshops at unit or course functional manager expense. (T-2).

6.8.1. Evasion and Conduct After Capture (ECAC). Due to the operational locations and mission, all CR members should attend ECAC training. Personnel assigned to the following UTC's will attend ECAC training as part of their initial mission upgrade training: 7E1AM/K/P, FFGRL, QFEPF, TBPXX, XFFK7, and XFFA2. (T-2). ECAC should be scheduled prior to personnel arriving at their CR unit. Airmen who will PCS to overseas CRGs (to include consecutive overseas tours) will complete ECAC prior to arrival at unit. (T-3). Attendance at ECAC is unit funded and scheduled through their unit training manager. **Note:** Personnel who have graduated from S-V80-A, SERE Training (Combat Survival Training), after 1 January 2009, are exempt from this requirement. There are no other ECAC equivalent courses. ECAC is currently only required once in an Airman's career.

6.8.2. U.S. Army Pathfinder, U.S. Army Air Assault Course, and other non-USAF training. Any non-USAF courses or training, not outlined in this AFI, should be coordinated and funded by the unit. These courses are highly desired to enhance unit capabilities.



## Chapter 7

### STANDARDIZATION AND EVALUATION

**7.1. Purpose and Scope.** The Stan/Eval program is the commander's tool to ensure personnel are trained to published standards and remain proficient in their respective functional areas, and also validates mission readiness and effectiveness, including documentation of individual qualifications and capabilities. Units within the CR community may have different capabilities due to unique MAJCOM requirements and organizational structure. Specific program objectives are:

7.1.1. Develop and ensure standardization of operational procedures not specifically addressed in HHQ guidance.

7.1.2. Ensure compliance with appropriate operational, training, and administrative directives.

7.1.3. Evaluate, approve, and coordinate change recommendations to operational directives, procedures, and techniques as required.

7.1.4. Provide a system to assess individual qualifications, proficiency, and capability to accomplish assigned contingency response functions.

7.1.5. Recognize trends, and recommend and initiate changes to operational procedures, training programs, and directives.

7.1.6. Evaluate and recommend changes to standardized training programs and procedures used to qualify personnel to accomplish expeditionary air mobility support operations.

**7.2. Stan/Eval programs.** Commanders will ensure appropriate programs reside within their Stan/Eval function and develop procedures utilizing the general guidance provided within this instruction to ensure CR forces are qualified to accomplish assigned and/or gained MAJCOM requirements. **(T-3).** Therefore, unit commanders may define which of the following programs are applicable for their forces:

**7.3. R&C program.** The R&C program places primary responsibility for unit training, upgrade, and certification on the unit commander. Unit supervisory involvement is critical to ensure the commander has all available information to make the best decisions possible for maintaining unit capability. The commander will determine frequency and composition of R&C boards. **(T-3).** See [Figure A3.4](#) for an example of R&C board minutes.

7.3.1. The review portion of the R&C program provides commander oversight of unit training. This portion of the R&C program addresses the adequacy of training for substandard performance, in-unit upgrades, qualifications and re-qualifications, as determined by the unit commander.

7.3.1.1. The certification portion of the R&C program formally completes the mission certification process. This portion provides commanders oversight through formal documentation of mission qualification or other specialized training.

7.3.1.2. R&C boards will certify completion of training and evaluations for initial upgrade or requalification in accordance with **Table 7.1 (T-3)**.

7.3.1.2.1. Commanders will ensure that all personnel are certified upon completion of basic mission qualification training as outlined in **paragraph 6.5** before being assigned to a deployable UTC. **(T-3)**.

7.3.1.2.2. Certification officials for CR forces duty positions are listed in **Table 7.1**

**Table 7.1. Certification Official Matrix.**

QUALIFICATION	Wg/CC or equivalent	Gp/CC or equivalent	Sq/CC or equivalent
MISSION QUALIFICATION TRAINING			X
CRE COMMANDER	Note 3	Note 1	X
CRE OPERATIONS OFFICER		Note 1	X
CRT CHIEF			X
CRT TEAM MEMBER			X
OPERATIONAL ADVON TEAM LEADER	Note 3	Note 1	X
OPERATIONAL ADVON TEAM MEMBER			X
AFLD ASSESSMENT/SURVEY TEAM LD		Note 1	X
AFLD ASSESSMENT/SURVEY TEAM MBR			X
LZSO			X
CERTIFIER/EVALUATOR		Note 2	X
TRAINER/INSTRUCTOR			X
MOBILE C2 CONTROLLER			X
AIRCRAFT OPS COORDINATOR			X
OTHER CR-SPECIFIC Command Job Qualification Standard/Syllabi		Note 1	X
<b>Notes:</b>			
1. The group commander will certify Contingency Response Squadron, Contingency Response Support Squadron, or any other squadron commanders within their chain of command. <b>(T-3)</b> .			
2. Certified by the commander who owns the Stan/Eval program.			
3. Wing/CC will certify O-6 personnel. (RegAF Only).			

7.3.2. Letter of Qualification. CR units will maintain a letter of qualification, or equivalent database, documenting CR force certifications and special qualifications for unit personnel. **(T-3)**. These will include, at a minimum, the qualifications and certifications from **Table 7.1**. Units will indicate an individual's certification or qualification by placing an "X" or an "E" (for evaluators) in the appropriate column. **(T-3)**. Commanders will ensure that information is updated and a certified copy is provided to the appropriate Stan/Eval personnel, on a recurring basis or as updates are necessary (to be determined by the Chief of the Stan Eval program). **(T-3)**.

7.3.2.1. The commander's signature (may be digital) certifies the Letter of Qualifications.

7.3.2.2. Commanders will ensure that all assigned personnel are listed on the database with the applicable qualifications in **Table 7.1 (T-3)**. Not all items apply to all personnel or units.

7.3.2.3. Commanders may add additional qualifications to their letter of qualifications at their discretion.

7.3.3. Stan/Eval Testing. Commanders will ensure that the mission qualification testing program is designed to assess members' knowledge of USAF, MAJCOM and commander special interest items, pre-mission planning duties, the deployment process and emergency actions as required. **(T-2)**.

7.3.3.1. CRE commanders, CRE operations officers, and CRT chiefs will successfully complete an open book evaluation, scoring a 90% before being certified in their respective duty position and annually thereafter. **(T-2)**.

7.3.3.2. A master question file will be established for each duty position requiring testing. **(T-2)**.

7.3.3.3. Unit Stan/Eval will review tests and master question files annually for accuracy and currency. **(T-3)**.

7.3.3.4. Commanders may direct other mission-related testing.

#### **7.4. Evaluations.**

7.4.1. Administration. The evaluation program is designed to verify successful training completion and that individuals are ready to conduct operations unsupervised. Commanders will ensure that all evaluations are conducted by personnel certified as evaluators in the Command JQS or syllabi being evaluated. **(T-3)**. Commanders will ensure that evaluations are recorded on a Letter of Evaluation and Certification and certified by the commander at the R&C board. **(T-3)**. See **Figure A3.1** for format example. See **Chapter 10** for Affiliation program evaluations.

7.4.2. Evaluation Requirements.

7.4.2.1. Completion of the following command JQS or syllabi requires either a mission evaluation (preferred) or board evaluation prior to commander certification: CRE commander, ops officer and CRT chief.

7.4.2.2. Commanders may direct a requirement for an evaluation before certification for other duty-positions, including trainer or evaluator qualifications.

7.4.2.3. Certification of an individual requiring an evaluation without completion of an evaluation is not authorized.

7.4.3. Types of Evaluations.

7.4.3.1. Mission Evaluation. Mission evaluations are conducted at the conclusion of command JQS training or syllabi and is documented as outlined in [paragraph 7.5](#) Some mission evaluations require successful completion of an open book test as defined in this chapter. Mission evaluations should be as realistic as possible and minimize the number of simulated events. **Note:** Due to the collective nature of training for some AFSCs and positions (e.g., SF, CRT chief), the mission evaluation is the preferred method to validate training completion and ability to conduct operations.

7.4.3.2. Board Evaluations. Board evaluations can be conducted in-lieu of mission evaluations. The board should be constructed of a panel of core mission experts (e.g., C2, aerial port, maintenance), CR leadership, squadron and group leadership. Boards will be chaired by either the squadron or group commander depending on evaluation level. **(T-3).**

7.4.3.3. Trainer Evaluation. Evaluations are used to assess the trainer's instructional capabilities, but should be conducted during actual instructional missions. When students are not available or mission requirements/team composition requirements prevent inclusion of students, the examiner may serve in the capacity as a student for purpose of evaluating the examinee's training ability.

7.4.3.4. No-Notice Evaluation. Commanders may direct no-notice evaluations of personnel assigned in their span of control at any time. All squadron-directed no-notice evaluations will be coordinated with the commanders, operations officer, or operations superintendent. **(T-3).** Notification to examinee of no-notice evaluation will be at the discretion of the examiner and squadron supervision, but no earlier than initiation of normal planning cycle and no later than 1-hour prior to mission departure brief. **(T-3).** Allow sufficient time for scope of evaluation. No-notice evaluations may cover all requirements of a mission evaluation, but is not required to.

7.4.3.5. Spot Evaluations. Commanders may direct evaluations targeting specific areas but not all aspects of a mission. These evaluations shall be identified as spot evaluations and recorded on a separate letter of evaluation and certification. **(T-2).** This should be documented and presented at the R&C Board.

7.4.3.6. Requalification Evaluations.

7.4.3.6.1. Mission qualified trained individuals who exceed 12 months (18 months for the ARC) between deployment or exercise events in a CR forces will accomplish required training in accordance with [Table 6.3](#) **(T-2).**

7.4.3.6.2. Members decertified by a commander will receive a requalification mission evaluation based off requalification training plan approved by the commander. **(T-3).** If required, commanders will ensure that the evaluation is recorded on a separate Letter of Evaluation and Certification. **(T-3).**

7.4.3.6.3. If the member does not require a requalification evaluation, after requalification training is accomplished, the CR unit commander will certify the member as requalified on a separate Letter of Evaluation and Certification. **(T-3).**

#### 7.4.4. Conducting Evaluations.

7.4.4.1. Examiners will pre-brief the examinee on the conduct, purpose, requirements of the evaluation and all applicable evaluation criteria. **(T-3)**. Examiners will then evaluate the examinee in each graded area or sub-area. **(T-3)**. Units will use current MAJCOM directed training standards as the evaluation criteria. **(T-2)**.

7.4.4.2. Examiners should not evaluate personnel they are rated by; for example, a flight commander should not give their squadron commander an evaluation or have recommended them for evaluation. Commanders will ensure that deviations are approved, in writing, by the examinee's commander and/or the chief of Stan/Eval. **(T-3)**.

7.4.4.3. Commanders will ensure that an evaluation is not changed to a training mission to avoid documenting substandard performance, nor should a training mission be changed to an evaluation. **(T-3)**.

7.4.4.4. Commanders will ensure that early termination of an evaluation (an incomplete evaluation) for any reason is clearly documented with a course of action recommended to complete the evaluation. **(T-3)**.

7.4.4.5. The judgment of the examiner and the guidance provided in this instruction are the determining factors in assigning an overall qualification level. The examiner will thoroughly debrief the examinee and critique all aspects of the evaluation. **(T-3)**. During the critique, the examiner will review the examinee's overall rating, specific deviations, and any additional training required. **(T-3)**. The examiner will debrief the examinee's supervisor when a grade of U is awarded or the evaluation is determined to be incomplete. **(T-3)**.

7.4.4.6. Commanders will ensure that reevaluations are administered by an examiner other than the one who administered the original unsatisfactory evaluation. **(T-3)**. Commanders will ensure that deviations are approved by the examinee's commander and the chief of Stan/Eval. **(T-3)**.

7.4.4.7. Commanders will direct reevaluation if, in the opinion of the examiner and the commander, the unsatisfactory performance warrants not certifying the individual in the evaluated duty position. **(T-3)**. Commanders will determine required items for reevaluation after considering the examiner's recommendations. **(T-3)**. Reevaluations may be completed at home station and commanders will ensure that the reevaluations are completed within 60 days of the date of the failed evaluation for RegAF unit personnel and within 120 days of the date of the failed evaluation for ARC unit personnel. **(T-3)**.

7.4.5. Incomplete Evaluation. Examiners should make every effort to prevent an incomplete evaluation from occurring. The examiner for the incomplete evaluation should be the same one used to complete the remaining evaluation.

#### **7.5. Letter of Evaluation and Certification Completion and Management.** Use a Letter of Evaluation and Certification to record and to certify or de-certify members.

7.5.1. At a minimum, the letter will include:

7.5.1.1. Examinee's name, grade and organization. **(T-3)**.

7.5.1.2. The duty position for which the evaluation was given. **(T-3)**.

7.5.1.3. All examiners' names for mission evaluations. **(T-3)**.

7.5.2. Reviewing and Approving Officers. Reviewing officers ensure all requisites of the evaluation were met and the evaluation profile, home station and TDY or deployment phases were adequate to justify the qualification level assigned by the examiner. The approving officer awards the duty position certification to the examinee.

7.5.2.1. The reviewing and approving officers will ensure recommended additional training is adequate to correct the noted deficiencies. **(T-3)**.

7.5.2.2. If a reviewing or approving officer does not agree with the examiner's overall rating, the overall grade is not changed. The reviewing or approving officer will mark "Do Not Concur" or "Do Not Certify" as appropriate, and annotate comments above their signature block. **(T-3)**.

7.5.3. File Letters of Evaluation and Certification and Decertification in accordance with Unit Stan/Eval process. Decertification letters are prepared in accordance with guidelines in **Figure A3.2**.

**7.6. Contingency Read File program (CRFP).** CRFP was created to ensure all CR personnel possess the most current information prior to any deployment or exercise. Each unit will maintain a local copy, while the master is maintained and disseminated by AMC/A3M. **(T-2)**.

7.6.1. Unit stan/eval offices will establish a CRFP to ensure members have read all current CIF information prior to departing on an exercise or deployment. **(T-3)**.

7.6.2. The Contingency Read File consists of the following four sections:

7.6.2.1. **Section A: Critical Information File (CIF)**.

7.6.2.1.1. This is a collection of information for each functional area necessary for CR forces-specific operations. CIFs may be issued to CR forces defining restrictions, waivers that could drive future publications changes for TOs or AFIs that affect mobility operations, but actual publication changes must be accomplished in accordance with established procedural guidance, to include AFI 33-360 (as applicable) and T.O. 00-5-1. **(T-2)**.

7.6.2.1.2. CIFs will be released on AMC Form 446, *Mobility Information File*. **(T-2)**. **NOTE:** CIFs can be created at any level and must be approved by AMC/A3M prior to release. CIFs are temporary in nature and will include a withdrawal date or timeline. AMC/A3M will keep all CIFs on file for one year from the date they are withdrawn. **(T-2)**.

7.6.2.2. **Section B: Contingency Crew Bulletin.** All units will maintain a contingency crew bulletin. This is a collection of all CIFs that have not been rescinded or incorporated in an AFI, AFTTP, or TO. This will be published quarterly. **(T-3)**.

7.6.2.3. **Section C: Unit Read File** . All units will maintain a unit read file. Information within the unit read file will be at the commander's discretion. **(T-3)**.

7.6.2.4. **Section D: Safety Read File.** All units will maintain a safety read file. Information within the safety read file will be at the commander's discretion. **(T-3)**.

## Chapter 8

### AIRFIELD OPERATIONS

**8.1. Purpose.** This chapter defines CR airfield operations that are significantly nonstandard and the airfield survey program. It establishes operational criteria and limitations for landing and DZ operations. It also establishes authority, responsibilities, and procedures to conduct airfield surveys.

**8.2. LZ and DZ Operations.** CR forces are able to operate LZs and DZs with qualified personnel using an airfield operations team concept.

8.2.1. The airfield ops team is limited to CR force with the following Air Force specialties: Rated Mobility Officer (11/12M), Airfield Operations Officer (13M), Airfield Pavement Evaluation-certified Civil Engineering Officer (32E) and/or enlisted (3E5), Airfield Manager (1C7 with 368 Special Experience Identifier) and tower-qualified (Special Experience Identifier 055/056) Air Traffic Controller (1C1), all of which can perform LZSO operations once complete with HAF approved LZ training in accordance with AFI 13-217, *DZ and Landing Zone Operations*.

8.2.1.1. The airfield operations team must be a minimum of two LZSO-trained personnel, one of which must be a 1C171, 13M or 11/12M, or 1C7. **(T-2)**. The second position may be filled by any qualified LZSO in accordance with [paragraph 8.2.1](#) Primary air-to-ground communications will be conducted by 1C1, 13M or 11/12M.

8.2.1.2. LZ Controllers are in addition to LZSO capabilities and provide Visual Flight Rules ATC services during LZ operations. LZ Controller duties will only be executed by tower-qualified ATC or Control Tower Operator-qualified 13M that have accomplished HAF approved LZSO training. **(T-2)**. LZ Controllers are authorized to use NVDs while controlling aircraft in terminal areas. The second position may be filled by any qualified LZSO in accordance with [paragraph 8.2.1](#) 1C1s and 13Ms are required to complete local familiarization training in the host base tower, to the satisfaction of the commander. **(T-2)**.

8.2.1.2.1. **ARC ONLY.** ARC 1C1s and 13Ms who do not have a host base tower will maintain proficiency via a simulator or static board. **(T-2)**. CR units must provide AMC/A3M an operational risk assessment that includes previous ATC experience and a risk mitigation plan. **(T-2)**. Approval to conduct LZ Controller duties will be approved on a case by case basis. **(T-2)**.

8.2.1.2.2. If real-world missions (non-exercise) require, 1C1s and 13Ms who are not current in the host base tower but held a control tower operator certification at their last duty station, may perform LZ Controller duties with approval of the first O-6 in their chain of command. All other options such as using personnel from other CR squadrons must be exhausted. **(T-2)**. These personnel should be used as a last resort to avoid mission failure.

8.2.1.2.3. Personnel must have been assigned to a tower, not other duties such as, ATC instructor, professional military education instructor, recruiter, etc. (T-2). Personnel must have maintained currency at their previous duty location. (T-2).

8.2.1.2.4. O-6 approval does not waive the requirement for personnel to obtain certifications in the host base Tower. Certifications shall remain a priority in order for personnel to be fully qualified. (T-2).

8.2.2. Prior to use, the pavement/soil information on the AF Form 3822, *Landing Zone Survey*, must be validated by an airfield pavement examiner-certified civil engineering officer or enlisted (or Airfield Pavement Evaluation certified 13M or 1C7) and the LZ survey must be validated by a 1C7 (Special Experience Identifier (SEI 368)), 1C1, or 13M to ensure no changes have occurred. (T-2). The criteria must meet UFC 3-260-01 guidance. (T-0).

8.2.3. Duty Day Requirements. There are no duty day restrictions or requirements while performing LZSO duties as it is an advisory role only. While performing LZ Control duties, controllers are limited to a maximum of a 12 hour duty day and must have 12 hours uninterrupted rest between shifts and 24 hours uninterrupted rest after six consecutive days or work. (T-3). Shifts begin at the first duty of the day, either ATC or non-ATC, and are continuous once begun.

**8.3. Airfield Assessment and Survey program.** The suitability assessment of airfields is based in part on information provided by airfield surveys, when available. CR force assessment and survey teams, in conjunction with functional area experts, are responsible for conducting airfield surveys throughout the world and will document airfield data on the AF Form 1174, to include geospatial (GPS mapping) data collection of critical airfield natural and built infrastructure as required to support the AF Form 1174. (T-3). The survey tool for employment planning may be used to augment AF Form 1174 requirements. Commanders will ensure that survey data is made available through the airfield suitability program administered by AMC as USAF lead command for mobility operations. (T-2).

8.3.1. The AF Form 1174 is located on E-Pubs only, to facilitate the ability to rapidly update the form without a full AFI re-write or interim change.

8.3.2. An airfield survey is a scheduled tasking. It provides an extensive survey for support of all air mobility aircraft and missions. These surveys may span from a day to a few weeks depending on the amount of data that requires validation. This is performed by an AAST and should fully complete the AF Form 1174.

8.3.3. An operational airfield assessment is the combination of the AAST and the OAT that is tailored for time sensitive evaluation of an airfield to support a specific air mobility operation and provides a 4-hour go/no-go call to initiate operations. These teams also include forces that liaise with host-nations and other services and agencies for the purpose of advanced echelon responsibilities for follow-on forces. Depending on the mission, these forces will either complete a tailored AF Form 1174 or an assessment team report. (T-2). The AAST, airfield assessment, and OAT, operational assessment, can work independently if required.



#### 8.4. Responsibilities.

8.4.1. AMC/A3/10 is responsible for managing the airfield assessment and survey program and determining airfield suitability for all mobility aircraft.

8.4.2. AMC GIO is responsible for providing detailed imagery and support geospatial and logistic data with sufficient information to identify dimensions of hard surfaces and potential obstacles, hazards or limiting factors affecting mobility aircraft operations. It coordinates and integrates with MAJCOM GIO program offices and/or Component-Numbered Air Force equivalents, MAJCOM A2, AMC's Airfield Operations Division (AMC/A3A), and AMC's Logistics Readiness Division (AMC/A4R) to provide an initial (pre-deployment) common installation picture of the airfield with supporting AF Form 1174 data. It also establishes standards and procedures for geospatial data collection, integration, multi-user environment interfaces, and storage of data that supports the Expeditionary Site Plan.

8.4.3. AMC/A3A is the OPR for determining airfield suitability for mobility aircraft operations, updating and maintaining the AMC Airfield Database contained in GDSS, and is the only authority for official mobility airfield suitability. Duties include researching available and applicable resources such as host-nation aeronautical information publication data, pavement reports, airfield surveys, and flight information publications to determine airfield suitability for aircraft operations; processing completed surveys from Airfield Survey Teams; updating the AMC Airfield Database; providing consultation to USTRANSCOM and other organizations' planners regarding feedback and/or information necessary for a complete airfield suitability assessment; and determining whether a particular airport is suitable for specific mobility aircraft.

8.4.4. AMC/A3M is responsible for establishing policy, procedures and standards to conduct airfield assessments, surveys, and AAST/OAT training.

8.4.5. AMC/A4R is responsible for managing expeditionary site planning for AMC which supports the wartime deliberate planning. It establishes standards and procedures for use in the automated airfield site survey tools, integrating AMC and USTRANSCOM logistics multi-user environments and arranging the storage of expeditionary site plan data.

8.4.6. AMC's Logistics, Engineering, and Force Protection Operations Division (AMC/A4O), or Air Force Installation & Mission Support Center Detachment for PACAF and USAFE – AFAFRICA, is responsible for providing policy, engineer recommendations and guidance pertaining to pavement evaluations consistent with established USAF criteria on the capabilities and limitations of airfield surfaces, to include structural capacity, surface conditions and Maximum on Ground calculations.

8.4.7. Commanders with assigned AAST capability are responsible for managing, training, equipping and quality control of the unit airfield survey program and will appoint an airfield survey program manager (1C7X1, 13M3X or 32E3G) to administer the program, ensure assessment/survey team chief and members are properly trained and certified and provide quality control of the final airfield survey reports. **(T-2).**

## 8.5. Airfield Assessment and Survey Tasking Procedures.

8.5.1. Requests for airfield assessments and surveys. Since airfield assessments and surveys are normally conducted prior to follow-on operations, the tasking process would mirror the process outlined in [paragraph 1.6](#)

8.5.2. Request for airfield surveys. Requests for airfield capability assessments may come from, but are not limited to, the following sources:

- 8.5.2.1. AOCs.
- 8.5.2.2. Planners.
- 8.5.2.3. MAJCOM A3s.
- 8.5.2.4. Accident investigation boards.
- 8.5.2.5. Federal agencies (e.g., State Department).
- 8.5.2.6. U.S. Embassies.
- 8.5.2.7. Intelligence community.

8.5.3. With the exceptions of USINDOPACOM and USEUCOM, requestors without organic airfield survey capability should forward the airfield survey requests to the CCMD responsible for the airfield for validation prior to submission to USTRANSCOM. The CCMD forwards valid airfield survey requests to the USTRANSCOM Deployment and Distribution Operations Center via email using the airfield survey worksheet contained in [Figure A2.6](#). AMC/A3M will provide a coordinated AMC survey/feasibility recommendation to the applicable USTRANSCOM regional branch. USTRANSCOM notifies the CCMD if the survey request is supported. AMC/A3M will task appropriate CR forces to execute all supported airfield survey requests. Requestors originating within USINDOPACOM and USEUCOM shall forward the airfield survey requests to USINDOPACOM's Deployment and Distribution Operations Center and USEUCOM's Deployment and Distribution Operations Center for validation and sourcing of organic CR force assets.

8.5.4. AAST may conduct unit funded airfield surveys and/or updates as required for training and will inform their assigned controlling agency prior to survey teams departing home station. **(T-3)**. Commanders will ensure that training is not conducted in a designated combat zone. **(T-2)**.

## 8.6. Accomplishment of Assessments or Surveys.

8.6.1. Airfield assessments and surveys are valid for three years and should be re-accomplished as required beyond that. Preferably, survey data should be updated every two years or whenever significant changes have occurred to the airport or the operating environment. Since surveys can be costly in terms of funding and manpower, comments regarding the importance and need for the airfield data should be included. Assessments or surveys over three years old are maintained for archive purposes only.

8.6.2. For each operation with airfield survey or assessment capability, the commander is responsible for ensuring the airfield survey is complete for each deployment location or certifying that the current survey is still accurate. Airfield operations (13M or 1C771 with 368 SEI) and civil engineering (32E and/or 3E5X1) personnel will populate the AF Form 3822 and AF Form 1174 (T-3).

8.6.2.1. Commanders will ensure that information is updated in the GDSS Airfield Database and corresponding geospatial data on critical airfield natural and built infrastructure is submitted to and updated by the AMC GIO. (T-3).

8.6.2.2. Minor updates to the AF Form 1174 may be provided by email, message or letter to the AMC Airfield Help Desk. If major changes have occurred, or if the existing AF Form 1174 is inadequate, a new report is needed. Commanders will ensure that airfield survey status is included in deployment AARs. (T-3).

8.6.3. When personnel cannot perform complete surveys due to restrictions imposed by local authorities, especially foreign governments, team members should attempt to gather as much information as permitted. The CRE commander or CRT chief will indicate on the AF Form 1174 any limitations encountered (e.g., “limited survey due to restricted parking ramp access; all parking ramp, taxiway and runway data are host-nation-provided”). (T-3).

8.6.4. Airfield Assessment or Survey Team will provide completed AF Form 1174 and Pavement Evaluation (Dynamic Cone Penetrometer Results) within five duty days of the requested survey completion date. (T-3).

8.6.4.1. If results are needed prior to five days, the essential information can be provided by email, message, telephone, facsimile or other expeditious means. To recommend immediate changes to protected GDSS airfield suitability information, contact the AMC Airfield Help Desk at [Airfield.Helpdesk@us.af.mil](mailto:Airfield.Helpdesk@us.af.mil) or DSN 779-3112 or DSN FAX 576-2702.

8.6.4.2. Airfield survey final products provided by CR forces are maintained by AMC/A3/10 in the GDSS AMC Airfield Database.

**8.7. Documentation.** AF Form 1174. **Part I**, *Airfield Data*, provides specific information on airfield capabilities to physically handle air mobility aircraft. **Part II**, *Airfield Support*, documents facilities to support air mobility operations. AAST, in conjunction with functional experts, may be tasked to accomplish part or all of the survey, depending on the proposed operation. Commanders will ensure that all checklist items are completed or marked “N/A” when appropriate to ensure survey areas are properly identified and not overlooked during AMC suitability analysis. (T-3).

8.7.1. Commanders will ensure that completed AF Form 1174 and pavement evaluation (Dynamic Cone Penetrometer Results) are emailed to the AMC Airfield Help Desk, at [Airfield.Helpdesk@us.af.mil](mailto:Airfield.Helpdesk@us.af.mil) and AMC/A4O, at [Org.AMCA4-42@us.af.mil](mailto:Org.AMCA4-42@us.af.mil). (T-2) Each unit conducting a survey will retain a copy for backup and archive purposes until superseded by a newer survey. (T-3). **Note:** AMC/A4O reviews Dynamic Cone Penetrometer results to validate Pavement Classification Number on AF Form 1174.

8.7.2. Survey Teams may use USAF standard Survey Tool For Employment Planning or Android Tactical Assault Kit to assist with conducting surveys and producing an AF Form 1174.

**8.8. Quality of Airfield Surveys.** The AF Form 1174 should be completed in as precise detail as possible. Commanders will ensure that the following minimum elements are included: **(T-3)**.

8.8.1. Top priorities are runway, taxiway and parking apron measurements, weight bearing capacity values, pavement condition, coordinates and obstacle information. AAST leads will ensure that obstacle information includes location, height and distance from runway or taxiway centerline and edge of apron. **(T-2)**. Document each obstacle only once with reference to the nearest runway approach end or taxiway and apron edge as appropriate. For each taxiway and apron indicate whether lighting is available. Data provided by the location's airfield manager (or equivalent) should be verified for accuracy. If not verified, annotate data as such.

8.8.2. A final summary reflecting maximum on ground capabilities by type aircraft, special cautions and/or restrictions, and additional assessments of capabilities that would help mission and CR force planners determine aircraft and support capabilities and requirements at the airfield. The final summary should answer the questions of who, what, where and how much tanker and air mobility support would be needed at the location to run a two shift operation with the most demanding maximum on ground listed. **Note:** The AAST chief does not make a suitability determination, but instead makes recommendations as to the capability of the airfield to support deployed operations. Recommendations should match the information gathered.

8.8.3. Measurements reported in feet measured to the nearest inch. Convert meters to feet using 3.281 feet per meter as the conversion factor.

8.8.4. Airfield diagrams, images of any runway and taxiway damage, digital photographs, parking plan diagrams, taxi routes, hazardous cargo areas, area maps, city maps, and road maps. Additional attachments also include local checklists, phone numbers, policies and restrictions are essential addendums. Provide template diagrams of maximum on ground and parking configurations. Highlight hazardous areas, emergency jettison areas and warning areas. Identify crash, fire rescue capability, if any. Include locally produced Standard Instrument Departures and other airfield handouts. Point out key facilities such as the fire department, fuels, in-flight kitchen, weather facility, motor pool, billeting, transient alert, suitable CR force operating areas, emergency water sources and commonly used marshaling yards. Editorial content that cannot fit in the spaces available on the form may be attached in a Microsoft Word document. **Note:** All items attached to AF Form 1174 must be to scale. **(T-2)**.

**8.9. Airfield Survey Database.** AF Form 1174 is used to update the AMC Airfield Database in GDSS. AAST lead should also review the database prior to deploying on the airfield survey. Notify AMC's Airfield Suitability Branch (AMC/A3AS) of any discrepancies noted in the database.

**8.10. GeoReach.** GeoReach provides Expeditionary Site Mapping techniques, tactics, and procedures to AAST for creating and updating geospatial data on critical airfield natural and built infrastructure. This geospatial data facilitates integration of AF Form 1174 collected data, Base support & expeditionary planning data, and other data sources resulting in a common installation picture or common Airfield Picture which visualizes and synchronizes the airfield environment with GDSS for planning and decision-making processes.

8.10.1. Geospatial data collection during airfield surveys and assessments are performed by Civil Engineer (32E and/or 3E5X1), Airfield Operations (13M), and Airfield Management (1C7X1) personnel utilizing hand-held GPS devices. **Note:** AFMAN 11-230, *Instrument Procedures*, permits the use of hand-held GPS survey, but it becomes a non-standard procedure and requires a MAJCOM/A3 waiver.

8.10.2. AMC GIO personnel provide airfield survey reach back support to AAST pre- and post-survey. Support includes assisting in the collection of best available geospatial and airfield data, development of the common installation picture or common airfield picture, post-processing and integration of geospatial data with AF Form 1174 data, and airfield survey map-based support products as required.

## Chapter 9

### GLOBAL MOBILITY C2/BARE BASE BED-DOWN MAINTENANCE PROGRAM

**9.1. Purpose.** The global mobility C2/bare base bed-down maintenance program encompasses all personnel and equipment assigned to a CR force unit for the purpose of providing communications and bare base bed-down support for 7E1XX series UTCs. This includes line-of-sight and beyond line-of-sight voice and data communications systems and operators; automated C2 systems and system administrators; and power generation, climate control equipment, mechanics and technicians. This chapter provides an explanation of the relationship between established USAF maintenance practices, MAJCOM guidance and the unique global mobility communications and bare base bed-down mission; only topics not found in higher echelon publications are addressed. In instances where this chapter conflicts with other USAF-level or higher echelon publications, those publications take precedence. Conflicts between this chapter and existing higher echelon guidance, regardless of circumstance, should be identified to MAJCOM/A3 for resolution.

**9.2. General.** Communications, bare base bed-down equipment and personnel are assigned solely to support the unit's ability to perform its assigned mobility mission.

9.2.1. Organization. While at home station, communications and bare base bed-down maintenance personnel utilization should be technician-oriented to maximize home station productivity with a focus on deployment readiness.

9.2.2. Funding. Commanders should ensure their communications and bare base bed-down maintenance program is properly equipped and funded to perform all authorized organizational and limited intermediate level repair on assigned communications and bare base bed-down systems, expandable shelters and unit-assigned test equipment.

9.2.3. Bare Base Bed-down and Electrical Power Production Guidance. Units will use AFI 32-1062, *Electrical Systems, Power Plants And Generators*, or 32-series publications as the governing directive and primary source documentation for maintenance activities involving 7E1XX UTC support equipment such as tactical generators, environmental control units, and power distribution panels. **(T-3)**. In the event bare base bed-down maintenance management policies conflict with Air Force TO 00-33-1001A, *General Cyberspace Support Activities Management Procedures and Practice Requirements*, or higher echelon guidance, those publications take precedence unless such a default poses a danger to personnel or assigned equipment. Commanders will ensure that such conflicts are reported to MAJCOM/A3 immediately for resolution. **(T-2)**.

**9.3. Local Modification of Communications and Bare Base Bed-down Equipment.** Units are not authorized to alter, modify, adjust, enhance or in any way change a communications and bare base bed-down system, subsystem or component in a manner that results in that equipment's inability to match appearance or performance specifications outlined within its corresponding USAF T.O., manufacturer-issued operating or owner's manual, or other such publication without written approval from MAJCOM or higher echelon approval authority. Commanders will ensure that all assigned communications and bare base bed-down equipment remain standardized to the maximum extent possible in order to ensure successful interoperability, sourcing and tasking of inter-CR force communications and bare base bed-down assets. **(T-2).**

## Chapter 10

### AFFILIATION PROGRAM

**10.1. Purpose.** Limited airlift capability, combined with the rapid response required for global mobility, puts increased responsibilities on the airlift user. In order to assist in preparing cargo for air movement, the AMC Affiliation program was created as a means to provide technical information, quality assistance, and feedback to airlift customers. If assistance is required for rapid global mobility purposes, this affiliated relationship provides the AMC airlift customer timely mobility expertise through the contingency load planning team. This three-person team consists of highly qualified load planning specialists who have firsthand knowledge of the aligned unit's specific mobility requirements.

**10.2. General.** The AMC Affiliation program is a building partner capacity effort focused on joint service and civil agency organizations authorized to use mobility airlift - cargo aircraft. It is designed to develop a mutual understanding of air mobility requirements and capabilities of AMC and its affiliated units. Furthermore, it fosters an informed, professional, and cooperative management environment for users of military airlift. The program provides contingency airlift load preparation training through equipment hands-on training, and load planner certification from the aircraft load planner course. The affiliated relationship, once aligned at all levels, promotes this concept through staff visits, formal classroom training, staff planning validation, and joint participation in mobility operations. Preplanning, early knowledge of air mobility requirements, and identification of potential problems help ensure a smooth flow of cargo, personnel, and aircraft. **Note:** This program does not provide certification for hazardous cargo, air transportation test loading activity, or AMC C2 procedures training.

**10.3. Affiliation.** The term affiliation is defined as the working relationship between a MAJCOM-assigned Air Mobility Control Unit (AMCU) (and/or aligned sister service school) and supported airlift users. All units conducting aircraft load preparation and planning training under the affiliation program must be assigned and/or aligned with the AMC/A3M Affiliation program manager. **(T-2).**

10.3.1. Affiliate Training Team. An affiliate training team provides instruction to airlift users in the areas of cargo load preparation and aircraft load planning by instructing the Aircraft Load Planner Course to designated airlift users. AMC/A3M, in coordination with MAJCOM's, will ensure affiliation training teams are properly equipped to perform instruction on the Integrated Computerized Deployment System.

10.3.2. Contingency Load Planning Team. The contingency load planning team provides training, coaching, and mentorship to airlift users on proper preparation of air-land cargo and marshals user equipment prior to arrival of the first aircraft. Teams will prepare load plans as necessary and provide on-the-spot training to deploying organizations. **(T-3).** Commanders will ensure that the contingency load planning team consists of three qualified affiliate training team members. **(T-2).**



**10.4. Objectives.** The AMC Affiliation program objectives are directed toward improving mission readiness for mobility airlift users; reducing the potential for delays in the air mobility system. This is accomplished by establishing a relationship between airlift experts and using agencies to optimize airlift planning, utilization, mission capabilities and requirements. AMC's aircraft load planning training objective is to train and certify airlift users to efficiently and safely plan, prepare, and rapidly deploy by air on USAF mobility air force cargo aircraft (limited to familiarization on contracted or tendered civilian cargo aircraft) with minimal USAF assistance by:

10.4.1. Providing a joint-DoD/Interagency training program to enhance planning and execution.

10.4.2. Providing a contingency load planning team that assists AMC-aligned units and using agencies in the load preparation and planning of mobility air force aircraft.

10.4.3. Reducing user reliance on air mobility mission support.

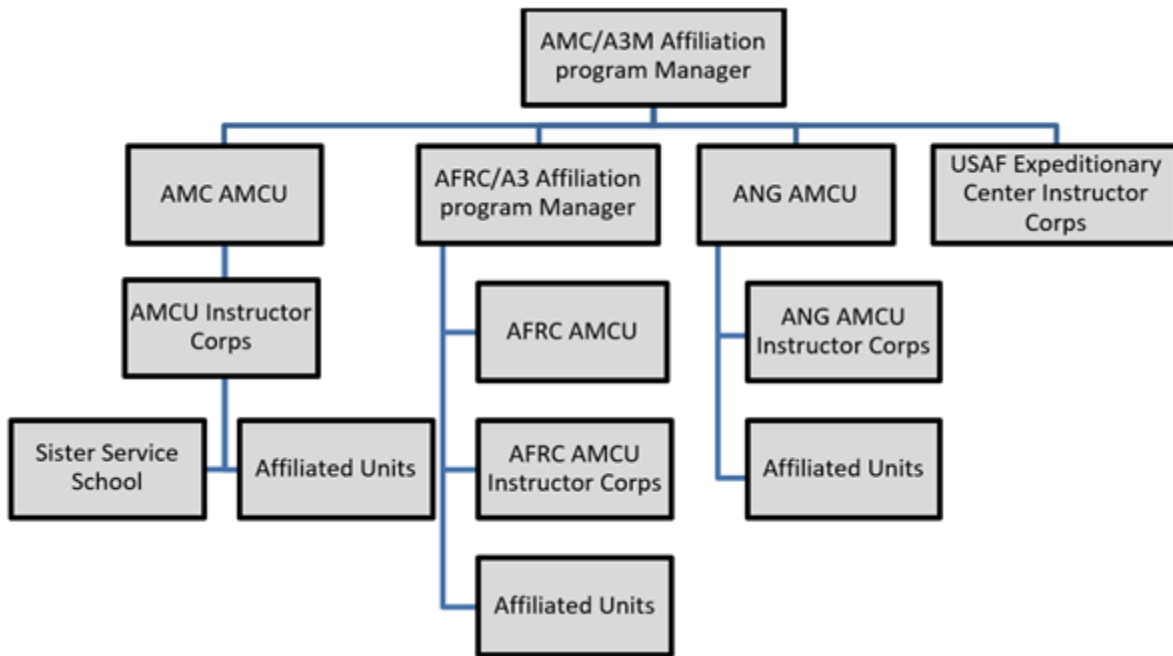
10.4.4. Providing the avenue necessary for unit-level coordination between AMC and the airlift user; ensuring rapid global mobility.

**10.5. Organizational Structure and Responsibilities.** in accordance with Defense Transportation Regulation 4500.9-R **Part III**, Appendix B, AMC is designated as lead command for the affiliation program. AMC/A3/10 is responsible for program oversight and providing equipment to assigned AMCUs.

10.5.1. If an AMC-aligned affiliation program is established under ARC, a memorandum of agreement will be sent to AMC/A3M Affiliation program manager for review and approval. **(T-2).**

10.5.2. MAJCOMs will leverage emerging technology to ensure contingency load planning teams are properly equipped.

**Figure 10.1. Organizational Responsibility.**



10.5.3. AMC Affiliation program manager is responsible for:

10.5.3.1. Overall management of the affiliation program.

10.5.3.2. Obtaining contingency airlift load preparation and planning evaluator qualification within 6 months of appointment.

10.5.3.3. Developing and maintaining a high degree of quality control.

10.5.3.4. Certifying, recertifying, and decertifying aligned ARC, sister service schools and affiliated units.

10.5.3.5. Producing and publishing fiscal year training schedule.

10.5.3.5.1. The fiscal year schedule and affiliated unit listing posted on the AMC Affiliation community website will serve as the source document for tasking and funding determination.

10.5.3.5.2. Units will not teach Aircraft Load Planning Course until tasked by AMC/A3M. **(T-2).**

10.5.3.6. Conducting sister service school site visits every 24 months.

10.5.3.7. Working directly with the ACR Affiliation program managers for schedule development.

10.5.4. Commanders will:

10.5.4.1. Establish, when applicable, a unit-level affiliate training program to include selecting and training instructors, ensuring quality instruction, and emphasis to achieve MAJCOM objectives. **(T-3).**

10.5.4.2. Appoint a highly qualified 1A0/1A2 (primary AFSC) as the AMCU - affiliate training program manager. **(T-3)**.

10.5.4.3. Execute certification and decertification of aircraft load preparation and planning instructors, trainers, and evaluators through recommendation from an AMCU-affiliate training program manager. **(T-3)**.

10.5.5. AMCU - Affiliate Training Program Manager will:

10.5.5.1. Forecast aligned units fiscal year schedule for Aircraft Load Planners Course training. **(T-3)**.

10.5.5.2. Request additional classes through AMC/A3M Affiliation program manager. **(T-3)**.

10.5.5.3. Maintain a high degree of quality control over the Aircraft Load Planning training. **(T-3)**.

10.5.5.4. Maintain, review, and submit end of course student critiques to AMC/A3M (AMC Form 502, *Air Mobility Command Affiliate Training Student Critique*). **(T-3)**. Critiques will be consolidated and routed to AMC/A3M within 5 duty days of course graduation date. **(T-3)**.

10.5.5.5. Maintain, review, and submit AARs. AARs (see [Figure A2.5](#)) will be routed to AMC/A3/10, using the approved AMC template, within 5 duty days of course graduation date. **(T-3)**.

10.5.5.6. Route a list of qualified instructors/trainers/evaluators, current evaluation date, and level of qualification to AMC/A3M no later than 30 September. **(T-3)**.

10.5.5.7. Establish and maintain records for their unit and each aligned unit. **(T-3)**. Records will document key personnel, training accomplished, staff visit activities, problem areas, issues, and trends. **(T-3)**. Unit folders may be kept electronically and/or in hard-copy form. As a minimum, unit folders will contain the following information:

10.5.5.7.1. TAB 1 – Unit Information: **(T-3)**.

10.5.5.7.1.1. Alignment Letters, Letter of Agreements, and Memorandum of Agreements. **(T-3)**.

10.5.5.7.1.2. Unit contact information. **(T-3)**.

10.5.5.7.1.3. Request Letters and E-mail. **(T-3)**.

10.5.5.7.1.4. Point of Contact(s). **(T-3)**.

10.5.5.7.2. TAB 2 – Affiliate Training Information: **(T-3)**.

10.5.5.7.2.1. AARs. **(T-3)**.

10.5.5.7.2.2. Student Rosters. **(T-3)**.

10.5.5.7.2.3. Critiques. **(T-3)**.

10.5.5.7.3. TAB 3 – Assessments. **(T-3)**.

10.5.5.7.3.1. Initial Visit AARs. **(T-3)**.

10.5.5.7.3.2. SAV checklist and AAR -- Mission Planning Validation and Exercise Quality Assessment. **(T-3)**.

10.5.5.7.3.3. Template or Actual Load Plans, Shippers Declaration of Dangerous Goods, and other paperwork as necessary. **(T-3)**.

10.5.5.7.3.4. Quality control visit – Air Mobile certification review. **(T-3)**.

10.5.5.7.4. TAB 4 – Standardization/Evaluation: **(T-3)**.

10.5.5.7.4.1. Current instructor list. **(T-3)**.

10.5.5.7.4.2. Current instructor evaluation certification. **(T-3)**.

10.5.5.8. Maintaining affiliate evaluator qualification. **(T-3)**.

10.5.6. Sister Service School Led AMC-Affiliated Aircraft Load Planning Instructors, in accordance with signed memorandum of agreement, will:

10.5.6.1. Update aligned AMCU - affiliate training program manager with a current instructor list.

10.5.6.2. Coordinate with respective AMCU - affiliate training program manager to request Instructor evaluations.

10.5.7. Aircraft Load Planning Instructors will:

10.5.7.1. Maintain individual currency and requesting evaluation before qualification expiration. **(T-3)**.

10.5.7.2. Individual proficiency in current computer-assisted load planning courseware and AMC aircraft load preparation and planning lesson plans.

10.5.7.3. Prepare and submit AARs, student critiques, and student rosters to AMCU program managers. **(T-3)**.

10.5.8. Aircraft Load Planning Instructor-Trainers will:

10.5.8.1. Train and document aircraft load planning instructor upgrades. **(T-3)**.

10.5.8.2. Ensure trainee has completed Affiliation Training Team Command JQS. **(T-3)**.

10.5.8.3. Recommend trainee for evaluation to the AMCU - Affiliation program manager. **(T-3)**.

10.5.9. Aircraft Load Planning Instructor-Evaluators will:

10.5.9.1. Evaluate aircraft load planning instructor corps. **(T-3)**.

10.5.9.2. Document evaluations and submit the evaluation form and recommendations to AMCU - Affiliation program manager. **(T-3)**.

10.5.10. Affiliation Training Team Leads will:

10.5.10.1. Ensure all administrative duties before, during, and after departure to and return from home station are completed. **(T-3)**.

10.5.10.2. Ensure any administrative and operational concerns that come up during Aircraft Load Planning training are identified and addressed. **(T-3)**. Concerns include, but are not limited to, static loader aircraft coordination, inadequate classroom environment or facilities that do not meet minimum USAF standards, and on/off-station reporting.

**10.6. AMC Alignment Process.** Airlift users will send initial requests for affiliate alignment to the AMC/A3M Affiliation program manager no later than 1 September. **(T-3)**. Validation will be based on the unit's propensity to deploy on USAF mobility aircraft under airlift requirements outlined in accordance with DoD restrictions. Cargo size, unit size, and deployment frequency are determining factors and are submitted along with other commitments requiring Mobility Airlift support.

10.6.1. If alignment is validated and approved, aligned units will be categorized as a Sister Service School, or an Affiliated Unit.

10.6.1.1. A sister service school is a self-sufficient school following rules and regulations of the AMC Affiliation program. The AMC/A3M Affiliation program manager will align each sister service school under an AMCU via a Memorandum of Agreement. The Memorandum of Agreement will be recertified during a site visit every 24 months, or for any significant changes.

**Table 10.1. Sister Service School Alignments.**

160th Special Operations Aviation Regiment (Airborne)	Fort Campbell, KY
101st Airborne Division/Strategic Deployment School	Fort Campbell, KY
Combat Arms Training Center	Rose Barracks, Germany
U.S. Army Transportation School	Fort Lee, VA
U.S. Army Advanced Airborne School	Fort Bragg, NC
Navy Expeditionary Logistics Support Group	Cheatham Annex, VA
Naval Construction Group 1	Port Hueneme, CA
Naval Construction Group 2	Gulfport, MS
III Corps	Fort Hood, TX
Expeditionary Warfare Training Group Pacific	NAB Coronado, CA

10.6.1.2. An AMC Affiliated Unit is provided aircraft load planning instruction, courseware material, and supported by the aligned AMCU. The AMC/A3M Affiliation program manager will align each approved Affiliated Unit to an AMCU via an alignment letter memorandum. The alignment letter will be recertified every 24 months or for any significant changes.

10.6.2. If alignment is disapproved, training can still be accomplished. The AMC/A3M Affiliation program manager will provide the airlift user with information on “space available” training and point-of-contact information for scheduled classes.

10.6.3. Non-Affiliated units that desire training, briefings, or other affiliate activities should submit a request to the AMC/A3M Affiliation program manager. Non-affiliated units will provide funding to the AMCU for any training completed. **(T-2)**. The AMC/A3M Affiliation program manager is the approval authority for training non-affiliated units.

## **10.7. Assessments.**

10.7.1. Initial Visit. Newly aligned units and sister service schools should receive a personal welcome by the respective AMCU representative. Visits provide staff assistance, command orientation, and an opportunity to establish a rapport between AMCU and DoD entities dependent on airlift. Visits should include a briefing to the unit commander, logistics personnel, mobility officers, NCOs, and mobility forces personnel. The briefing should provide an overview of AMC's organization, capabilities and limitations, deployment procedures, the importance of the Aircraft Load Planner Course, and the contingency load planning team capabilities. It should focus on the supported units' mission, deployment requirements, the interface between its air mobility planners, and AMC mission support forces while discussing the roles and capabilities of each to include procedures for requesting AMC Aircraft Load Preparation and Planning assistance. The working relationship between the unit's deployment control unit (mobility forces) and the AMCU should be thoroughly described. AMCU will discuss the specifics of AMC's Aircraft Load Preparation and Planning training to include the type of training offered, training request procedures, student training prerequisites, load planner currency tracking, staff assistance availability, and UTC tasking procedures. **(T-3)**.

10.7.2. Site Visits. A site visit should be conducted when requested by the aligned commander or when significant changes in staff or organization occur. Sister service schools, at a minimum, should receive a site visit once every 24 months. Every effort should be made to have visits conducted by the AMC/A3M Affiliation program manager and AMCU Training program manager. A site visit ensures adherence to prescribed AMC standards. A sister service school instructor evaluation may be scheduled during site visits. A newly aligned sister service school will receive a AMC/A3M Affiliation program manager on-site certification during their first scheduled class.

10.7.3. Any visit will be documented by on an AMC approved AAR and submitted to the AMC/A3M Affiliation program manager, AMCU Commander, and unit assessed no later than 5 duty days after visit.

**10.8. Affiliate Training.** The Affiliation program, through classroom instruction on aircraft load preparation and planning, provides a forum for the exchange of information in an informal, working-level environment. Training facilities must meet AMC standards for an effective classroom environment. **(T-3).** Aircraft Load Planning provides the student with the knowledge to safely and efficiently plan airlift requirements. All classes will be conducted using the approved Aircraft Load Planning Course lesson plans, guides, and handouts. Instructors will not deviate or modify course length, content, and examination format without AMC/A3M Affiliation program manager approval. **(T-2).** Most of Aircraft Load Planning course material can be found on the AMC Affiliation Community website. **Note:** Air Mobility Liaison Officers should participate in these activities to the maximum extent possible.

10.8.1. Equipment Preparation Training. This training is designed for unit personnel that will participate in deployment equipment preparation. Individuals will be trained to prepare, load, and tie-down unit equipment on air mobility aircraft. **(T-3).**

10.8.1.1. The Equipment Preparation Introductory Course is web-based training designed to familiarize individuals with aircraft cargo preparation and mobility airlift operations requirements. **Note:** This course is a pre-requisite for any current and qualified aircraft load planner taking the Aircraft Load Planning Course re-certification test, and must be accomplished within 90-days of planned test date. **(T-3).**

10.8.1.2. Hands-on. The hands-on exercise includes overview and inspection of cargo using the DD Form 2133, Joint Airlift Inspection Record.

10.8.1.3. Static Loaders. If possible, a static loading aircraft should be scheduled in conjunction with equipment preparation training, a planned unit, or base mobility exercise. The practical experience gained from a static loader enhances the lessons learned in classroom training. Classroom training time will not be shortened or canceled to support static loader aircraft. **(T-3).** If possible, use the actual equipment that the unit will prepare for deployment. This affords the individuals responsible for equipment preparation, load consolidation, transportation, and the opportunity to perform their duties in a supervised training environment. Inspect cargo using the DD Form 2133, Joint Airlift Inspection Record, prior to loading aboard the aircraft. The Joint Inspection Team should consist of a representative from the deploying unit mobility office, Arrival/Departure Airfield Control Group (installation mobility office), and selected students from the class.

10.8.2. Aircraft Load Planning. The Aircraft Planning Course prepares joint, interagency, intergovernmental, and multinational partners to develop load plans in the Integrated Computerized Deployment System. This course includes academic instruction using the current computer-assisted load planning courseware, load planning exercises, final exam, and load planning capstone.

10.8.2.1. Integrated Computerized Deployment System. AMC aircraft load planning instructors will instruct load planning utilizing Integrated Computerized Computer System per Defense Transportation Regulation 4500.9-R **Part III**, Appendix N, *Deploying Unit Activities*. **(T-0).**

10.8.2.2. Lesson Plan. Aircraft load planning lesson plans will cover AMC-assigned air mobility aircraft capabilities and limitations, AMC's fuel initiative, and passenger and cargo considerations. **(T-2)**.

10.8.2.3. Load Planning Exercises. Student will be given two exercises for C-130, C-17, and C-5 aircraft to check student progress. **(T-3)**.

10.8.2.4. Final Exam. Students have 3 hours to complete final load plan examination. The minimum passing score is 80%. Students who do not achieve a minimum score of 80% on the examination, and have an average of 95% or higher on previous load planning exercises, may be offered a second load plan examination.

10.8.2.5. Dismissal from Course. Students may be dismissed for academic or administrative actions or failure to progress. Affiliation training team leaders will notify their respective AMCU Affiliation program manager and unit POC. **(T-3)**. Students who do not become certified may be rescheduled for the next available course.

### 10.8.3. Course Requirements.

10.8.3.1. Class Size. Class size is regulated to provide an effective student to instructor ratio. The minimum class size is 10 students. Student to instructor ratio will not exceed fifteen students to one instructor (15:1). **(T-3)**.

10.8.3.2. Instructors. When two or more instructors are required for a class, one instructor will be designated as the team lead. **(T-3)**. Units may send an unqualified instructor (e.g., individuals in upgrade training) to meet secondary instructor requirements if they meet the following criteria: completed Airlift Planners Course (APC), documented on AMC Form 9, *Unit Airlift Affiliation, Load Planner Certification*, and graduate from the Air Force Academic Instructor Course. Secondary instructors in upgrade training must be under direct supervision of a current/qualified trainer for all tasks not signed off on their command job qualification standard. **(T-3)**.

10.8.3.3. Student Availability. Students will be available for training at all times for the duration of the course. **(T-3)**. Host units will consider students to be in a temporarily assigned duty status for the entire course. **(T-3)**. Absences from training are not authorized. Students will not be scheduled to perform other additional duties or any other after-duty activities. **(T-3)**. Students scheduled for other activities or appointments will be immediately removed from training. **(T-3)**. **EXCEPTION:** Students may be released to participate in physical training if it does not inhibit class objectives.

10.8.3.4. Classroom Requirements. Classrooms will have adequate lighting, environmental controls, and sufficient workspace for each student. **(T-3)**. All Windows-based computers will meet system requirements designated by the system manufacturer and must be supplied, pre-configured, and operational by the unit for each student. **(T-3)**. Classrooms should have the ability to be secured when class is not in session. Each classroom will accommodate the total number of students assigned to that course and that identified classroom will be utilized for the whole duration of the course, unless change is required due to unforeseen circumstances. **(T-3)**. Classrooms should not be in the immediate work area of the students so as to minimize interruptions from other unit personnel. The host unit will provide all classroom required items in accordance with the signed Letter of Agreement. **(T-3)**.



10.8.3.5. Certification. Students who complete the Aircraft Load Planner Course will be issued an AMC Form 9, AMC Airlift Load Plan Certification and will be certified as aircraft load planners, valid for 24 months. **(T-3)**. The AMC Form 9 will serve as the qualification source document. **(T-2)**. **NOTE:** Control Numbers. A control number will be documented on the AMC Form 9. **(T-2)**. Control numbers are created under the following guidelines: The assigned instructor's command, fiscal year the class is scheduled, and the sequence number of the class being conducted. Example: control number AMC-20-05 represents the 621st AMCU, Fiscal Year 2020 and the fifth class held.

10.8.3.6. Recertification. Certified load planners may recertify any time before their AMC Form 9 expires. Recertification training should be conducted in conjunction with a regularly scheduled AMC Aircraft Load Planning course. Instructors will ensure recertification training includes aircraft overview and a final exam (must score 80% or higher). **(T-2)**. If member fails the final exam, the member must re-accomplish the Aircraft Load Planner Course. **(T-2)**. Expired load planners must re-accomplish the entire course. **(T-2)**.

10.8.3.7. Course Cancellation. The team lead is authorized to cancel training when objectives cannot be met. Prior to cancellation, the team lead should contact the installation affiliated POC, Air Mobility Liaison Officer and the respective AMCU Affiliation program manager to attempt to resolve issues. Reasons include, but are not limited to: less than 10 students, unsuitable training environment and, insufficient equipment to support training needs.

**10.9. Instructor Training, Evaluation, and Currency.** All training certificates, completed command JQS, Evaluation Form (see [Figure A3.5](#)), and the letter of certification will be maintained by unit training for each instructor. **(T-3)**.

10.9.1. Aircraft Load Preparation and Planning Basic Instructor.

10.9.1.1. Upgrade Training. All basic instructors will complete:

10.9.1.1.1. Aircraft Load Preparation and Planning Command JQS in accordance with AFI 36-2651 **(T-2)**.

10.9.1.1.2. Air Force Academic Instructor Course or AMC/A3M approved equivalent. **(T-2)**. **NOTE:** Current approved equivalents are the Formal Training Unit Methodology Course, Air Force Academic Instructor Course, Common Faculty Development Instructor Course, U.S. Navy Instructor Training Course, and U.S. Marine Corps Basis Instructor Course.

10.9.1.2. Evaluation.

10.9.1.2.1. AMC basic instructors must be evaluated and recommended by an AMC evaluator prior to being certified by their commander. **(T-2)**.

10.9.1.2.2. ARC basic instructors must be evaluated and recommended by an ARC Evaluator, or the AMC/A3M Affiliation program manager, prior to being certified by their commander. **(T-2)**.

10.9.1.2.3. Instructors will receive one evaluation, using the Evaluation Form (see [Figure A3.5](#)), every 18 months to maintain qualification (24 months for ARC). **(T-2)**. If the 18-month period is exceeded, requalification is required. Requalification under the supervision of a current and qualified affiliation evaluator is accomplished by receiving an instructor tier evaluation.

10.9.1.3. Currency. Instructors will teach at least one Aircraft Load Planning Course every 12 months to maintain currency. **(T-2)**. If the 12-month period is exceeded, requalification is required. Requalification under the supervision of a current and certified trainer is accomplished by reviewing all Command JQS items. After trainer recommendation, the AMCU affiliate training program manager will document requalification on a memorandum for record. **(T-3)**.

#### 10.9.2. Affiliate Instructor Trainer.

10.9.2.1. Upgrade Training. The AMC/A3M Affiliation program manager recommends all trainers have six months instructor time and a minimum of two off-station affiliate support missions before being certified as a trainer. All trainers will complete:

10.9.2.2. AF Training Course. AF Trainer Course is scheduled through the unit training manager. **(T-2)**. **NOTE:** Members of sister services are not required to complete the AF Training Course. AF Trainer Course is required for ARC trainers.

#### 10.9.2.3. Evaluation. **(T-2)**.

10.9.2.3.1. AMC trainers must be evaluated and recommended by an AMC evaluator prior to being certified by their commander. **(T-2)**.

10.9.2.3.2. ARC trainers must be evaluated and recommended by an ARC AMCU Affiliation program manager, AFRC/A3 Affiliation program manager or the AMC/A3M Affiliation program manager, prior to being certified by their commander. **(T-2)**.

10.9.2.3.3. Trainers will receive one evaluation, using the evaluation form (see [Figure A3.5](#)), every 18 months to maintain qualification (24 months for ARC). **(T-2)**. If the 18-month period is exceeded, requalification is required. Requalification under the supervision of a current and qualified aircraft load planning evaluator is accomplished by receiving an aircraft load planning trainer tier evaluation.

10.9.2.4. Currency. Trainers will teach a Aircraft Load Planning Course or conduct instructor training once every 12 months to maintain currency. **(T-2)**. If the 12-month period is exceeded, requalification is required. Requalification under the supervision of a current and certified trainer is accomplished by reviewing all evaluation form items. After certified trainer recommendation, the AMCU affiliate training program manager will document requalification on a memorandum for record. **(T-2)**.

#### 10.9.3. Evaluator.

10.9.3.1. Upgrade Training. Commanders should appoint only the most experienced personnel as evaluators. The AMC/A3M Affiliation program manager recommends all evaluators have 12 months instructor or trainer time and a minimum of four off-station affiliate support missions before being certified as an evaluator.

#### 10.9.3.2. Evaluation.

10.9.3.2.1. AMC evaluators must be evaluated and recommended by the AMC/A3M Affiliation program manager, or the AMCU Affiliation program manager, prior to being certified by their commander. **(T-2)**.

10.9.3.2.2. ARC Evaluators must be evaluated and recommended by the ARC AMCU Affiliation program manager, AFRC/A3 Affiliation program manager, or AMC/A3 Affiliation program manager prior to being certified by their commander. **(T-2)**.

10.9.3.2.3. Evaluators will receive one evaluation, using the evaluation form (see **Figure A3.5**), every 18 months to maintain qualification (24 months for ARC). **(T-2)**. If the 18-month period is exceeded, requalification is required. Requalification under the supervision of a current and qualified evaluator is accomplished by receiving an Evaluator tier Evaluation.

10.9.3.3. Currency. Evaluators will teach a Aircraft Load Planning course or give an evaluation at least once every 12 months to maintain currency. **(T-2)**. If the 12-month period is exceeded, requalification is required. Requalification under the supervision of a current and certified Evaluator is accomplished by reviewing all command JQS items. After the AMCU Affiliation program manager recommendation, the requalification will be documented on a memorandum for record. **(T-2)**.

### 10.10. Conducting Evaluations.

10.10.1. AMC/A3M Affiliation program manager, or designated representative, is responsible for conducting evaluations for the 621 CRW Affiliation program manager, the ARC AMCU program managers, and sister service schools.

10.10.2. ARC AMCU Affiliation program managers are responsible for conducting evaluations for ARC Aircraft Load Planning Instructor Corps.

10.10.3. 621 CRW Affiliation program manager is responsible for conducting evaluations for aligned sister service school instructor corps and all AMC aircraft load planning evaluators.

10.10.4. 621 CRW aircraft load planning evaluators are responsible for conducting evaluations for all AMC instructors and trainers.

**10.11. Instructor Decertification.** Decertification recommendations will come from the AMC/A3M Affiliation program manager or an ARC AMCU Affiliation program manager. A memorandum of record describing justification for decertification and a letter of evaluation and certification decertifying the member will be submitted to the commander. **(T-2)**.

10.11.1. If an affiliation instructor, trainer, evaluator is decertified, they will complete remedial training in the deficient area(s) of the AMC Form 9, receive recommendation from a qualified trainer or AMCU program manager, and complete an evaluation from the appropriate evaluator prior to being recertified by the commander. **(T-2)**.

10.11.2. When an affiliate instructor, Trainer, or evaluator transfers (permanent change of station, permanent change of assignment, retires, etc.) from an instructor billet, they are automatically decertified.

**10.12. Shortfall Requirement.** AMCU that cannot meet scheduled training obligations will make every attempt to reschedule training to meet their affiliated unit's requirements. **(T-2)**. If the course cannot be rescheduled, Affiliation program managers may shortfall instructor position(s) or the complete class to the AMC/A3M Affiliation program manager.

10.12.1. Shortfall request(s), utilizing the template on the AMC Affiliation site, will be sent to the AMC/A3M Affiliation program manager no later than 15 duty days prior to the start of the class. **(T-2)**. The letter must include travel and per diem funding information from the AMCU affiliate training budget. **(T-2)**.

10.12.2. Military personnel appropriations days may only be used when ARC affiliate training instructors support active duty shortfalls, validated by the AMC/A3M Affiliation program manager. Upon accepting the active duty shortfall, the ARC AMCU Affiliation program manager will submit an M4S manpower request to the AMC/A3M Affiliation program manager no later than 10 duty days prior to the scheduled class start date. **(T-2)**.

**10.13. AMC Affiliation program Workshop.** One AMC Affiliation program workshop is authorized each fiscal year to discuss and resolve problem areas within the Affiliation program as perceived by the Army, Navy, Marine Corps, and Air Force. The workshop will be hosted by one of the affiliated service agencies on a rotational basis and chaired by the AMC/A3M Affiliation program manager. Attendees will represent the MAJCOMs, sister services, USAF Expeditionary Operations School, and affiliated DoD/Interagency units. The AMC Affiliation program workshop is unit funded.

MARK D. KELLY, Lt Gen, USAF  
Deputy Chief of Staff, Operations

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

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AFPD 10-2, *Readiness*, 6 November 2012

AFPD 31-1, *Integrated Defense*, 21 June 2018

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AFI 10-701, *Operations Security (OPSEC)*, 24 July 2019

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AFI 13-217, *DZ and Landing Zone Operations*, 10 May 2007

AFI 23-101, *Air Force Materiel Management*, 12 December 2016

AFI 31-101, *Integrated Defense (FOUO)*, 25 March 2020

AFI 31-117, *Arming and Use of Force by Air Force Personnel*, 2 February 2016

AFI 32-10112, *Installation Geospatial Information and Services (IGI&S)*, 27 September 2018

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AFI 35-101, *Public Affairs Responsibilities and Management*, 12 January 2016

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AFI 36-2909, *Air Force Professional Relationships and Conduct*, 14 November 2019

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AFMAN 10-206, *Operational Reporting*, 18 June 2018

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AFMAN 23-122, *Materiel Management Procedures*, 14 December 2016

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AFPAM 10-219V5, *Bare Base Conceptual Planning*, 30 March 2012

AFPAM 10-219V6, *Planning and Design of Expeditionary Airbases*, 1 February 2006

AFPAM 32-2004, *Aircraft Fire Protection For Exercises And Contingency Response Operations*, 25 September 2014

AFPAM 65-110, *Deployed Agent Operations*, 10 October 2001

AFPD 10-21, *Rapid Global Mobility*, 26 August 2019

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Executive Order 9397, *Numbering System for Federal Accounts Relating to Individual Persons Foreign Clearance Guide (classified/unclassified)*: <https://www.fcg.pentagon.mil/>

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Title 10 United States Code § 9013, *Secretary of the Air Force*

TO 00-33-1001A, *General Cyberspace Support Activities Management Procedures and Practice Requirements*

TO 00-5-1, *AF Technical Order System*

UFC 3-260-01, *Airfield and Heliport Planning and Design*, 4 February 2019

### ***Prescribed Forms***

AF Form 1174, *Airfield Survey*, 1 March 2020

### ***Adopted Forms***

Standard Form 1034, *Public Voucher for Services Other Than Personal*, October 1987

DD Form 2665, *Daily Agent Accountability Summary*, August 1993

AF Form 673, *Air Force Publication/Form Action Request*, 1 December 2015  
AF Form 847, *Recommendation for Change of Publication*, 22 September 2009  
AF Form 938, *Request and Authorization for Active Duty Training/Active Tour*, 24 July 2008  
AF Form 1800, *Operator's Inspection Guide and Trouble Report*, 1 April 2010  
AF Form 3822, *Landing Zone Survey*, 1 October 2002  
AMC Form 9, *Unit Airlift Affiliation, Load Planner Certification*, 1 March 1993  
AMC Form 97, *AMC In-Flight Emergency and Unusual Occurrence Worksheet*, 9 June 2017  
AMC Form 446, *Mobility Information File*  
AMC Form 502, *Air Mobility Command Affiliate Training Student Critique*

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

**AAR**—After Action Report  
**AAST**—Airfield Assessment/Survey Team  
**ABO**—Airbase Opening  
**AETF**—Air Expeditionary Task Force  
**AFAFRICA**—Air Forces Africa  
**AFFOR**—AIR FORCE FORCES  
**AFH**—Air Force Handbook  
**AFI**—Air Force Instruction  
**AFMAN**—Air Force Manual  
**AFOSI**—Air Force Office of Special Investigations  
**AFPAM**—Air Force Pamphlet  
**AFPC**—Air Force Personnel Center  
**AFPD**—Air Force Policy Directive  
**AFRC**—Air Force Reserve Command  
**AFSC**—Air Force Specialty Code  
**AFTTP**—Air Force Tactics, Techniques, and Procedures  
**APC**—Airlift Planners Course  
**AMC**—Air Mobility Command  
**AMC/A3A**—AMC Airspace and Airfield Operations Division  
**AMC/A3AS**—AMC Airfield Suitability Branch  
**AMC/A3M**—AMC Mobility Support Operations Division  
**AMC/A3/10**—AMC Operations, Strategic Deterrence, and Nuclear Integration

**AMC/A40**—AMC Logistics, Engineering, and Force Protection Operations Division

**AMC/A4R**—AMC Logistics Readiness Division

**AMCI**—AMC Instruction

**AMCU**—Air Mobility Control Unit

**AMD**—Air Mobility Division

**ANG**—Air National Guard

**AOC**—Air Operations Center

**AOR**—Area of Responsibility

**ARC**—Air Reserve Component

**AT**—Assessment team

**ATC**—Air Traffic Control

**BOS**—Base Operating Support

**BSZ**—Base Security Zone

**C2**—Command and Control

**C3**—Command, Control and Communications

**CBRN**—Chemical, Biological, Radiological, and Nuclear

**CC**—Commander

**CCMD**—Combatant Command

**CDRUSEUCOM**—Commander, United States European Command

**CDRUSINDOPACOM**—Commander, United States Indo-Pacific Command

**CDRUSTRANSCOM**—Commander, United States Transportation Command

**CIF**—Contingency Information File

**COMSEC**—Communications Security

**CONUS**—Continental United States

**CR**—Contingency Response

**CRE**—Contingency Response Element

**CRFP**—Contingency Read File program

**CRG**—Contingency Response Group

**CRT**—Contingency Response Team

**CRW**—Contingency Response Wing

**CSAF**—Chief of Staff of the Air Force

**CWPC**—Contingency Wartime Planning Course



**DoD**—Department of Defense  
**DP&E**—Deployed Personnel and Equipment  
**DSCA**—Defense Security Cooperation Agency  
**DZ**—Drop Zone  
**ECAC**—Evasion and Conduct After Capture  
**EPC**—Equipment Preparation Course  
**FAM**—Functional Area Manager  
**FCCR**—Field Craft Contingency Response  
**FOUO**—For Official Use Only  
**FP**—Force protection  
**GDSS**—Global Decision Support System  
**GIO**—Geospatial Integration Office  
**GI&S**—Geospatial Information and Services  
**HA/DR**—humanitarian assistance and disaster relief  
**HHQ**—higher headquarters  
**ICAO**—International Civil Aviation Organization  
**IPOE**—Intelligence Preparation of the Operating Environment  
**ITV**—In-Transit Visibility  
**JA**—Judge Advocate  
**JHOC**—Joint Humanitarian Operations Course  
**JI**—Joint Inspection  
**JLLIS**—Joint Lessons Learned Information System  
**JQS**—Job Qualification Standard  
**JTF-PO**—Joint Task Force – Port Opening  
**LoW**—Law of War  
**LZ**—Landing Zone  
**LZCO**—Landing Zone Control Officer  
**LZSO**—Landing Zone Safety Officer  
**MAJCOM**—Major Command  
**MAPOC**—Management of Aerial Port Operations Course  
**MEF**—Member evaluation folder  
**MPC**—Mission Planners Course

**NAVAID**—Navigation Aid  
**NGB**—National Guard Bureau  
**NOTAM**—Notice to Airmen  
**NVD**—Night Vision Device  
**OAT**—Operational Advon Team  
**OCONUS**—Outside Continental United States  
**OCP**—Operational Capability Package  
**OPCON**—Operational Control  
**OPR**—Office of Primary Responsibility  
**PACAF**—Pacific Air Forces  
**PCASE**—Pavement-transportation Computer Assisted Structural Engineering  
**PERSCO**—Personnel Support for Contingency Operations  
**POC**—Point of Contact  
**POTUS**—President of the United States  
**R&C**—Review and Certification  
**REG**—Registration  
**RegAF**—Regular Air Force  
**RGMC3**—Rapid Global Mobility Course III  
**ROE**—Rules of Engagement  
**SAA**—Senior Airfield Authority  
**SAAZA**—Survey And Assault Zone Assessment  
**SAV**—Staff Assistance Visit  
**SecDef**—Secretary of Defense  
**SELO**—Standards and Evaluations Liaison Officer  
**SEI**—Special Experience Identifier  
**SF**—Security Forces  
**SITREP**—Situation Report  
**SOFA**—Status of Forces Agreement  
**Stan/Eval**—Standardization and Evaluation  
**TACON**—tactical control  
**TDY**—Temporary Duty  
**TO**—Technical Order

**TOC**—Tactical Operations Center

**TWG**—Threat Working Group

**ULN**—Unit Line Number

**U.S.**—United States

**USAF**—United States Air Force

**USAFE**—United States Air Forces, Europe

**USC**—United States Code

**USEUCOM**—United States European Command

**USINDOPACOM**—United States Indo-Pacific Command

**USTRANSCOM**—United States Transportation Command

**UTC**—Unit Type Code

**WRM**—War Readiness Materiel

### *Terms*

**Airfield Suitability and Restrictions Report**—A document published by AMC/A3AS, to establish airfield suitability and restrictions for AMC and AMC-gained C-5, KC-10, C-17, C-21, C-32, C-37, C-40, C-130, KC-46, and KC-135 aircraft operations. GDSS provides the most up to date information available. Others use as information only, or as directed by the assigned MAJCOM.

**Airman**—Any USAF member (officer or enlisted, active, reserve, or guard, along with Department of the Air Force civilians) who supports and defends the U.S. Constitution and serves our country. Air Force Airmen are those people who formally belong to the USAF and employ or support some aspect of the USAF's air and space power capabilities.

**Air Mobility Division**—The AMD plans, coordinates, tasks, and executes theater air mobility missions. The AMD tasks intra-theater mobility air forces (MAF) through wing and unit command posts and through applicable C2 nodes deployed forward. The AMD works for the Air Operation Center Commander and coordinates closely with the director, mobility forces.

**Air Reserve Component**—This term comprises all the forces assigned to both the Air National Guard and the Air Force Reserve.

**Air Transportation Standardization Evaluation program**—A Commander's tool to validate air transportation readiness by providing a common approach to training, and the tools to train and evaluate all air transportation (2T2XX) personnel to one standard.

**Base Security Zone**—The Base Security Zone is that area from which the enemy can launch an attack against the personnel and resources located on or aircraft approaching/departing the base. The Air Force term is similar to, but not synonymous with, the base boundary as defined in JP 3-10. The base Commander is responsible for identifying the Base Security Zone and coordinating with the host-nation or area Commander to align the Base Security Zone with the base boundary. If the base boundary does not include all of the terrain of the Base Security Zone, the base Commander is still responsible for either mitigating (through coordination with the area Commander or host-nation) or accepting the risks of enemy attack from the area outside the base boundary. The Base Security Zone is not a Joint term and should only be used within Air Force communication channels. (AFPD 31-1, *Integrated Defense*)

**Building Partnerships**—The ability to set the conditions for interaction with partner, competitor or adversary leaders, military forces, or relevant populations by developing and presenting information and conducting activities to affect their perceptions, will, behavior, and capabilities (AMC *Air Mobility System Building Partnerships Concept of Employment*, v.3.4, 2 Aug 2010).

**Career Field Education and Training Plan**—Comprehensive education and training document that identifies life-cycle education/training requirements, training support resources, and minimum core task requirements for a career field specialty. Career Field Education and Training Plans also provide personnel a clear career path to success and will instill rigor in all aspects of career field training. Within the air transportation career field, the Career Field Education and Training Plan is used as a source document to create Air Transportation Standardization Evaluation program evaluation checklists.

**Combat Camera**—Visual information documentation covering air, sea and ground actions of the Armed Forces of the United States in combat or combat support operations and in related peacetime training activities such as exercises, war games and operations. See also visual information; visual information documentation.

**Command Job Qualification Standard**—Comprehensive task list common to all persons serving in the duty position, which describe a particular job type or duty position.

**Contingency Information File**—A collection of information for each functional area (e.g., aerial port, C2 and aircraft maintenance) necessary for CR force-specific operations. Each squadron maintains a copy while the master is maintained in Stan/Eval.

**Common Installation Picture**—The Common Installation Picture is the standard AF geospatial data set that depicts the natural and built infrastructure of an installation. The Common Installation Picture is comprised of geospatial data layers in digital format with related attribute information and satellite imagery

**Contingency Response Force**—Refers to generic CR teams during mission execution. A CR force may encompass anything from the smallest contingency support element up to a full contingency response group.

**Contingency Response Group**—CRGs are home station organizations that rapidly deploys tailorable, multi-role, multi-skilled, expeditionary CR teams, organized to quickly assess and effectively open forward contingency airbases and conduct air support operations anywhere in the world. CRGs ensure mission-ready airfield assessment teams, airfield operations, C2, aerial port, quick-turn aircraft maintenance, weather, intelligence, ATC, security forces, finance, fuels, supply, legal and contracting personnel are available to project and sustain combat forces worldwide.

**Contingency Response Element**—A provisional, pared and tailored rapidly deployable organization established at locations where air operational support is non-existent or insufficient. A CRE provides initial airfield operations, command and control, and air support. The CRE may also be composed of contingency support elements from various units and deploys in support of Special Assignment Airlift Mission, POTUS support, Joint Airborne/Air Transportability Training, tanker support, or contingency and emergency relief missions on both planned and “no notice” basis.

**Contingency Response Team**—Performs the same function as a CRE, but on a smaller scale. CRTs are normally led by and enlisted non-commissioned officer certified as a CRT chief.

**Contingency Response Wing**—The Air Forces global reach crisis response force. The CRW is a home station organization that rapidly deploys tailorable, multi-role, multi-skilled, expeditionary mobility teams, organized to quickly assess and effectively open forward contingency airbases and conduct air mobility support operations anywhere in the world. The CRW ensures mission-ready airfield assessment teams, airfield operations, C2, aerial port, quick-turn aircraft maintenance, weather, intelligence, ATC, security forces, finance, fuels, supply, legal and contracting personnel are available to project and sustain combat forces worldwide.

**Controlling Agency**—The agency that has TACON or OPCON of CR forces. Depending on the situation, TACON or OPCON can be delegated or transferred. Usually, the controlling agency is identified in an order.

**Force Health Protection**—Force Health Protection is a strategy that uses preventive health techniques and emerging technologies in environmental surveillance and combat medicine to protect all service members before, during and after deployment. It is designed to improve the health of service members, prepare them for deployment, prevent casualties and promptly treat injuries or illnesses that do occur.

**GeoReach**—GeoReach is a set of standardized geospatial-enabled engineer reconnaissance processes for *locating, collecting, mapping, assessing, and enabling* geospatial information on CCMD forward operating locations and sites of interest. It provides an intelligence enabling capability to support iterative planning and contingency basing, imagery and terrain analysis, force bed-down and aircraft parking analysis, and general and special purpose map products that supports decision-making

**Joint Force**—A general term applied to a force that is composed of two or more Services operating under a single Commander authorized to exercise unified command and OPCON over joint forces.

**Minimum Lighting**—Minimum lighting is defined as conditions requiring the use of NVDs to enhance existing light to a level in which ground crew can support operations.

**Off-Station Mission**—Any contingency operation, exercise or TDY that occurs away from the CR force's home station.

**Review & Certification (R&C) Board**—Certifies unit personnel complete (after all training and evaluations) for initial upgrade or re-qualification to CRE commander, CRT chief or designated positions.

**Review and Certification (R&C) program**—The R&C program is designed to ensure safe and efficient Global Reach Laydown operations through a systematic review of individual qualifications prior to allowing that person to conduct operations without supervision. It is intended to help standardize squadron certification programs set up by the respective commanders. Execution of the program encompasses R&C boards, appropriate documentation, and interviews for certain qualifications.

**Senior Airfield Authority**—An individual designated by the joint forces commander to be responsible for the control, operation, and maintenance of an airfield to include the runways, associated taxiways, parking ramps, land, and facilities whose proximity directly affects airfield operations.

**Special Interest Item**—A tool to focus management attention, gather data, and assess the status of specific programs and conditions in the field. SIIs are evaluated by IG inspectors using inspection guides and grading criteria provided by the SII sponsoring agency.

**Staff Assistance Visit**—Performed to solve specific problems or exchange information by covering any standardization/evaluation area. An example would be visiting squadron-training offices to monitor training folder status.

**Training Review Panel**—A six month projection of personnel in critical AFSCs and the status of their CRW-specific training.

## Attachment 2

## REPORT INSTRUCTIONS/EXAMPLES

**A2.1. On-Station Report Instructions.**

A2.1.1. **CRE commander or CRT chief is responsible.** To make initial contact via secure means, (voice/data as available), within 30 minutes of arrival. **(T-3).** Initial data copy is not required if reported to controlling agency via secure voice.

**A2.2. Initial capabilities and limiting factors description:** Should be in a data format that contains working maximum on ground and/or specific functional areas. Next movement line not required if arrived at final destination.

**A2.3. Next movement information line should:** Contain delay estimated time of completion as required and/or next ground/air transportation arrangements and estimated time of departures.

**Figure A2.1. Example On-Station Report Format.****CLASSIFICATION**

**FROM:** XXX CRE(CRT)/X/ICAO

**TO:** 618 AOC COMMAND CENTER SCOTT AFB IL//XOP/XOPM// or  
THEATER AMD//

**INFO:** AMC/A3M//AGENCIES DIRECTED IN THE OPERATIONS ORDER

**CLASSIFICATION:** CLASSIFICATION TYPE

**SUBJECT:** ON-STATION REPORT FOR EXERCISE/CONTINGENCY NAME.

**POC:** (CRE, CRT, CSE)

**CONTACT INFO:** (SECURE, UN-SECURE, BILLETING INFO)

**TOTAL NUMBER OF PERSONNEL:** CURRENT NUMBER AT LOCATION

**CAPABILITIES:** (REPORT TIME WHEN READY TO PERFORM ASSIGNED MISSION)

**LIMITING FACTORS:** (REQUIRED ADDITIONAL CAPABILITIES/ACTIONS NEEDED TO PERFORM MISSION)

**NEXT MOVEMENT:** (AS REQUIRED)

**A2.4. SITREP Instructions.**

A2.4.1. **Airlift:** This section reflects the type ACFT and number of missions flown. A scheduled mission is one that did not divert in and was scheduled in GDSS or Air Tasking Order. If a mission was scheduled in but did not arrive due to maintenance, weather, or other circumstances, it is shown under the scheduled column but not under the actual column. The total column is a total since the start of the operation.

**A2.5. Air Evacuation Missions:** This is accomplished the same as above except the number of litter and ambulatory patients are shown as well as urgent, priority, and routine. The deployed AES element provides this information.

**A2.6. Cargo.**

A2.6.1. Off-loaded Passenger/Cargo: This section lists all personnel and equipment that arrived. List the personnel and equipment that terminate at this station. Do not list through load equipment/passenger. **(T-3)**.

A2.6.2. On-loaded Passenger/Cargo: This section lists all Personnel and Equipment that departed this station. Do not list through load Passenger/Cargo. **(T-3)**.

A2.6.3. Through load Passenger/Cargo: This section lists all Personnel and Equipment that transited this station. Do not list final offloaded and initial on-load Passenger or cargo. **(T-3)**.

A2.6.4. Airdrop Recovery: Section lists personnel and equipment the CR force recovered from any drop zone they are responsible for. **(T-3)**.

**A2.7. Maximum on Ground:** List this station's current working and parking Maximum on Ground in this section (always state working Maximum on Ground for C-17 and C-130). **(T-3)**. Indicate by aircraft type if applicable.

**A2.8. NAVAIDs:** List the status of all airfield NAVAIDs. **(T-3)**.

**A2.9. Material Handling Equipment Status:** List the status of all Material Handling Equipment on station. **(T-3)**. List the status of host base support equipment being used by the CRE/CRT. **(T-3)**. List registration number of USAF or WRM equipment as applicable. **(T-3)**. If the equipment has a ULN include that information as well as the REG Number, (if host-nation equipment is used, leave blank). **(T-3)**.

**A2.10. Maintenance Equipment Status:** List the status of all Maintenance Equipment on station. **(T-3)**. List the status of host base support equipment being used by the CRE/CRT. **(T-3)**. List registration number of USAF or WRM equipment as applicable. **(T-3)**.

**A2.11. Vehicle Status:** List the status of all Vehicles on station. **(T-3)**. List the status of host base Vehicles being used by the CRE/CRT. **(T-3)**. List registration number of USAF or WRM equipment as applicable. **(T-3)**.

**A2.12. Comm Voice:** List the status of all voice systems being used. **(T-3)**. List commercial and DSN phone numbers (as applicable). **(T-3)**. Comm Data: List the status of all data systems being used. **(T-3)**. List SIPR/NIPR e-mail addresses. **(T-3)**.

**A2.13. Personnel Status:** List the totals of all personnel deployed to that location (officer, enlisted, civilian, gender, total). **(T-3)**. Deployed Force Breakdown: List by duty section the CR force make-up. **(T-3)**. Indicate personnel not part of CR forces but under CR direction for admin purposes or base operating support (Aeromedical Evacuation team, advanced echelon for follow-on, aircrew, stage managers, aircrew flight equipment, etc.) in the OTHER column (specify service, United States governmental agency, or nationality and functional area of non-CR forces).

**A2.14. Security Status:** List the current security assessment at this station. **(T-3)**.



**A2.15. Support/Equipment Requested:** List additional mission requirements: (personnel, equipment, supplies). **(T-3)**. Indicate requisition number if items already ordered but awaiting arrival. Include comment on all equipment identified as RED/YELLOW with estimated time of completion or supply document number. **Note:** Red represents inoperable or unusable and capability could be severely degraded. Yellow means that the equipment is degraded and has limited capability.

**A2.16. CRE commander or CRT chief comments:** List any comments or concerns the Commander or Team Chief may have. **(T-3)**. List any Limiting Factors to mission if not already reported. **(T-3)**. Comments should state overall mission Limiting Factors as a result of any RED/YELLOW equipment to include all COMM/Material Handling Equipment/MAINTENANCE VEHICLES/MAINTENANCE EQUIP.

**A2.17. Off Station Report:** To be used on the final SITREP of planned mission. This block gives final re-deployment plan for CR forces. When filled in deployed forces are not required to call in their Off Station Report unless the plan is altered. If the planned re-deployment changes, a secure voice report is needed daily to 618 AOC XOPM or MAJCOM AFFOR Staff until arrival at final destination.

Figure A2.2. Example Situation Report (SITREP) Format.

<b>CLASSIFICATION</b>			
<b>FROM:</b> XXX CRE(CRT)/X/ICAO			
<b>TO:</b> AS DIRECTED IN ORDER			
<b>INFO:</b> AMC/A3M//OTHER AGENCIES DIRECTED IN THE ORDER			
<b>CLASSIFICATION:</b> CLASSIFICATION TYPE			
<b>SUBJECT:</b> (CLASSIFICATION) SITREP XXX FOR ICAO IN SUPPORT OF EXERCISE/CONTINGENCY NAME FOR PERIOD DDMMYYYY XXXXZ TO DDMMYYYY XXXXZ			
<b>CONTACT:</b> POC			
<b>1. AIRLIFT TODAY/TOTAL</b>			
<u>AIRCRAFT TYPE</u>	<u>SCHEDULED TODAY/TOTAL</u>	<u>ACTUAL TODAY/TOTAL</u>	
<b>2. AIR EVAC TODAY/TOTAL</b>			
<u>AIRCRAFT TYPE</u>	<u>SCHEDULED TODAY/TOTAL</u>	<u>ACTUAL TODAY/TOTAL</u>	
<b>2a. AIR EVAC PATIENT INFORMATION</b>			
<u>TODAY LITTER/AMBULATORY /ATTENDANT</u>	<u>TODAY URGENT/PRIORIT Y/ROUTINE</u>	<u>TOTAL LITTER/AMBULATORY /ATTENDANT</u>	<u>TOTAL URGENT/PRIORIT Y/ROUTINE</u>
<b>3. PASSENGER/CARGO (IN SHORT TONS)</b>			
<b>3a. OFF-LOAD PASSENGER/CARGO (IN SHORT TONS)</b>			
<u>PASSENGER NUMBER FOR TODAY</u>		<u>PASSENGER NUMBER TOTAL</u>	
<u>CARGO SHORT TONS TODAY</u>		<u>CARGO SHORT TONS TOTAL</u>	
<b>3b. ON-LOAD PASSENGER/CARGO (IN SHORT TONS)</b>			
<u>PASSENGER NUMBER FOR TODAY</u>		<u>PASSENGER NUMBER TOTAL</u>	

<b>CARGO SHORT TONS TODAY</b>		<b>CARGO SHORT TONS TOTAL</b>	
3c. THRU-LOAD PASSENGER/CARGO (IN SHORT TONS)			
<b>PASSENGER NUMBER FOR TODAY</b>		<b>PASSENGER NUMBER TOTAL</b>	
<b>CARGO SHORT TONS TODAY</b>		<b>CARGO SHORT TONS TOTAL</b>	
3d. AIRDROP RECOVERY PASSENGER/CARGO (IN SHORT TONS)			
<b>PASSENGER NUMBER FOR TODAY</b>		<b>PASSENGER NUMBER TOTAL</b>	
<b>CARGO SHORT TONS TODAY</b>		<b>CARGO SHORT TONS TOTAL</b>	
4. MAXIMUM ON GROUND			
<b>TYPE OF AIRCRAFT</b>	<b>PARKING</b>	<b>WORKING</b>	
5. NAVAIDS			
<b>TYPE</b>	<b>STATUS</b>		
	(R, Y, G)		
	(R, Y, G)		
	(R, Y, G)		
6. MATERIAL HANDLING EQUIPMENT STATUS			
<b>NOMENCLATURE</b>	<b>ULN and REG #</b>	<b>OWNING UNIT</b>	<b>STATUS</b>
			(R, Y, G)
			(R, Y, G)
			(R, Y, G)
			(R, Y, G)
7. MAINTENANCE EQUIPMENT STATUS			
<b>NOMENCLATURE</b>	<b>ULN and REG #</b>	<b>OWNING UNIT</b>	<b>STATUS</b>
			(R, Y, G)
			(R, Y, G)
			(R, Y, G)
			(R, Y, G)
8. VEHICLE STATUS			

<b>NOMENCLATURE</b>	<b>ULN and REG #</b>	<b>OWNING UNIT</b>	<b>STATUS</b>	
			(R, Y, G)	
			(R, Y, G)	
			(R, Y, G)	
			(R, Y, G)	
<b>9. COMMUNICATIONS STATUS</b>				
<b>9a. VOICE</b>				
<b>CALLSIGN: (AIR TO GROUND CALL SIGN)</b>				
<b>TYPE</b>	<b>PHONE # OR PRIMARY FREQ</b>	<b>SECONDARY FREQUENCY</b>	<b>STATUS</b>	<b>SECURE OPERABLE</b>
<b>AIR TO GROUND</b>			(R, Y, G)	(Y, N)
<b>DAMA</b>			(R, Y, G)	(Y, N)
<b>GROUND RADIO</b>			(R, Y, G)	(Y, N)
<b>IRIDIUM</b>			(R, Y, G)	(Y, N)
<b>BGAN</b>			(R, Y, G)	(Y, N)
<b>SPICE</b>			(R, Y, G)	(Y, N)
			(R, Y, G)	(Y, N)
<b>9b. DATA</b>				
<b>TYPE</b>	<b>NIPR CONTACT</b>	<b>SIPR CONTACT</b>	<b>NIPR STATUS</b>	<b>SIPR STATUS</b>
<b>BGAN:</b>			(R, Y, G)	(R, Y, G)
<b>SPICE:</b>			(R, Y, G)	(R, Y, G)
<b>HF MESSENGER:</b>			(R, Y, G)	(R, Y, G)
<b>DAMA:</b>			(R, Y, G)	(R, Y, G)
			(R, Y, G)	(R, Y, G)
<b>10. PERSONNEL STATUS</b>				
	<b>OFFICER</b>	<b>ENLISTED</b>	<b>CIVILIAN</b>	<b>TOTAL</b>
<b>MALE</b>				
<b>FEMALE</b>				
<b>TOTAL</b>				

BREAKDOWN:␣	OFFICER:␣ QUAL/TRNG␣	ENLISTED:␣ QUAL/TRNG␣	CIVILIAN:␣ QUAL/TRNG␣	TOTAL␣ QUAL/TRNG␣
OPERATIONS␣	␣	␣	␣	␣
MAINTENANCE␣	␣	␣	␣	␣
AERIAL-PORT␣	␣	␣	␣	␣
SF␣	␣	␣	␣	␣
ATC␣	␣	␣	␣	␣
MEDICAL␣	␣	␣	␣	␣
INTEL␣	␣	␣	␣	␣
OTHER-(SPECIFY)␣	␣	␣	␣	␣
␣	␣	␣	␣	␣
␣	␣	␣	␣	␣
␣	␣	␣	␣	␣
␣	␣	␣	␣	␣
␣	␣	␣	␣	␣
␣	␣	␣	␣	␣
␣	␣	␣	␣	␣
TOTAL:␣	␣	␣	␣	␣
¶ 11. SECURITY STATUS␣  CURRENT THREAT ASSESSMENT␣ ¶ ¶ ¶ ¶ Insert information.¶ ¶ ¶ ¶ ¶ ␣				
␣				
CURRENT FPCON:␣		Insert information.␣		
¶ 12. SUPPORT/EQUIPMENT REQUESTED:␣				

Insert **ALL** support and equipment that you are requesting here.

---

**13. COMMANDER'S COMMENTS**

Insert **COMMANDERS** Comments here.

---

**14. OFF STATION REPORT**

<b>(XXX CR UNIT) OFF STATION REPORT</b>			
<b>POC:</b>			
<b>CONTACT INFORMATION:</b>			
<b>TOTAL NUMBER of PERSONNEL:</b>			
<b>ITINERARY:</b>	<b>MSN #:</b>	<b>NEXT STATION:</b>	<b>FINAL DEST/ETA:</b>
<b>FOLLOW ON FORCE POC (if applicable):</b>			
<b>ADDITIONAL COMMENTS:</b>			
<p>*****Note: Tables can be altered!!</p> <p>*****Note: Please use all BLACK text.*****</p>			

**A2.18. Deployed Personnel and Equipment Report Instructions.**

A2.18.1. List all personnel and report all equipment under the authority of CR forces that would be included in the SITREP sections 5-9. **(T-3)**. This may include personnel not part of CR forces but under CR direction for admin purposes or base operating support (aeromedical team, advanced echelon for follow-on, aircrew, stage managers, aircrew flight equipment, etc.).

A2.18.2. Do not list any person or equipment more than once. **(T-3)**. They were either already reported (Section 1), just arrived (Section 2), or have left (Section 3).

A2.18.3. If another agency takes responsibility for personnel formerly counted by CR forces, then report that in Section 3. Put remark in deployed personnel and equipment (DP&E) of “FOLLOW-ON FORCES HAVE BEGUN REPORTING OF PERSONNEL UNDER THEIR CONTROL. THE FOLLOWING PERSONNEL ARE NOW REPORTED THROUGH FOLLOW-ON FORCES COMMAND AND CONTROL, INSERT NAME OF RESPONSIBLE REPORTING AGENCY.”

Figure A2.3. Example DP&E Report Format.

<b>Classification</b>						
FROM: X XXX CRE(CRT)/X/ICAO						
TO: AS DIRECTED IN ORDERS						
INFO: AMC/A3M//OTHER AGENCIES DIRECTED IN ORDERS						
CLASSIFICATION: CLASSIFICATION TYPE						
SUBJECT: DP&E XXX FOR EXERCISE/CONTINGENCY NAME.						
<b>1. THE FOLLOWING PERSONNEL AND EQUIPMENT ARE DEPLOYED TO (INSERT ICAO HERE) IN SUPPORT OF (INSERT EXERCISE/OPERATION NAME HERE):</b>						
A. PERSONNEL:						
ULN/LNR	NAME(LAST, FIRST, MI)	RANK	AFSC	UNIT	ARRIVAL DATE	MAJCOM
B. EQUIPMENT:						
ULN	NOMENCLATURE	QUANTITY	OWNING UNIT	ARRIVAL DATE		
<b>2. THE FOLLOWING PERSONNEL AND EQUIPMENT ARRIVED (INSERT ICAO HERE) SINCE THE LAST REPORT(INSERT LAST DATE OF REPORT):</b>						
A. PERSONNEL:						
ULN/LNR	NAME(LAST, FIRST, MI)	RANK	AFSC	UNIT	ARRIVAL DATE	MAJCOM
B. EQUIPMENT:						



ULN	NOMENCLATURE	QUANTITY	OWNING UNIT	ARRIVAL DATE

**COMMENTS:**  
**POC IS (INSERT NAME/RANK AND CONTACT INFORMATION).**

**Figure A2.4. Redeployment Plan Format.**

<p>FROM: XXX CRE(CRT)/X/ICAO</p> <p>TO: 618 AOC SCOTT AFB IL//XOPW/XOPE/XOPM// OR CONTROLLING AGENCY</p> <p>INFO: AMC/A3M//OTHER AGENCIES DIRECTED IN THE OPERATIONS ORDER</p>
<p>CLASSIFICATION</p> <p>SUBJECT: REDEPLOYMENT PLAN 001</p> <p>FOLLOWING IS THE REDEPLOYMENT PLAN FOR (location), AS OF (date/time group).</p> <p>1. PHASE I – EAD (dd/mmm/yy) (list phases by earliest available date for the redeployment)</p> <p>A. PERSONNEL:</p> <p>B. ULN/LNR NAME (last, first, MI) RANK AFSC UNIT</p> <p>C. TOTAL PASSENGER:</p> <p>D. EQUIPMENT/CARGO:</p> <p>E. ULN NOMENCLATURE QTY OWNING UNIT WEIGHT (short tons)</p> <p>F. TOTAL SHORT TONS:</p> <p>G. AIRLIFT REQUIREMENTS: (proposed type of aircraft an itinerary requested)</p> <p>H. SPECIAL CONSIDERATIONS/REMARKS:</p> <p>I. G. POC IS: DUTY PHONE:</p>

Figure A2.5. Example AAR Format.

**FROM:** XXX CRE(CRT)/X/ICAO

**TO:** AMC A3/A3M//MAJCOM AFFOR STAFF//OWNING UNIT

**INFO:** AGENCIES DIRECTED IN THE OPERATIONS ORDER

**CLASSIFICATION:** CLASSIFICATION TYPE

**SUBJECT:** (CLASSIFICATION) SITREP XXX FOR ICAO IN SUPPORT OF EXERCISE/CONTINGENCY NAME

1. DEPLOYMENT INFORMATION:

DATES	<u>From (DDMMYYYY) to (DDMMYYYY)</u>	UNIT SUPPORTED	Army /Navy / Marines...etc.
TYPE (E,E,S,A,F,T,O)	LOCATION	ICAO & Name (e.g.,.....XDAT, Travis AFB, CA)	
CRE/CC		OPS OFF	
CRT CHIEF		OPS NCO	
LOAD/BOOM		COMM/AGE	
MX		AERIAL PORT	
POL		SECURITY	

2. STRENGTH REPORT: (OFFICERS/AIRMEN)

CRE OPS	0/0	CRE COMM	0/0	LOAD/BM	0/0	AGE	0/0
MAINTENANCE	0/0	AERIAL PORT	0/0	INTEL	0/0	ATC	0/0
SEC FORCES	0/0	MEDICAL	0/0	OTHER	0/0	OTHER	0/0
<b>TOTAL</b>	<b>0/0</b>	<b>TOTAL IN TNG</b>	<b>0/0</b>	OTHER	0/0	OTHER	0/0

3. MISSION SUMMARY: (Any delays listed should be CR force delays)

TYPE ACFT	C-130	C-17	C-5	KC-10	KC-135	OTHER	TOTAL
NUMBER							
DELAYS							
RELIABILITY							
PASSENGER ONLOAD			PASSENGER OFFLOAD			TOTAL MOVED	
CARGO ONLOAD			CARGO OFFLOAD			TOTAL MOVED	

4. AFFILIATE TRAINING: (OFF/ENL/CIV)

EPC	X/X/X	APC	X/X/X	DROPPED	X/X/X	RE-CERT	X/X/X	FAILURES	X/X/X
TOTAL	XXX	TOTAL	XXX	TOTAL	XXX	TOTAL	XXX	TOTAL	XXX

5. COMMUNICATIONS:

A. COMM CENTER	Y/N	MARC/HELAMS	Y/N	SATCOM	Y/N	HF	Y/N
B. RADIO FREQS	(Comm Freq assigned (e.g., HF- 256.98 MHZ), Call sign)						
C. TELEPHONE #s							
D. DATA	List type of data and main (e.g., SIPR/NIPR – BGAN, SPICE)						

6. LOGISTICS:	
A. MAXIMUM ON GROUND/SHIFT	
B. POL AVAILABLE	
C. AVAILABLE TRANSPORTATION	
D. AVAILABLE MATERIAL HANDLING EQUIPMENT LIST	
7. OPERATING BASE SUPPORT:	
BILLETING	
MESSING	
CR FACILITIES	
CRASH/FIRE/RESCUE	
PRINT NAME AND GRADE OF WRITER	PRINT NAME AND GRADE OF REVIEWER
SIGNATURE AND DATE	SIGNATURE AND DATE

8. POST MISSION NARRATIVE
A. EXPEDITIONARY COMBAT SUPPORT (BASE SUPPORT):
B. UNIT TRAINING: (accomplished, deficiencies, recommended changes to CR or AFSC training programs).
C. COMMUNICATIONS: (List any problems with communications.)
D. ISSUES: (List issue, impact, and recommendation/solution).
1. Issue #1.....
a. IMPACT #1.....
b. RECOMMENDATION/SOLUTION #1...
2. Issue #2.....
a. IMPACT #2.....
b. RECOMMENDATION/SOLUTION #2...
E. OVERALL MISSION ASSESSMENT:
F. UNIT ADDRESS:
*****Note: Tables can be altered!!*****
*****Note: Please use all BLACK text. *****

**Figure A2.6. Airfield Survey Request Worksheet.**

Completely fill in requested information. The intent of this worksheet is to ensure that an airfield survey request has gone through a validation process and there are no CCMD organic means to fulfill this requirement. This will reduce redundant efforts between various commands/organizations.	
Requestor: Phone/E-mail:	
Date of Request: Requested Completion Date:	
Airfield Name:	ICAO:
Airfield Manager/Senior Airport Authority:	
Additional Airfield POC:	
Purpose/Reason for survey:	
Site and date of last survey:	Completed by/contact info:
Base Operating Support Requirements: Billeting: Food/Water :	Mess/Meals Contact:
Equipment/Fuel Availability: (generator 110V vs. 220V):	
Transportation Availability:	Transportation Contact/Phone #:
Medical Requirements/Concerns:	Medical Contact/Phone #:
Threat Level: Weapons Authorization:	Force Protection Contact/Phone #:
Country Clearance Restrictions: Uniform/Clothing requirement:	
Additional points of contact:	
Fund Cite Information:	
Pavement Analysis Requirement:	
Additional requirements:	
CCMD coordination POC:	Phone:
U.S. Embassy POC:	Phone:

AMC Coordination (A3A, A3M, A4R, A7O, 618 AOC XOPM): Date/POC: A2A _____; A3A _____; A3M _____; A4R _____; A7O _____; 618 AOC XOPM _____	
USTRANSCOM POC: Validation Date:	Phone:



**Attachment 3**  
**FORMS AND LETTERS**

**A3.1. Evaluation and Certification.** The individual is not considered qualified until all three areas shown in the sample table below have been completed and signed. Commanders will ensure that the letter of evaluation and certification is filed in the respective portion of the training folder in accordance with this instruction. **(T-3).**

**Figure A3.1. Letter of Evaluation and Certification.**

<p>Evaluator Recommendation:</p> <p>MSgt Andrew Jackson, 821 CRS, was evaluated on Contingency Response Team Chief duties at Mackall AAF NC, from 5-19 Jan 10. He planned and led the deployment of a 19-person team that supported 12 airlift missions moving 45 tons of cargo and 157 passengers. He completed all actions for redeployment and reconstitution. One discrepancy recorded when examinee failed to properly assign mission deviation code.</p> <p>I recommend MSgt Jackson for certification to Contingency Response Team Chief following one hour of additional training in assigning mission deviation codes. Training will be completed NLT 28 Feb 10.</p> <p><u>Test Score: _____ %</u> <span style="float: right;"><u>Overall Evaluation Grade: Q/U</u></span></p> <p>_____</p> <p>Evaluator Name, Rank, Organization <span style="float: right;">Signature, Date</span></p>	
<p>Reviewing Officer:</p> <p>I have reviewed the individual's record and concur / non-concur with the above recommendation with my comments as outlined below.</p> <p>_____</p> <p>Reviewer Name, Rank, Office Symbol <span style="float: right;">Signature, Date</span></p>	
<p>Approving Officer:</p> <p>I certify / do not certify MSgt Andrew Jackson as qualified to deploy in a primary unit type code position and perform the duties of Contingency Response Team Chief with an effective date of _____.</p> <p>_____</p> <p>Approving Officer Name, Rank, Office Symbol <span style="float: right;">Signature, Date</span></p>	

**A3.2. Decertification****Figure A3.2. Sample Decertification Letter.**

MEMORANDUM FOR TSgt Mal Attempt	DATE
FROM: 817 GRS/CC	
SUBJECT: Memorandum of Decertification	
<p>1. TSgt Mal Attempt, 123-45-6789, you are removed from CR Team Chief and CR Team Chief Instructor/Evaluator status effective 1 Feb 10. This action is due to failure to perform assigned duties during a recent deployment.</p> <p>2. Corrective action shall be initiated and a complete mission evaluation is required before recertification as a CR Team Chief. Corrective action will include 10 hours of ground training concentrating on pre-departure planning and OPREPs. In addition, you will re-accomplish Communication Security user training and perform one ride as a CR Team Chief student under the direct supervision of a CR Team Chief Instructor. Upon the instructor's recommendation you will be scheduled for a complete mission evaluation as CR Team Chief.</p> <p>3. A review of the corrective action training will occur at every squadron Review &amp; Certification board until a satisfactory mission evaluation is completed. Failure to complete this corrective action by 1 Aug 10 will result in a review of your status to perform the CR force mission.</p> <p>4. You will acknowledge receipt of this letter within 5 duty days. This letter will be maintained in your Mobility Evaluation File and Training Folder/Record, if applicable, in accordance with AFI 10-202 and Local OI 10-202.</p>	
Emily Davison, Lt Col, USAF Commander	
1st Ind, TSgt Attempt	
MEMORANDUM FOR 821 CRS/CC	
I acknowledge receipt of this letter on _____. I understand and will comply with all corrective actions outlined above.	
MAL ATTEMPT, TSgt, USAF	

**A3.3. Review and Certification Board General Areas of Discussion.** The following is a list of general areas for board members to reference as they brief pertinent aspects of the unit's mission. Use this time to instruct, congratulate, challenge, and motivate individuals as they embark on a new segment of their careers.

A3.3.1. Commander:

A3.3.1.1. Congratulations

A3.3.1.2. Unit mission – Commander's perspective

A3.3.1.3. Leadership by example

A3.3.1.4. Professional expectations and responsibilities associated with new qualification

A3.3.1.5. Organizational support individual can expect from squadron

A3.3.1.6. General knowledge

A3.3.1.7. Keeping leadership informed

A3.3.1.8. Chain of command

A3.3.1.9. Safety philosophy

A3.3.2. Operations Officer:

A3.3.2.1. Unit's mission – operations officer perspective

A3.3.2.2. Technical competence

A3.3.2.3. Paperwork

A3.3.2.4. Monitor/maintain individual currency and proficiency

A3.3.2.5. Keep leadership informed (on the road)

A3.3.2.6. Technical support individual can expect from squadron, non-retribution

A3.3.2.7. CRM/RM

A3.3.2.8. Safety

A3.3.3. Training and Stan/Evaluation:

A3.3.3.1. Adherence to technical orders and instructions

A3.3.3.2. Stay in the books

A3.3.3.3. Available support from Stan/Evaluation

A3.3.3.4. Expectations and responsibilities associated with new qualification

A3.3.3.5. Instructor techniques

A3.3.3.6. Available training programs

A3.3.3.7. Documentation

A3.3.3.8. Continuation training

A3.3.3.9. "Hangar fly"

#### A3.3.4. Safety

A3.3.4.1. Situational awareness

A3.3.4.2. Safety programs (Risk Management, AMC Form 97, *AMC In-Flight Emergency and Unusual Occurrence Worksheet*, BASH, etc.)

A3.3.4.3. Privileged information; why we have it and how we use it

#### A3.3.5. Flight Commander or senior representative from functional specialty

A3.3.5.1. Remember where you came from

A3.3.5.2. Expectations

A3.3.5.3. Your role as a role model

A3.3.5.4. OPRs, EPRs, awards and decorations while deployed

**Figure A3.3. Sample R&C Board Minutes.**

MEMORANDUM FOR RECORD	Date
FROM: 36 CRS/CC	
SUBJECT: Review and Certification Board Minutes	
1. The R&C Board convened at 1000 on 5 Apr 09. The following board members were present:	
CC: Lt Col Thalassa DO: Maj Despina SELO/Ops Flt: Maj Neried Training: TSgt Galatea Safety: TSgt Larissa Aerial Port: MSgt Proteus Maintenance: SMSgt Triton	
2. Review.	
a. The Commander reviewed all training records of individuals in training and signed off the monthly review.	
b. The following individuals' training records were reviewed for entry into upgrade training to the positions indicated:	
Maj Bartholomew Simpson MSgt Sarah Connor	
c. Additional training: TSgt Grigori Rasputin. Not recommended for CR upgrade on 3 Apr 09. Member has completed 10 hours of ground training; however, all CR training was cancelled due to exercise termination. Recommend continuing CR training on the next available CR trip.	
3. Certification.	
a. The following crew members were interviewed and upgraded to the position indicated:	
Capt George W. Carver SSgt Isaac Newton SSgt Florence Nightingale	
b. The Commander certified the following individuals to perform the duties indicated (interview not required):	

Capt Sally Ride – CR/CC Evaluator

TSgt Duke O. Wellington – Maintenance Production Superintendent

SSgt William T. Conqueror – CR Ops NCO

SrA Horatio Nelson – In-Transit Visability

c. Commander-directed downgrade: TSgt N. Bonaparte was downgraded from CR Team Chief to CR cadre two weeks ago after member failed to properly plan a mission. Corrective action will include 10 hours ground training by CR instructor and an evaluation. Ground training will cover all aspects of pre-departure planning. A Memo for Record detailing corrective actions will be completed by unit SELO and filed in member's MEF.

4. Discussion. A discussion concerning the upcoming CRG/IGXs followed. Board recommended that a CR be formed to operate at both exercises.

5. Pending actions to be tracked by squadron SELO.

a. Additional training for TSgt Rasputin (suspense: 15 Jun 09)

b. Corrective Training Memo for TSgt Bonaparte (suspense: 10 May 09)

c. CRW/CC interview for Capt Carver, SSgt Newton, SSgt Nightingale (suspense 15 May 09)

6. The board adjourned at 1040 on 5 Apr 09. This memorandum will be filed for two years from posted date in accordance with AFI 10-202. Questions may be directed to Maj Oberon, squadron SELO, at extension 1969.

JOHN PEMBERTON, Lt Col, USAF  
Commander

Figure A3.4. Affiliate Evaluation Form.

INSTRUCTOR EVALUATION CHECKLIST							
NAME OF EVALUATEE (Last, First, Middle Initial)	SERVICE USAF	GRADE	ORGANIZATION	INCLUSIVE DATES			
NAME OF EVALUATOR (Last, First, Middle Initial)	SERVICE USAF	GRADE	ORGANIZATION				
POSITION BEING EVALUATED			TYPE OF EVALUATION				
<input type="checkbox"/> BASIC INSTRUCTOR <input type="checkbox"/> TRAINER <input type="checkbox"/> EVALUATOR			<input type="checkbox"/> INITIAL <input type="checkbox"/> ANNUAL				
LEGEND: *S* - SATISFACTORY    *S.-* - SATISFACTORY WITH CORRECTED TRAINING    *U* - UNSATISFACTORY    *NA* - NOT APPLICABLE							
INSTRUCTIONS: Enter an "X" under applicable rating. "NA" applies to items that are not applicable to the unit or class being taught. "NA" and "U" ratings require a justification in the "Evaluator Observations and Summary" block on reverse side of form (reference item number). Use the "ADDITIONAL ITEMS" section to document any additional areas covered during the evaluation. This form must be filled out completely before routing for signatures. It cannot be edited after a signature has been placed.							
SECTION I. EVALUATION AREAS				RATING (X)			
				S	S-	U	NA
<b>A. PRE-MISSION</b>							
1. Contact/coordinate with POC and AMLO							
2. Letter/Memorandum of Agreement verified with POC and AMLO							
3. Courseware/teaching materials current and equipment checked out							
<b>B. MISSION</b>							
4. Introduction							
5. EPC (EPIC) Requirements/Hands On Lesson							
6. EPC Hands-on							
7. Aircraft Weight and Balance Lesson							
8. Load Planning Lesson							
9. ICODES Basic							
10. 747 Characteristics Lesson and Load Planning Exercise							
11. C-130 Characteristics Lesson and Load Planning Exercise							
12. C-17 Characteristics Lesson and Load Planning Exercise							
13. C-5 Characteristics Lesson and Load Planning Exercise							
14. Administration and Grading							
15. Prepare AMC Form 9							
16. Conclusion of Class/Course Critiques							
<b>C. INSTRUCTOR PERFORMANCE</b>							
17. Professionalism and Conduct (In and out of class and maintaining a proper student/teacher relationship)							
18. Correct pronunciation and grammar used, instructor easily heard and understood							
19. Instructor displayed a thorough understanding and knowledge of the material presented							
20. Established and maintained rapport, promoted classroom participation and maintained control of the class							
21. Ensured equipment/courseware was properly configured and addressed any unexpected problems appropriately							
22. Provided appropriate and timely explanations during student performance							
23. All objectives covered, lesson flowed smoothly with good time management							
<b>D. POST-MISSION</b>							
24. After Action Report submitted in appropriate time							
25. Critiques submitted upon course completion							
26. Student Roster submitted upon course completion							
27. Equipment checked in							
28. Update POC/AMLO/Unit contact information as required							
<b>E. ADDITIONAL ITEMS</b>							
29.							
30.							
31.							
32.							
33.							
34.							
35.							
36.							
37.							
38.							
39.							
AFFILIATION EVALUATION FORM, 20180101				(For Official Use Only (FOUO) When Filled In)			

<b>SECTION II. EVALUATOR OBSERVATIONS AND SUMMARY</b>

<b>SECTION III. OVERALL PERFORMANCE RATING</b>
Mark an "X" in the appropriate block below, based on the evaluation in Section I.
<input type="checkbox"/> <b>SATISFACTORY</b> Meets all required evaluation objectives with no additional training required.
<input type="checkbox"/> <b>SATISFACTORY WITH TRAINING</b> Meets required evaluation objectives with minor additional training from evaluator.
<input type="checkbox"/> <b>UNSATISFACTORY</b> Does not meet 1 or more required evaluation objectives.

<b>SECTION IV. ACKNOWLEDGEMENT OF EVALUATION</b>		
SIGNATURE OF EVALUATOR	SIGNATURE OF EVALUATEE	DATE

<b>SECTION V. EVALUATEE COMMENTS</b> <i>Optional</i>		

SIGNATURE OF EVALUATOR	SIGNATURE OF EVALUATEE	DATE