



DEPARTMENT OF THE AIR FORCE
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WASHINGTON, DC

AFI10-209_AFGM2024-01

19 December 2024

MEMORANDUM FOR DISTRIBUTION C
MAJCOMs/FLDCOMs/FOAs/DRUs

FROM: HQ USAF/A4
1030 Air Force Pentagon
Washington D.C. 20330-1030

SUBJECT: Department of the Air Force Guidance Memorandum to AFI 10-209, *Red Horse Program*

By Order of the Secretary of the Air Force, this Department of the Air Force Guidance Memorandum immediately changes AFI 10-209, *RED HORSE Program*. Compliance with this Memorandum is mandatory. To the extent its directions are inconsistent with other Department of the Air Force publications, the information herein prevails, in accordance with Department of the Air Force Instruction (DAFI) 90-160, *Publications and Forms Management* and Department of the Air Force Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*. This publication applies to the Regular Air Force, the Air Force Reserve, and the Air National Guard. This publication does not apply to the United States Space Force.

This Air Force Guidance Memorandum revises AFI 10-209, *RED HORSE Program* functional responsibilities, program management, Unit Type Code information and training requirements.

Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located in the Air Force Records Management System.

This Memorandum becomes void after one year has elapsed from the date of this Memorandum, or upon incorporation by interim change to, or rewrite of AFI 10-209, whichever is earlier.

TOM D. MILLER, Lieutenant General, USAF
DCS/Logistics, Engineering & Force Protection

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(Changed) 1.3.2.1. As the OPR for the AF RED HORSE program, AF/A4CX develops RED HORSE strategy, policy and guidance; provides oversight, resource advocacy as well as civil engineer (CE) career field management and represents RED HORSE matters in interdepartmental affairs. Co-chairs the Readiness Working Group that provides strategic direction to the Total Force (TF) RED HORSE program and provides enterprise recommendations to the Civil Engineer Board (CEB) concerning TF RED HORSE program management.

(Changed) 1.3.2.2. Coordinates with AFCEC/CX on TF RED HORSE Manpower and Equipment Force Packaging Responsible Agency, coordinates all proposed unit type code changes with Major Commands (MAJCOMs) and/or Air Force Installation and Mission Support Center (AFIMSC) Detachments, as applicable in accordance with DAFI 10-401, *Air Force Operations Planning and Execution*.

(Changed) 1.3.2.3. Coordinates with Air Combat Command (ACC) ACC/A4C, as the Air Force Capability Manager, with the HAF/A3 and applicable MAJCOM/A3s on taskings of RED HORSE unit type codes, including verifying taskings, recommending sourcing solutions, recommending unit identification code changes, and providing reclama recommendations.

(Changed) 1.3.2.4. Manages and performs Functional Area Manager duties for all RED HORSE Air Force Specialty Codes in accordance with DAFI 10-401 and coordinates with all non-civil engineer functional managers as required.

(Changed) 1.3.3.1. Provides resource advocacy as the program element monitor for funding required to support the RegAF RED HORSE program. Will perform functional validation and allocation of RED HORSE funding requirements within the AFIMSC financial governance process in coordination with Air Force Civil Engineer Center/Expeditionary Engineering Division (AFCEC/CXX).

(Changed) 1.3.3.2. Provides intermediate-level oversight of RegAF units for readiness reporting, which includes developing corrective action plans and providing recommendations to the appropriate readiness reporting offices when deficiencies are identified.

(Changed) 1.3.3.3. Ensures all RegAF RED HORSE units complete force readiness reporting in accordance with AFI 10-201, *Force Readiness Reporting*.

(Changed) 1.3.3.4. Develops, drafts, and publishes all Designed Operational Capability (DOC) statements for Continental United States based RegAF RED HORSE units in accordance with AFI 10-201. Component-Major Commands (C-MAJCOMs) develop DOC statements for its assigned RED HORSE units.

(Changed) 1.3.3.5. Conducts RegAF RED HORSE staff assistance visits in accordance with AFI 90-201, *The Air Force Inspection System*, when requested by unit commander.

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(Changed) 1.3.4. AFIMSC Primary Subordinate Unit, Air Force Civil Engineer Center (AFCEC).

(Changed) 1.3.4.1. The Air Force Civil Engineer Center Deputy Director-Tyndall (AFCEC/CX) is the OPR for technical review and coordination of the AF RED HORSE program.

(Changed) 1.3.4.2. The Director of Resources (AFCEC/CF) manages the execution of RegAF RED HORSE Troop Training Project funds. The Execution Branch of the Resources Division typically manages and issues all funding for the RegAF RED HORSE Troop Training Project program.

(Changed) 1.3.4.3. On an annual basis, the Director of Operations (AFCEC/CO) and the Director of Readiness (AFCEC/CX) will jointly review lesson plans and points of instruction dealing with RED HORSE training in coordination with AF/A4CX, AFIMSC, AFRC/A4O, and NGB/A4X.

(Changed) 1.3.4.4. The Director of Planning and Integration (AFCEC/CF) manages and publishes the annual Air Force Comprehensive Asset Management Plan (AFCAMP) Business Rules, which outlines the RED HORSE Troop Training Project selection process. AFCEC Business Rules can be found at: <https://usaf.dps.mil/teams/10041/CEPlaybooks/Pages/PlaybookViews.aspx>. Project funding approval requests for project increases above the funded and programmed amount of total project requires AFCEC/CF notification and approval.

(Changed) 1.3.4.5. AFCEC/CX will ensure the technical review and coordination of policies of this AFI, special capabilities training lesson plans, and publications for the TF RED HORSE program and reviews long-range requirements all in coordination with AFIMSC, AFRC/A4CX, NGB/A4X and 801st RED HORSE Training Squadron (RHTS).

(Changed) 1.3.5.1. Will provide direct oversight of the organizing, training, and equipping of the RegAF RED HORSE program.

(Changed) 1.3.5.3. Will inform and coordinate with the AFIMSC RED HORSE program element monitor to plan, program, and budget for the RegAF requirements through the program objective memorandum process and manage execution of requirements.

(Changed) 1.3.5.5. Will serve as the subject matter expert (SME) for the Automated Readiness Information System and ensure compliance with applicable source documents.

(Changed) 1.3.5.6. Will serve as the lead-unit for TF Unit Type Code maintenance and management for all civil engineers. As the lead-unit for TF RED HORSE Unit Type Codes, AFCEC will ensure the logistics details for TF RED HORSE Unit Type Codes are based on approved changes to the Equipment Supply Listing in accordance with DAFI 10-401. Will coordinate proposed logistics details changes with all TF RED HORSE units.

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(Changed) 1.3.5.7. Will serve as the lead-unit for UTC maintenance and management for all civil engineer capabilities. Will ensure lead-pilot units' logistics details matches the approved Equipment Supply Listing during the coordination process. AFCEC will not make changes to Unit Type Code requirements (Equipment Supply Listings or logistics details in the Logistics Force Packaging System) unless approved through the CE Governance Structure.

(Changed) 1.3.5.8. Will conduct a triennial review, publish, and maintain the TF RED HORSE Equipment Supply Listing in coordination with Air Combat Command (ACC/A4C), Pacific Air Forces (PACAF/A4C), Air Force Reserve Command (AFRC/A4CX), and National Guard Bureau (NGB/A4X).

(Changed) 1.3.5.14. Reviews RegAF RED HORSE manning status, coordinates manpower actions and staff changes in coordination with MAJCOMs and AFIMSC (when applicable). Must ensure units are manned to accomplish requirements in the Designed Operational Capacity statement.

(Changed) 1.3.6.1. Ensure command supplements to this instruction are in accordance with DAFI90-160 Publications and Forms Management and are coordinated with AFCEC/CXX and AF/A4CX as required.

(Changed) 1.3.6.2. Will ensure that TF RED HORSE construction projects comply with the applicable environmental laws and standards as described in 32 Code of Federal Regulations (CFR) Part 989, *Environmental Impact Analysis Process*. The unit that originates or proposes a troop training project or training exercise along with AFCEC/CP, as part of the AFCAMP process, will ensure the proposed activity is evaluated in accordance with 32 CFR Part 989. For enduring installations outside the United States (US), follow the guidance in AFI 32-7091, *Environmental Management Outside the United States*. For activities at contingency locations, the AF will follow the guidance in Department of Defense Instruction (DoDI) 4715.22, *Environmental Management Policy for Contingency Locations*, Air Force Handbook (AFH) 10-222, Volume 4, *Environmental Considerations for Overseas Contingency Operations* and guidance published by the respective combatant command.

(Changed) 1.3.6.3. MAJCOMs in collaboration with AFIMSC (if assigned RED HORSE), will develop the DOC statement for all RegAF units.

(Changed) 1.3.7. ACC, Director, Logistics, Engineering and Force Protection (ACC/A4) leads ACC's role as a force provider to the joint force commander. Assigns ACC/A4CX as the primary advisor for the employment of TF RED HORSE with the development and management of Air and Space Expeditionary Force rotation schedule.

(Changed) 1.3.8.1. Will provide Federal logistics and funding support through the US Property and Fiscal Officer.

(Added) 1.3.8.4. Ensures all NGB RED HORSE units complete force readiness reporting in accordance with AFI 10-201.

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(Changed) 1.3.9. AFRC/A4OC. Provides non-mobilized deployment authority for the AFRC RED HORSE Squadrons.

(Changed) 1.3.9.1. AFRC/A4OC will establish a command RED HORSE program to ensure personnel are organized, trained, and equipped to respond to wartime, disaster, and other contingency-related missions in coordination with AFCEC/CXX.

(Added) 1.3.9.2. Ensures all AFRC RED HORSE units complete force readiness reporting in accordance with AFI 10-201.

(Changed) 1.3.10.1. Gather and report force readiness data in accordance with their unit DOC statement as prescribed in AFI 10-201.

(Changed) 1.3.10.3. Ensure that all individuals that serve as a project engineer or project manager complete the project engineer and project manager Training Course at least once every 24 months (for RegAF units) or at least once every 48 months (for Air Reserve Component [ARC] units) prior to filling this role.

(Changed) 1.3.10.4. Ensure project costs do not exceed approved funded and unfunded amounts without prior approval from AFCEC/CF and AFCEC/CXX.

(Added) 1.3.10.4.1. Ensure project costs do not exceed approved funded and unfunded amounts without prior approval from AFR approval process.

(Added) 1.3.10.4.2. Ensure project costs do not exceed approved funded and unfunded amounts without prior approval from NGB approval process.

(Added) 1.3.11. 801st RED HORSE Training Squadron will:

(Added) 1.3.11.1. RED HORSE units offer unique competencies in heavy repair, horizontal, vertical, and support construction. Some of these competencies require advanced or specialized training. 801st RED HORSE Training Squadron provides Total Force RED HORSE units with initial, advanced and refresher training courses for both high- and low-density requirements through their Special Capabilities Training Flight.

(Added) 1.3.11.2. To the max extent feasible, 801st RED HORSE Training Squadron will develop a training schedule that prioritizes training slots for RED HORSE Squadrons in the “Prepare” window of their respective AFFORGEN cycles. Total Force RED HORSE Squadrons should communicate with AFCEC/CXXT and 801st RED HORSE Training Squadron to schedule out-of-cycle or urgent training needs.

(Added) 1.3.11.3. 801st RED HORSE Training Squadron will develop lesson plans in conjunction with AFCEC and Total Force RED HORSE units. 801st RED HORSE Training Squadron will partner with Total Force RED HORSE units and industry to research and develop new and/or improved training standards and techniques.

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(Changed) 2.2. Concept of Operations. RED HORSE Squadrons are organized into “building block” Unit Type Codes to operate in a hub-and-spoke concept. The concept is to deploy the squadron(s), including augmentees, to a single area of responsibility. RED HORSE establishes a centrally located hub and forward deploys construction teams (spokes) from the hub. The hub manages and supports multiple spoke operations. The number of areas of responsibility supported, and hubs and spokes opened, are determined by COMAFFOR requirements. A RED HORSE capability is generally comprised of 11 personnel and 28 equipment Unit Type Codes. All RED HORSE personnel Unit Type Codes are listed in **Table A2.1**. All RED HORSE equipment Unit Type Codes are listed in **Table A3.1**.

(Changed) 2.3. Response Times. Response times in the unit’s DOC statement are determined by the owning MAJCOM A3 but may be developed and maintained in collaboration with AFIMSC. Refer to AFI 10-402, *Mobilization Planning*, for mobilization and timing requirements for ANG and AFRC Unit Type Codes.

(Changed) 2.4. Standard Deployment Augmentation. Standard RegAF RED HORSE Squadron augmentees are two contingency contracting officers (64PX or 6C071) with Acquisition Professional Development Program Level II certification in contracting. ARC units are augmented with two contingency contracting officers. MAJCOMs with assigned RED HORSE forces will identify sources for deployment augmentation.

(Changed) 2.6. Mission Requirements. All personnel assigned to RED HORSE units, including augmentees, must be worldwide medically qualified in accordance with DAFMAN 48-123, *Medical Examinations and Standards*, and weapons qualified in accordance with AFI 31-117, *Arming and Use of Force by Air Force Personnel*. **(T-1)**

(Changed) 2.7.4. Weapons and Ammunition. Weapons authorizations are in Allowance Standard 538, Part A. Each Unit Type Code deploys with the ammunition loads specified by the Ground Munitions Authorization Table. The dual arming weapons for all RED HORSE personnel are the M-4 and M-9 or M-18. All personnel will follow the arming and use of force guidance prescribed in AFI 31-117. **(T-1)**

(Changed) 2.9.1. All deployed squadron commanders (or highest-ranking member if the commander is not deployed) must submit an After Action Report no later than 30 days after departure from the deployed location. **(T-1)** Commanders submit their After Action Reports through the Air Force-Joint Lessons Learned Information System web-based reporting tool using “After Action Report Builder.” **(T-1)** These reports are accomplished after deployment, exercise, or other major event in accordance with AFI 10-1302, *Air Force Lessons Learned Program*.

(Changed) 2.11. CE Governance Structure. The CE Board, and the Readiness Working Group provide strategic direction to the TF RED HORSE program. To read more about the CE Governance Structure, visit the CE Enterprise Governance Portal:
<https://usaf.dps.mil/teams/10041/governance/SharedTables/Pages/SharedTables.aspx>.

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(Changed) 2.12.5. In a non-mobilized status, AFRC/A4O and NGB/A4X coordinate between the force provider(s) and their respective RED HORSE units.

(Changed) 3.1. Purpose. This chapter outlines the minimum training requirements for RED HORSE personnel. RED HORSE training requirements are vetted and approved through the CE Governance Structure (see **paragraph 1.3.2.1.**). Qualification consists of initial and recurring training to maintain proficiency. Common RED HORSE training terms are train, certify, and license. “Train” is considered the act of teaching a member a particular skill or type of behavior through practice and instruction over a period. “Certify” is considered as officially recognizing (someone or something) as possessing certain qualifications or meeting certain standards. “License” is being granted a license to (someone or something) to permit the use of something or to allow an activity to take place.

(Changed) 3.3.1. High density capabilities are inherent to RED HORSE key tasks of heavy repair and construction. The minimum requirement is outlined in **Table A6.1**, but units are encouraged to exceed the minimum required since these inherent capabilities enable RED HORSE key tasks. Training table identifies the required Unit Type Codes and AFSCs that must accomplish the training as well as the frequency requirements and sources for training material. Units will ensure the required personnel meet the requirements in **Table A6.1.** **(T-1)** Training is normally accomplished through the unit’s Troop Training Project program. Alternately, it can be accomplished by attending courses held at the 801st RED HORSE Training Squadron training operating location Alpha as stated in **paragraph 3.4.**

(Changed) 3.4. RED HORSE Lead Training Units. RED HORSE lead training units, depicted in **Table 3.1**, will develop training programs, lesson plans, and schedules in conjunction with AFCEC/CXX to support all RED HORSE units. **(T-1)** The lead training unit will provide a schedule of classes to AFCEC/CXX no later than 1 April each year. **(T-1)** The schedule will be approved by AFCEC/CXX and posted on the AFCEC Expeditionary Engineering SharePoint site at <https://usaf.dps.mil/sites/13072/SitePages/Homepage.aspx>. **(T-1)** An annual review of all lesson plans will be conducted by the lead training unit in conjunction with AFCEC (refer to paragraph 1.3.4.3). **(T-1)** Lesson plans can be found on the Expeditionary Engineering SharePoint site (see link above). Lead training units should research and develop new and or improved training standards and techniques and present them to AFCEC/CXX for review as necessary.

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(Changed) Table 3.1. RED HORSE Lead Training Units.

Lead Training Unit and Location	COMM/DSN	Training
801st RED HORSE Training Squadron Operating Location Alpha, Nellis AFB, NV	702-652-1970	Asphalt Batch Plant
	312-682-1970	Asphalt Paving
		Concrete Batch Plant
		Concrete Mobile
		Concrete Paving
		Crane Operations
		Demolition
		Materials Testing
		Pavement Milling
		Project Engineer/Project Manager Project Management
		Quarry Operations
		Ultimate Building Machine Operations
		Well Drilling
AFCEC, Tyndall AFB, FL	850-283-6084	Contingency Airfield Pavement Evaluation
	312-523-6084	

(Changed) 3.6. Airland Delivery Additional Training Requirements. RED HORSE Specialized Expeditionary Airfield Damage Repair Team Unit Type Code personnel training are listed in **Attachments 4 through 7**. Members train to fulfill the RED HORSE Specialized Expeditionary Airfield Damage Repair Team Unit Type Code Mission Capability statement requirements.

(Changed) 3.8. Formal Documentation. RED HORSE Squadrons will document contingency and special capabilities training using the Automated Readiness Information System in accordance with DAFI 36-2670, *Total Force Development*. Personnel deploying over 30 days will either hand carry AF Form 623, *Individual Training Record Folder*, or have access to automated training records. **(T-1)** Upon separation or reassignment, the Unit Training Manager must provide a copy of the automated training record for the member and archive the record or transfer the record to the gaining unit via the Automated Readiness Information System. **(T-1)** Sign-in rosters used to document training must be kept on file in accordance with guidelines established in the records disposition schedule. **(T-1)** Data will be used to periodically verify the currency of information in the Automated Readiness Information System. **(T-1)**

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(Changed) 3.9.1. Security cooperation projects also fall under the RED HORSE Troop Training Project program, and they include all training construction or repair projects. Additionally, RED HORSE troop labor should be used to support Joint Chief of Staff sponsored exercise related construction, innovative readiness training, humanitarian civic assistance, state partnership program, and MAJCOM or Combatant Commander specific building partnership capacity and engagement programs (e.g. engineering civic action engagement programs, deployment for training, etc.). RED HORSE units will provide quarterly updates to AFCEC/CXX on Troop Training Projects on behalf of their units which directly support Combatant Commands specific security cooperation lines of effort such as, but not limited to, building partnership capacity, Deployment for Training, and Engineering Civic Action Engagement Programs. **(T-2)** All security cooperation engagements will be coordinated with the respective Combatant Commands and MAJCOMs prior to execution in accordance with DAFPD 16-1, *Security Cooperation*. **(T-1)**

(Changed) 3.9.3. Troop Training Project Compliance. All RED HORSE Troop Training Projects must be performed under the guidance of this instruction and must comply with the limits, terms, and authorities set forth in AFI 32-1020, *Planning and Programming Built Infrastructure Projects*, or other applicable component programming rules. **(T-1)**

(Changed) 3.9.4. Troop Training Project Baseline. The Troop Training Project baseline represents the core capabilities to provide the minimum RED HORSE competencies. This baseline can be met by projects sourced through the AFCAMP, coordinated with and funded by non-AF customers, or completed during training exercises and security cooperation activities. Each RED HORSE Squadron Commander must ensure the baseline requirements are exercised during a unit's dwell in the Reset, Prepare, and Certify phases of the AFFORGEN cycle. **(T-1)** As depicted in **Table 3.2**, during a standard dwell cycle, total force units paired together with associations will exercise construction capabilities in the following areas: large asphalt pavement placement, large concrete pavement placement, heavy earthwork, vertical structures, placement of Concrete Masonry Unit block, utility installation, high voltage electrical installation and water well drilling. **(T-2)** RED HORSE commanders can direct additional Troop Training Projects to facilitate honing skills and techniques acquired and learned during training. AFCEC/CXX will facilitate coordination between the units, MAJCOMs and AFCEC/CP for the solicitation, selection, programming, approval, and funding of all Troop Training Projects sourced via the AFCAMP to support exercise of listed capabilities. **(T-1)** Additional details on unit Troop Training Project program are outlined in the AFCEC business rules. Troop Training Projects supporting security cooperation will adhere to **paragraph 3.9.1.** and requirements as defined by the respective Combatant Commands or MAJCOMs. **(T-1)**

(Changed) 3.9.5. Troop Training Project Execution and Documentation. Guidance for the execution and documentation of Troop Training Projects is captured within the AFCEC business rules <https://usaf.dps.mil/sites/13072/SitePages/Homepage.aspx>. Additional programming and Troop Training Project program management guidance is provided below.

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(Changed) 3.10.1.2. RED HORSE project engineers and managers will prepare and submit the appropriate DD Form 1354, *Transfer and Acceptance of DoD Real Property*, in accordance with DAFI 32-9005, *Real Property Accountability and Reporting*. **(T-0)** Per Unified Facilities Criteria 1-300-08, *Criteria for Transfer and Acceptance of DoD Real Property*, a final DD Form 1354 must be submitted to the installation Real Property Office for project design phases (project approval), construction progress milestones (invoice), the placed in-service date (interim), and construction completion, and all required key supporting documents to the installation Real Property Officer. **(T-0)** Project engineers and project managers must use the Real Property Category Codes to complete the DD Form 1354s. **(T-1)** Codes can be found on the AFCEC CE Dash link <https://usaf.dps.mil/teams/10758/CITCATCODE/module/home.aspx>.

(Changed) 3.10.2. RED HORSE project engineers will assist in programming and execute RED HORSE projects in accordance with AFI 32-1020. **(T-1)**

(Changed) 3.10.2.1. Refer to AFI 32-1020 and DoD Financial Management Regulation (FMR) 7000.14-R, Volume 2B, Chapter 6, for specific guidance on cost accounting and required content when developing the DD Form 1391, *FY_Military Construction Project Data*.

(Changed) 4.1.3.3.1. The Supply Element will maintain Mobility Readiness Spares Package accountability and monitor shelf-life for the Mobility Readiness Spares Package and mobility bags in accordance with AFI 23-101. **(T-1)** The Supply Section, with assistance from other pertinent sections (e.g. Vehicle Management, Operations, Cantonments, and Airfields), must perform an annual review of the Mobility Readiness Spares Package to ensure the authorized parts are adequate to support deployed assets. **(T-1)**

(Changed) 4.1.3.3.2. The unit HAZMAT monitor will monitor HAZMAT in the Mobility Readiness Spares Package while in-garrison and deployed and prepare for redeployment, if applicable, in accordance with AFMAN 24-604, *Preparing Hazardous Materials for Military Air Shipments*. **(T-1)**

(Changed) 4.1.3.4.1. The Supply Element will support shops in the development of a material accountability program to manage project residue materials in accordance with Department of Defense Manual (DoDM) 4140.01, Volumes 1-11, *DoD Supply Chain Materiel Management Procedures*; Technical Manual 38-400/Air Force Joint Manual 23-210, *Joint Service Manual (JSM) for Storage and Materials Handling*, and AFMAN 32-7002, *Environmental Compliance and Pollution Prevention*. **(T-0)**

(Changed) 4.1.3.7. The Supply Element will maintain in-garrison and deployed weapons in accordance with DoDM 5100.76, *Physical Security of Sensitive Conventional Arms, Ammunition, and Explosives (AA&E)*, DAFI 31-101, *Integrated Defense (ID)*, AFI 31-117, AFI 23-101, AFI 10-403, and AFMAN 31-129, *USAF Small Arms and Light Weapons Handling Procedures*. **(T-0)**

(Changed) 4.1.3.8. The Supply Element will monitor mobility munitions during exercises and deployments in accordance with AFMAN 24-604, DoDM 5100.76, AFMAN 21-201, *Munitions Management*, AFMAN 91-201, *Explosives Safety Standards*, and AFI 10-403. **(T-0)**

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(Changed) 4.1.3.9. Defense Logistics Agency Disposition Services will monitor the unit Defense Logistics Agency Disposition Services program and coordinate with host base Defense Logistics Agency Disposition Services and Supply section in accordance with local guidance.

(Changed) 4.1.4. Readiness and Emergency Management Element. The Readiness and Emergency Management Element is organized, trained, and equipped to enable the following functions both in garrison and deployed: manage unit readiness, maintain and operate Chemical, Biological, Radiological and Nuclear (CBRN) passive defense capabilities, provide Emergency Management and CBRN training, provide consequence management, and provide situational analysis and advice on Emergency Management and CBRN to unit leadership.

(Changed) 4.1.4.2.1. Manages unit readiness through coordination with other RED HORSE sections. Assists the unit deployment manager, gathers data for force readiness reporting in accordance with AFI 10-201 and DAFI 10-401.

(Changed) 4.1.4.2.3. Ensures RED HORSE unit is included in the Installation Emergency Management Plan by coordinating wartime, contingency response, and mobility plans with the host base in accordance with DAFI 10-2501, *Air Force Emergency Management Program*.

(Changed) 4.1.4.3.6.2. Coordinate all work party travel routes with local CBRN Control Center when threat level is high. The Emergency Management Section at the base of departure coordinates movements with the CBRN Control Center.

(Changed) 4.1.5.1. Food service support includes procuring and accounting for required rations, operating field feeding platforms, and implementing proper sanitation procedures. Refer to Air Force Tactics, Techniques, and Procedures (AFTTP) 3-4.34, *Expeditionary Force Support Operations* for specific tasks and procedures.

(Changed) 4.1.5.2. Establishes procedures for accountability for all deployed personnel (not only RED HORSE) until follow-on Prime Readiness in Base Services (RIBS) teams arrive in accordance with AFTTP 3-4.34.

(Changed) 4.1.5.3. Mortuary Affairs operations should be performed in accordance with DAFI 34-160, *Mortuary Affairs Program*.

(Changed) 4.2.1.3. The Host Medical Treatment Facility will maintain controlled medications and those with a short shelf-life required by RED HORSE. **(T-2)** A Memorandum of Agreement will be established with the Host Medical Treatment Facility and will include a statement requiring such medications to be made available to RED HORSE within 48 hours of notification. **(T-2)**

(Changed) 4.2.2.1. Garrison Support.

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(Changed) 4.2.2.1.1. Contingency skills training instructor conducts and coordinates all training events for all personnel to ensure RED HORSE readiness. The Security Forces member should be responsible, as an instructor, for training combat skills training requirements as outlined in **Attachments 4 and 5**.

(Added) 4.2.2.1.2 The Force Protection Advisor conducts Antiterrorism/Force protection Level I and other mandatory deployment briefings, advises the deployed commander on the current intelligence threats, and develops countermeasure options to defeat possible enemy offensive action. The Security Forces member should coordinate with the host base Anti-Terrorism Officer (ATO) to effectively manage the program for RED HORSE. The Security Forces member should interface with host base Security Forces Squadron and should participate in any related Antiterrorism, Integrated Defense and or Threat Working Groups to ensure RED HORSE operations are performed in coordination with force protection requirements and is postured appropriately.

(Added) 4.2.2.1.3. Resource Protection and Physical Security Program. Responsible for the security of all personnel, equipment, and resources under their control to include the security and protection of weapons, ammunition, night vision equipment, buildings, vaults, keys, and other designated vital resources. The Security Forces member should interface with host base Security Forces Squadron Resource Protection office to ensure RED HORSE compliance with all requirements.

(Added) 4.2.2.1.4. Conducts site surveys to determine the number of personnel and logistics needed to defend the forward operating base, meet physical security requirements, and/or develop a base defense plan for implementation, as necessary.

(Changed) 4.2.2.2. Contingency or Deployed Operations.

(Added) 4.2.2.2.1. While deployed, the Security Forces member may serve as the Force Protection advisor to the Commander. The Security Forces member advises the deployed commander on the current intelligence, threats, and develops countermeasure options to defeat possible enemy offensive action. The Security Forces member should interface with host base Security element (or equivalent) and should participate in any related Antiterrorism, Integrated Defense and or Threat Working Groups to ensure RED HORSE operations are performed in coordination with force protection requirements and is postured appropriately.

(Added) 4.2.2.2.2. The Security Forces member should comprise gathered threat intelligence and become familiar with any local Threat Vulnerability Assessments (TVA) and Counter-Intelligence Vulnerability Assessments (CIVA) to advise the deployed commander. The Force Protection Advisor should have access to all local threat intelligence and vulnerabilities to create a TVA where one does not exist.

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(Added) 4.2.2.2.3. The Security Forces member should be the direct advisor to all base camp projects that involve force protection countermeasures and security implementations. In forward operations this is accomplished via the use of alarmed weapon vaults, response teams, fences, C-wire, intrusion detection systems, Command and Control (C2) or any means necessary to maintain protection and security of all assets and personnel.

(Changed) 4.2.2.3 Combat Arms Section. Combat Arms personnel, both 3P01XB and SEI 312, will provide organic weapons qualifications, maintenance, and training to all assigned forces while maintaining a self-sustaining Combat Arms program.

(Added) 4.2.2.3.1 Combat Arms personnel should be responsible for implementing and maintaining a Combat Arms program within RED HORSE in accordance with DAFI 36-2654.

(Added) 4.2.2.3.2 Conduct Weapons Air Force Qualification Course and weapons training in accordance with DAFI 36-2655.

(Deleted) 4.2.2.4

(Deleted) 4.2.2.5

(Deleted) 4.2.2.6

(Deleted) 4.2.2.7

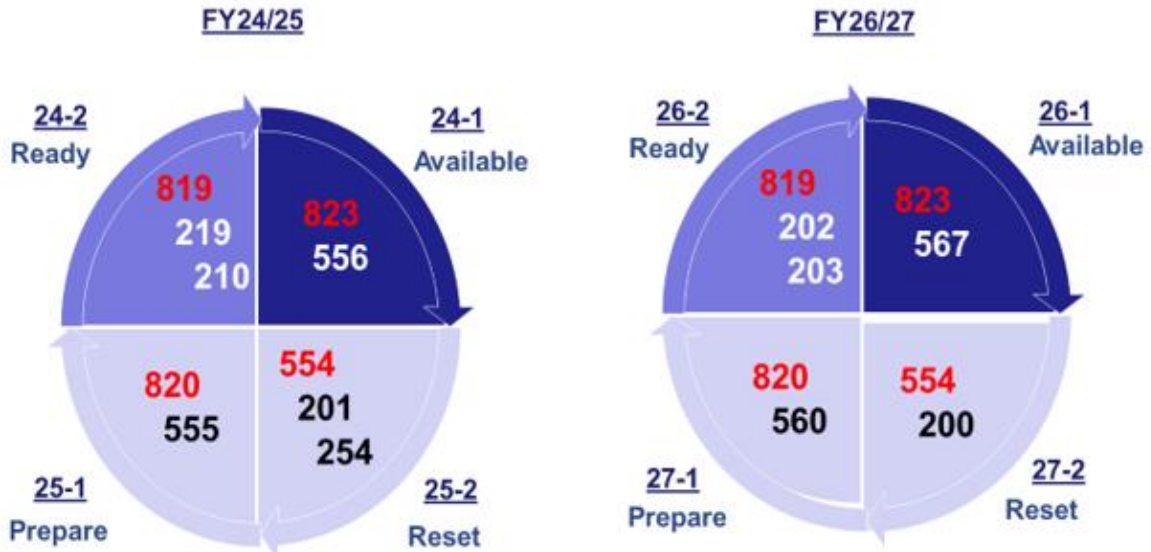
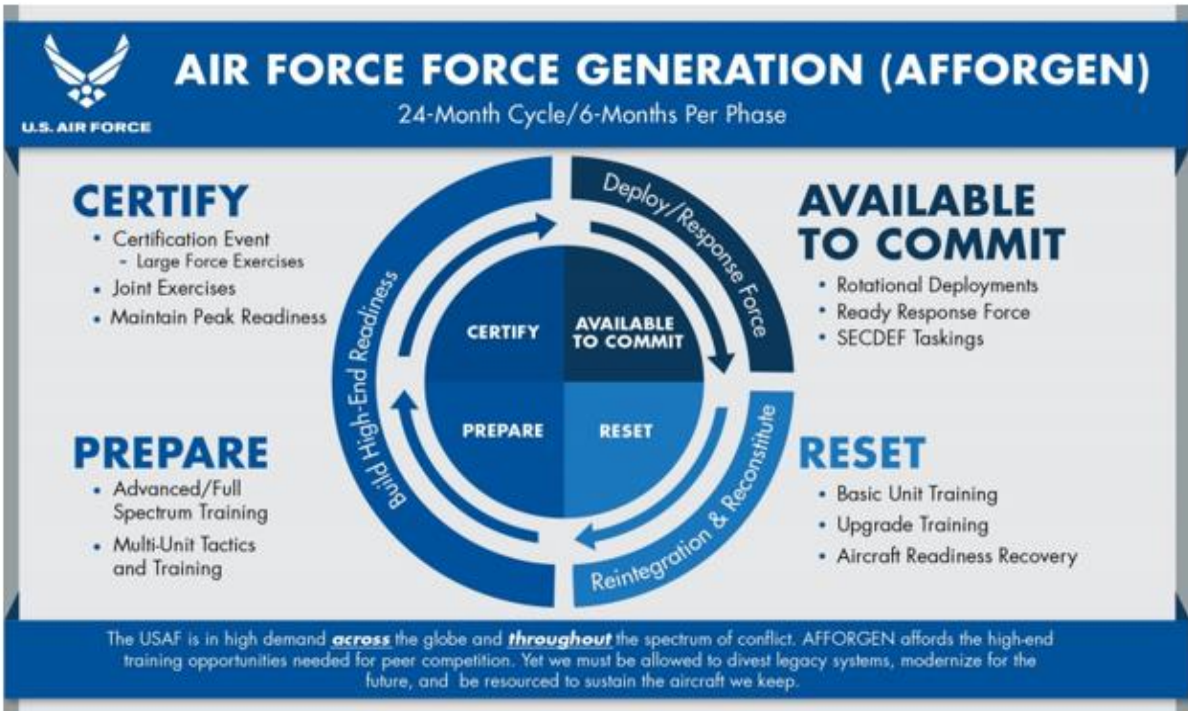
(Changed) 4.2.3. Financial Management Section. The Financial Management (FM) section processes, administers, and manages all funds provided to the unit. Financial Management will:

(Changed) 4.2.3.4. Coordinate with the FM offices at the installation, Numbered Air Forces (NAF), major command (MAJCOM), and Air Force (AF) on funding requirements. **(T-2)**

(Changed) 5.4. Force Presentation. Presentation of RED HORSE forces for Combatant Commanders uses the Air Force Force Generation model and forces will deploy in a demand force team concept as depicted in **Figure 5.1**. The demand force team concept provides predictable combatant command vulnerability periods for RegAF RED HORSE Squadrons at a 1:3 Deploy to dwell (D2D) tempo and vulnerability periods for AFR and ANG RED HORSE Squadrons are on a 1:5 Mobilization to Dwell (M2D). The concept is also designed to outline habitual relationships between the RegAF, AFR and ANG squadrons in their vulnerability periods through Total Force Integration. These relationships across RED HORSE squadrons may provide an opportunity for these units to establish working relationships with specific combatant commands when supporting non-request-for-forces requirements.

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(Changed) Figure 5.1. Total Force RED HORSE Air Force Force Generation Presentation.



Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

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- (Changed) DAFI 10-401, *Air Force Operations Planning and Execution*, 13 January 2021
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- (Added) DAFI 36-2670, *Total Force Development*, 31 March 2023
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- (Changed) AFI 10-2501, *Emergency Management Program*, 10 March 2020
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- (Changed) AFI 24-301, *Ground Transportation*, 22 October 2019
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Adopted Forms

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Abbreviations and Acronyms

(Added) ACC/A4C—Air Combat Command Civil Engineer

(Added) AF/A4C—Directorate of Civil Engineers

(Added) AF/A4CX—Readiness Division

(Added) AFCEC/CC Det 1—Commander, Detachment 1

(Added) AFCEC/CO—Director of Operations

(Added) AFCEC/CP—Director of Planning and Integration

(Added) AFCEC/CX—Director of Readiness

(Added) AFCEC/CXX—Expeditionary Engineering Division

(Deleted) Air Force Reserve Command

(Added) AFRC/A4CO—Air Force Reserve Command Civil Engineer Operations

(Added) NGB/A4X—National Guard Bureau Civil Engineer

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(Added) PACAF/A4C—Pacific Air Force Civil Engineer

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(Changed) Attachment 2

PERSONNEL UNIT TYPE CODES

Table A2.1. Personnel Unit Type Codes.

Unit Type Code Series	Unit Type Code	Title
Advanced Echelon Teams	4FPRQ	RED HORSE Site Assessment ADVON Team
	4FPRL	RED HORSE Specialized Expeditionary Airfield Damage Repair Team (PACAF Only)
Hub Teams	4FPRY	RED HORSE Hub Team
	4FPRH	RED HORSE Command Team
Construction Teams	4FPRV	RED HORSE Horizontal Construction Team, Large
	4FPRT	RED HORSE Vertical Construction Team, Large
	4FPRS	RED HORSE Vertical Construction Team, Small
Special Capabilities	4FPHK	RED HORSE Water Drilling Team
	4FPHU	RED HORSE Asphalt Batch Plant Operations
	4FPHV	RED HORSE Concrete Batch Plant Operations
	4FPHW	RED HORSE Demolition and Quarry Operations

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(Changed) Attachment 3

RED HORSE EQUIPMENT UNIT TYPE CODES

Table A3.1. RED HORSE Equipment Unit Type Codes.

Special Capabilities Equipment		Typical Project Scope
4F9CW	Cold Weather Equipment	Concrete/asphalt placing and curing aides
4F9HB	RH Concrete Operations	Concrete construction and repair (airfield slabs)
4F9HC	RH Asphalt/Concrete Milling	Road, runway, apron demolition of surface layer
4F9HD	RH Medium Horizontal Construction	Airfield damage repair, site preparation
4F9HE	RH Heavy Horizontal Construction	Long taxiway expansions, large munitions storage area construction
4F9HF	RH Heavy Transport Eq	Moves oversized construction equipment
4F9HG	RH Heavy Earthwork Scraper	Large earthwork projects (wide area leveling, assault strips)
4F9HJ	RH Explosive Demolition	Quarry, facility demolition
4F9HK	RH Water Well Drilling	New wells and well rehabilitation
4F9HL	RH Crane Support Eq	Pre-Engineered Building and ultimate building machine construction
4F9HM	RH Vertical Construction	Pre-Engineered Buildings, Concrete Masonry Unit facilities and insulated concrete form facilities
4F9HN	RH UBM 120 Construction	One ultimate building machine facility without re-supply
4F9HP	RH Overhead Electrical	Line truck for high voltage electrical work
4F9HR	RH UBM 240 Construction	One large ultimate building machine facility without re-supply

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4F9HT	RH Asphalt Paving Operations	Asphalt roads and taxiways
4F9HU	RH Asphalt Batch (Note 1)	Supports Asphalt Paving Operations
4F9HV	RH Concrete Batch (Note 1)	Supports Concrete Operations
4F9HW	RH Quarry Ops (Note 1)	Produces materials for subbase, subgrade, asphalt and concrete
4F9HX	RH Airfield Concrete Pave	Supports large airdrome projects applications: runways, taxiways, and parking aprons type requirements
4F9HY	RH Airfield Asphalt Pave	Supports asphalt for runways, taxiways, and parking apron type requirements
Traditional Capabilities Equipment		
4F9RS	RH Vertical Construction Tm Eq, Small	Team Equipment
4F9RT	RH Vertical Construction Tm Eq, Large	Team Equipment
4F9RU	RH Horizontal Construction Tm Eq, Small (PACAF Only)	Team Equipment
4F9RV	RH Horizontal Construction Tm Eq, Large	Team Equipment
4F9RW	RH Additional Construction Supt Tm Eq	Team Equipment
4F9RX	RH Secondary Beddown C2 Hub Equipment	Team Equipment
4F9RY	RH Primary Beddown C2 Hub	Team Equipment
4F9RQ	RH Site Assessment Tm Eq	Team Equipment
4F9RH	RH Air Land Repair Tm Eq (PACAF Only)	Team Equipment
<p>Note 1: This Unit Type Code is for training use only and is not normally deployed but can be deployed when given significant lead-time to disassemble, ship and reassemble at required location.</p>		

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(Changed) Attachment 4

CONTINGENCY SKILLS TRAINING TABLE

Table A4.1. Contingency Skills Training Requirements. (T-1)

Sub-Category/Topic	Unit Type Codes Affected	AFSs Affected	Frequency	Source for Training Material Note 1	Resource Readiness Reportable
Tent Erection	All	All	A (B for ARC)	Lesson Plan	Yes
Defensive Fighting Positions (Note 3)	All	All	A (B for ARC)	Lesson Plan	Yes
CPR	All	All	A (B for ARC)	Lesson Plan	Yes
TCCC (Tier 1/ASM) (Note 5)	All	All	A (B for ARC)	Lesson Plan	Yes
Individual Movement Techniques	All	All	A (B for ARC)	Lesson Plan	Yes
Team Movement Techniques and Combat Organization	All	All	A (B for ARC)	Lesson Plan	Yes
Troop Leading Procedures	All	All (Note 2)	A (B for ARC)	Lesson Plan	Yes
Arming Use of Force	All	All	A (Note 4) (B for ARC)	Lesson Plan	Yes
Use of Night Vision Equipment	RQ & RY (Note 6)	All	A (B for ARC)	Lesson Plan	Yes
Integrated Defense	All	All	A (B for ARC)	CE Virtual Learning Center & Lesson Plan	Yes
Tactical Convoy Operations (Hands-On)	All	All	A (B for ARC)	Lesson Plan	Yes

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Tactical Communication Procedures	All	All	A (B for ARC)	Lesson Plan	Yes
Tactical Communications Operator for PRC-163 & PRC-167	RQ & RY (Note 6)	All	A (B for ARC)	Lesson Plan	Yes
Land Navigation and Map Reading (Global Positioning System, Compass)	All	All	A (B for ARC)	CE Virtual Learning Center & Lesson Plan	Yes
Vehicle Qualification	All	Refer to Tables A8.1. & A8.2.	Per AFI 24-4301	Refer to Tables A8.1. & A8.2.	Yes

A= once every 24 months; B= once every 48 months

Note: Upon tasking, unit augmentees will complete required contingency skills training as pre-deployment (“just-in-time”) training.

Note 1. Suggested training materials for these requirements can be found on the Expeditionary Engineering SharePoint site,

<https://usaf.dps.mil/sites/13072/SitePages/Homepage.aspx>. Or through Security Force SMARTNET SharePoint site, <https://usaf.dps.mil/teams/SMARTNet/SitePages/S23-OPERATIONS,-TRAINING-and-INTELLIGENCE-DIRECTORATE.aspx>.

Note 2. Grade E6-E9 and O1-O4.

Note 3. Squadron Master Training Plans (MTPs) and AFCEC Lesson Plans specify DFP operations, expedient construction methods, and range card application.

Note 4. This is an annual requirement.

Note 5. Highly Recommend Training at the Tier 2 level of Combat Life Saver (CLS).

Note 6. RQ and select RY UTC personnel only require training on proper use and operation of specially assigned equipment and devices.

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(Changed) Attachment 5

FIELD TRAINING TABLE

Table A5.1. Field Training Requirements. (T-1)

Sub-Category/Topic	Unit Type Codes Affected	AFSs Affected	Frequency	Resource Readiness Reportable
Field Exercise (Note 1)	All	All	A	All
ROWPU	4FPRQ, 4FPRS	3E4X1 (1 per Unit Type Code)	24 months (48 months for ARC)	Yes
EALS	4FPRS, 4FPRT	3E0X1 (1 per Unit Type Code)	24 months (48 months for ARC)	Yes
Pesticide Dispersal (Note 4)	4FPRY	3E4X3	36 months	Yes
Site Development and Preparation	4FPRY, 4FPRQ	1 ea. 32E3, 3E5X1 per Unit Type Code	24 months (48 months for ARC)	Yes
Expedient Airfield Crater Repair Operations	4FPRL	4FPRL, 32E3C/G, 3EXXX	24 months (48 months for ARC)	Yes
Installation, Operation, and Repair of Utility Systems	4FPRQ, FPRY, 4FPRT	Note 2	24 months (48 months for ARC)	Yes
Revetment Erection (Note 3)	4FPRT, 4FPRV, 4FPRS	2 ea 3E2X1 per 4FPRT & 4FPRV 2 ea 3E3X1 per 4FPRT	24 months (48 months for ARC)	Yes
Field Messing	4FPRY	2 ea. 3F1X1 per Unit Type Code	24 months (48 months for ARC)	Yes

Note 1: The field exercise takes place in a bare base environment and includes overnight field training consisting of a minimum of 48 continuous hours for RegAF and at least 36 continuous hours for ARC units. The unit commander may grant equivalency credit for personnel participating in a non-exercise bed down in a bare base environment. Augmentees are not required to participate in the field exercise.

Note 2: 1 ea. 3E0X1, 3E0X2, and 3E4X1 per 4FPRQ and 4FPRT
1 ea. 3E0X2 per 4FPRY

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Note 3: Can substitute with other barrier material type containers.

Note4: Must have current DoD Pest Management Certification for pesticide application (DD Form 1826-1, Pesticide Applicator).

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(Changed) Attachment 6

SPECIAL CAPABILITIES TRAINING TABLE

Table A6.1. Special Capabilities Training Requirements. (T-1)

Sub-Category/Topic	Unit Type Codes Affected	AFSs Affected	Frequency	Source for Training Material	Resource Readiness Reportable
High Density Capabilities					
Ultimate Building Machine	4FPRT 4FPRQ 4FPRS	3E3X1 (10 per 4FPRT 2T3X1 (1) per 4FPRT 3EOX2 (1) per 4FPRT 3E371 (1) per 4FPRQ 3E3X1 (4) per 4FPRS	Note 1	Lesson Plan	Yes
Asphalt Paving	4FPRV	3E2X1 (4) 2T3X1 (3)	Note 1	Lesson Plan	Yes
Concrete Mobile	4FPRV 4FPHV	3E2X1 (4) per 4FPRV 2T3X1 (3) per 4FPRV 3E2X1 (8) per 4FPHV	Note 1	Lesson Plan	Yes
Concrete Paving	4FPRV	3E2X1 (4) 2T3X1 (3)	Note 1	Lesson Plan	Yes
Pavement Milling	4FPRV	3E2X1 (4) 2T3X1 (3)	Note 1	Lesson Plan	Yes
Low Density Capabilities					
Asphalt Batch Plant	4FPHU	3E2X1 (8)	Note 1	Lesson Plan	Yes
Concrete Batch Plant	4FPHV	3E2X1 (8)	Note 1	Lesson Plan	Yes
Well Drilling	4FPHK	3E2X1 ((8) per UTC) 2T3X1 (1) per UTC) 3E4X1 (1) per UTC	Note 2	Lesson Plan	Yes

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Quarry Ops	4FPRV 4FPHW	3E2X1 (3 per 4FPRV 2T3X1 (3)) per 4FPRV 3E2X1 (8) per 4FPHW	Note 1	Lesson Plan	Yes
Demolition	4FPRV 4FPHK 4FPHW	3E2X1 (3) per 4FPRV 3E2X1 (1) per 4FPHK 3E2X1 (8) per 4FPHW	Note 3	Lesson Plan	Yes
Materials Testing	4FPRL 4FPRQ 4FPRT 4FPRY 4FPRV	3E551/3E571 (All per UTC)	Note 4	Lesson Plan	Yes
Contingency Airfield Pavement Evaluation	4FPRQ 4FPRL 4FPRV	3E5X1 and 3E2X1 (1) per Unit Type Code 32E3X (1 per Unit Type Code)	Note 5	Lesson Plan	Yes
Airland Delivery	4FPRL	4 per Unit Type Code		Lesson Plan	Yes

Note 1: Training frequency is:

RegAF = 24 months (unless otherwise defined by equipment specific requirements).

ARC = 48 months (unless otherwise defined by equipment specific requirements).

Note 2: Members must receive the initial pilot training and successfully complete a well drilling Troop Training Project to meet initial training requirements. Upon completion of the pilot training and Troop Training Project completion members may requalify via Troop Training Project completion or pilot unit course after completing initial requirements.

RegAF = 24 months

Note 3: Demolition training is required monthly. An active demolition program conducts live explosive proficiency training monthly. Any squadron that cannot satisfy this requirement is required to have an inactive demolition program. Inactive teams conduct monthly classroom instruction using inert explosives and participate in an annual live explosive training session supervised by an active RED HORSE demolition team supervisor. Inactive teams will be deemed active when the inactive team is on a joint contingency deployment with an active demolition team and receives live explosive training or receives live explosive training in the Area of Responsibility from an active team and conducts demolition responsibilities throughout the deployment. The 40-hour refresher training course must be conducted by a lead training unit instructor between 24-36 months but not to exceed 36 months to provide procedural or educational updates. Annual explosives safety must be accomplished by individual squadron demolition teams every 12-15 months but not to exceed 15 months with two versions of the

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documented explosives safety test. DESR6055.09_AFMAN91-201, *Explosive Safety Standards* directs the RED HORSE Demolition team to work with the installation safety office of the respective squadron demolition team approval of the lesson plan.

Note 4: Members must complete the pilot course either prior to assignment to a RED HORSE unit or within the first 12 months for RegAF or within 24 months of technical school completion for ARC units. Members must exercise material testing during the respective dwell cycle. The pilot course is a one-time training requirement; unit commanders should consider sending members back to the pilot course if increased proficiency is required.

Note 5: A Contingency Airfield Pavement Evaluation (CAPE) certification is valid for 36 months for both RegAF and ARC personnel upon completion of the CAPE course. AFCEC may extend the certification for an additional 36 months if the member routinely conducts evaluations during the initial certification period in accordance with Engineer Technical Letter 02-19. If a certification has expired, the member must re-accomplish the CAPE course to be recertified.

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(Changed) Attachment 8

VEHICLE TRAINING TABLE

Table A8.1. Vehicle Training Requirements. (T-1)

Vehicles	AFSC	Assigned Personnel
Dump Truck	3E0XX, 3E1X1, 3E2X1, 3E3X1, 3E4XX 3E2X1 3E5X1, 3E6X1, 2S0X1	50% All 25%
Cargo Truck, 2 ½ ton and below	3E0XX, 3E1X1, 3E2X1, 3E3X1, 3E4XX, 3E6X1, 2S0X1, 3F0X1, 3P0X1, 4N0X1	All
Water Distribution Truck	3E2X1, 3E4XX 3E3X1	All 25%
Electrical Line Truck	3E0XX	All
Up Armored High Mobility Multi-purpose Wheeled Vehicle	All Officers and 3E2X1	All
Tractor-Trailer	3E2X1 3E3X1 and 2S0X1	75% 50%
Grader	3E2X1	All
Dozer	3E2X1	All
Excavator	3E2X1	All
Front-End Loader	3E0XX, 3E1X1, 3E3X1, 3E4X3 3E2X1 2S0X1	50% All 25%
All-Terrain Forklift, 10-13K	3E1X1, 3E2X1, 3E3X1, 3E6X1, 2S0X1 3E0XX, 3E4XX 3E5X1	All 75% 25%
Multi-purpose Sweeper	3E2X1	All
Sweeper Front Mounted Rotary	3E2X1	All
Backhoe	3E2X1 3E0XX and 3E4X1	All 50%
Wrecker	2T3X1	All
Scraper	3E2X1	3 each per 4FPRV 8 each per 4FPHW
Fuel Truck	3E0X2 3E2X1	All 25%
Well-Drilling Rig	3E2X1 2T3X1 3E4X1	4 each per 4FPRU 1 each per 4FPRW 8 each 3E2X1 per 4FPHK 1 each 2T3X1 per 4FPHK 1 each 3E4X1 per 4FPHK
Maintenance Truck	2T3X1	All
Rock Dump	3E2X1	All
Transit Truck	3E2X1	4 each per 4FPRV
Note: Training requirement applicable to 5- and 7-levels only.		

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Table A8.2. (Added) Off-Road Construction Equipment Training Requirements. (T-1)

Construction Equipment	AFSC	Quantity per UTC
Paving Machine	3E2X1	4 each per 4FPRV
Vibratory and Motorized Rollers	3E2X1	All
Trencher with Trailer	3E0X1, 3E2X1 and 3E4X1	25% of each AFSC
Rock Drill	3E2X1	3 each per 4FPRV 8 each per 4FPHW
Crawler Loader	3E2X1	1 each per 4FPRV
Water Wagon	3E2X1	1 each per 4FPRV
Extendable Boom Forklift	3E3X1	All
Man-lift	3E3X1	All
CTL/Skid-steer	3E0XX, 3E1X1, 3E3X1, 3E4XX, 3E2X1	25% of each AFSC All
Crane (Note)	3E2X1	2 per, 4FPRT, 4FPRV, 4FPHU, 4FPHV, 4FPHK, 4FPHW 1 per 4FPRS and 4FPRU

Note: Training requirement applicable to 5- and 7-levels only. A minimum of two (2) persons assigned to each 4FPRV, 4FPHU, 4FPHV, 4FPHK, 4FPHW, 4FPRT, and one (1) person assigned to 4FPRS and 4FPRU UTC will be qualified, and certified. Use T.O. 36C-1-5, AFMAN 91-203, Air Force Occupational Safety, Fire, and Health Standards, and the AFCEC Mobile Wheel Mounted Hydraulic Crane Certification Package to determine operator qualification requirements.

In accordance with Occupational Safety and Health Administration, Standards - 29 CFR 1926.1427, 3E2X1 personnel required to operate mobile hydraulic cranes in the performance of their duties must be both certified and qualified through an approved AFCEC sponsored training course. The AFCEC Mobile Crane Certification Course will cover all cranes from 0-75 ton capacity. For cranes that fall outside of the 0-75 ton range, contact the 3E2X1 Force Development Manager (FDM) for additional certification and qualification procedures.

Certification: Certification will be obtained by successfully completing the 80-hour AFCEC Mobile Crane Certification course. Those that attend an approved civilian certification venue will also need to attend the 40-hour AFCEC Crane Qualification Course to be fully certified. Certification will be valid for a period of 60-months from the date of issue at which time the member must re-accomplish the 80-hour AFCEC Crane Certification Course for re-certification.

Qualification: Qualification ensures that operators are and remain familiar with the Air Force crane specific requirements and operations. Qualification is obtained by successfully completing the 40-hour AFCEC Crane Qualification Course. All qualifications are valid for a period of 30-months from the date of issue. By successfully completing an approved certification course this will also fulfill the qualification requirement. Once 30-months have lapsed from date of issue of certification, members will be required to attend the 40-hour AFCEC Crane Qualification Course, which will extend qualification currency until an individual's certification is expired.

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(Changed) Attachment 9

WEAPONS TRAINING TABLE

Table A9.1. Weapons Training Requirements. (T-1)

Sub-Category/Topic	Unit Type Codes Affected	AFSs Affected	Frequency	Source for Training Material	Resource Readiness Reportable
M4 Qualification	All	All	Per AFI 36-2654 and AFI 31-117 (Note)	Base CATM/Unit assigned RSO	Yes
M9/M18 Qualification	All	All	Per AFI 36-2654 and AFI 31-117 (Note)	Base CATM/Unit assigned RSO	Yes
M240B Machine Gun	4FPRL, 4FPRQ, 4FPRY	2 per Unit Type Code	Per AFI 36-2654 and AFI 31-117	Base CATM/Unit assigned RSO	Yes
M249 Squad Automatic Weapon	4FPRL, 4FPRQ, 4FPRT, 4FPRV, 4FPRY, 4FPRS, 4FPHU, 4FPHV, 4FPHW, 4FPHK	2 per Unit Type Code	Per AFI 36-2654 and AFI 31-117	Base CATM/Unit assigned RSO	Yes
M320A1 Grenade Launcher	4FPRL, 4FPRQ, 4FPRT, 4FPRV, 4FPRY, 4FPRS, 4FPHU, 4FPHV, 4FPHW, 4FPHK	1 per Unit Type Code	Per AFI 36-2654 and AFI 31-117	Base CATM/Unit assigned RSO	Yes
Shotgun	4F9RY	1 per Unit Type Code	Per AFI 36-2654 and AFI 31-117	Base CATM/Unit assigned RSO	Yes

AFGM2024-01 19 December 2024

Attachment

Note: In accordance with AFI 36-2654, Combat Arms Program, members assigned to Reg AF RED HORSE Unit Type Codes are included in arming Group A and train to that frequency. Members assigned to ARC RED HORSE Unit Type Codes are included in Arming Group B and to train to that frequency.

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

AIR FORCE INSTRUCTION 10-209

11 JUNE 2019

Operations

RED HORSE PROGRAM



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This Instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness*, and provides requirements for the Air Force (AF) Rapid Engineer Deployable Heavy Operational Repair Squadron Engineers (RED HORSE) Program. This Air Force Instruction (AFI) applies to Regular Air Force (RegAF), AF Reserve (AFR), and Air National Guard (ANG) RED HORSE units. This publication may be supplemented at any level, but all direct supplements must be routed to the office of primary responsibility (OPR) of this publication for coordination prior to certification and approval. The authorities to waive forward operating agency, wing, and 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 requestors commander for non-tiered compliance items. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Disposition Schedule located in the Air Force Records Information Management System. 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 AF. Refer recommended changes and questions about this publication to the OPR using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command.

SUMMARY OF CHANGES

This document has been substantially revised and needs to be completely reviewed. Major changes include the following: The updating of the training tables, roles and responsibilities and compliance with the Secretary of the Air Force Publications policy letters requirements.

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Chapter 1

FUNCTIONAL RESPONSIBILITIES

1.1. Purpose. This instruction defines responsibilities and provides guidance for the RED HORSE program. RED HORSE is a self-sufficient, mobile heavy construction unit capable of rapid response and independent operations in a Level I threat environment, as defined in Joint Publication (JP) 3-10, *Joint Security Operations in Theater*.

1.2. Objective. The main objective is to define roles and responsibilities for the RED HORSE program including deployments, organization, training, and equipping.

1.3. Roles and Responsibilities.

1.3.1. The Director of Civil Engineers (AF/A4C). AF/A4C will, as the chair of the AF Civil Engineer Board, act on recommendations from the Readiness Shared Table and monitor progress toward total force readiness goals and objectives.

1.3.2. Chief, Readiness Division (AF/A4CX).

1.3.2.1. As the OPR for the AF RED HORSE program, AF/A4CX develops RED HORSE strategy, policy and guidance; provides oversight, resource advocacy as well as civil engineer (CE) career field management and represents RED HORSE matters in interdepartmental affairs. Co-chairs the Readiness Shared Table that provides strategic direction to the Total Force RED HORSE program and provides enterprise recommendations to the Installation Executive Council and the Civil Engineer Board concerning Total Force RED HORSE program management.

1.3.2.2. Coordinates with AFCEC/CX on Total Force RED HORSE Manpower and Equipment Force Packaging Responsible Agency, coordinates all proposed unit type code changes with Major Commands (MAJCOMs) and or Air Force Installation and Mission Support Center (AFIMSC) Detachments, as applicable in accordance with AFI 10-401, *Air Force Operations Planning and Execution*.

1.3.2.3. Coordinates with Air Combat Command (ACC) A4C, as the Air Force Capability Manager, with applicable MAJCOM A3s on taskings of RED HORSE unit type codes, including verifying taskings, recommending sourcing, recommending unit identification code changes, and providing reclama recommendations.

1.3.2.4. Manages and performs Functional Area Manager duties for all RED HORSE Air Force Specialty Codes in accordance with AFI 10-401 and coordinates with medical functional managers as required.

1.3.2.5. Validates Unit Type Code development, management, and maintenance activities for all RED HORSE capabilities.

1.3.3. AFIMSC:

1.3.3.1. Provides resource advocacy as the program element monitor for funding required to support the RED HORSE program. Will perform functional validation and allocation of RED HORSE funding requirements within the AFIMSC financial governance in coordination with Air Force Civil Engineer Center/Expeditionary Engineering Division (AFCEC/CXX). **(T-1)**.

1.3.3.2. Provides intermediate-level oversight for readiness reporting, which includes developing corrective action plans and providing recommendations to the appropriate readiness reporting offices when deficiencies are identified.

1.3.3.3. Ensures all RED HORSE units complete force readiness reporting in accordance with AFI 10-201, *Force Readiness Reporting*.

1.3.3.4. Develops, drafts, and publishes all Designed Operational Capability statements for Continental United States RegAF RED HORSE units in accordance with AFI 10-201. Component-Major Commands develop Designed Operational Capability statements for assigned RED HORSE units.

1.3.3.5. Conducts staff assistance visits in accordance with AFI 90-201, *The Air Force Inspection System*, when requested by unit commanders.

1.3.4. AFIMSC Primary Subordinate Unit, Air Force Civil Engineer Center (AFCEC).

1.3.4.1. The Deputy Director-Tyndall (AFCEC/DD) is the OPR for technical review and coordination of the AF RED HORSE program.

1.3.4.2. The Director of Resources (AFCEC/CR) manages the execution of RED HORSE Troop Training Project funds. The Execution Branch of the Resources Division typically manages and issues all funding for the RED HORSE Troop Training Project program.

1.3.4.3. On an annual basis, the Director of Operations (AFCEC/CO) and the Director of Readiness (AFCEC/CX) will jointly review lesson plans and points of instruction dealing with RED HORSE training in coordination with AF/A4CX, AFIMSC, AFRC/A4CX, and NGB/A4X. (T-1).

1.3.4.4. The Director of Planning and Integration (AFCEC/CP) manages and publishes the annual Air Force Comprehensive Asset Management Plan (AFCAMP) Business Rules, which outlines the RED HORSE Troop Training Project selection process with the exception of Troop Training Projects mentioned in [paragraph 3.9.1](#). AFCEC Business Rules can be found at: <https://cs2.eis.af.mil/sites/10041/CEPlaybooks/Pages/default.aspx>. Project funding approval requests for project increases above the funded and programmed amount of total project requires AFCEC/CP notification and approval.

1.3.4.5. AFCEC/CX will ensure the technical review and coordination of policies of this AFI, special capabilities training lesson plans, and publications for the RED HORSE program and reviews long-range requirements all in coordination with AFIMSC, AFRC/A4CX, and NGB/A4X. (T-1).

1.3.5. The Expeditionary Engineering Division (AFCEC/CXX).

1.3.5.1. Will provide direct oversight of the organizing, training, and equipping of the AF RED HORSE program. (T-1).

1.3.5.2. Will implement force structure plans, policies and programs, including Unit Type Code development and deployment planning in accordance with AFI 10-401. (T-1).

1.3.5.3. Will inform and coordinate with the AFIMSC RED HORSE program element monitor to plan, program, and budget for requirements through the program objective memorandum process and manage execution of requirements. (T-1).

1.3.5.4. Will establish standards, procedures, guidelines, and training programs in coordination with MAJCOMs. (T-1). Will assign training and unit responsibilities for all RED HORSE special capability training. (T-1). Will coordinate exchange of unit-prepared lesson plans and training aids and approves training schedules. (T-1).

1.3.5.5. Will serve as the subject matter expert (SME) for the Automated Readiness Information System (formerly the Automated Civil Engineer System–Personnel and Readiness) and ensure compliance with applicable source documents. (T-1).

1.3.5.6. Will serve as the lead-unit for Unit Type Code maintenance and management for all civil engineers. (T-1). As the lead-unit for RED HORSE Unit Type Codes, AFCEC will ensure the logistics details for RED HORSE Unit Type Codes are based on approved changes to the Equipment Supply Listing in accordance with AFI 10-401. (T-1). Will coordinate proposed logistics details changes with all RED HORSE units. (T-1).

1.3.5.7. Will serve as the lead-unit for UTC maintenance and management for all civil engineer capabilities. (T-1). Will ensure lead-pilot units' logistics details matches the approved Equipment Supply Listing during the coordination process. (T-1). AFCEC will not make changes to Unit Type Code requirements (Equipment Supply Listings or logistics details in the Logistics Force Packaging System) unless approved through the CE Governance Structure. (T-1).

1.3.5.8. Will conduct a triennial review, publish, and maintain the RED HORSE Equipment Supply Listing in coordination with Air Combat Command (ACC/A4C), Pacific Air Forces (PACAF/A4C), Air Force Reserve Command (AFRC/A4CX), and National Guard Bureau (NGB/A4X). (T-1).

1.3.5.9. Will serve as the action office to obtain final approval for the Allowance Standard (AS). (T-1).

1.3.5.10. Will establish minimum Mobility Readiness Spares Package standards at least 12 months prior to fielding new equipment or vehicle assets. (T-1).

1.3.5.11. Serves as the point of contact (POC) for non-directive publications, technical documents, and training plans for RED HORSE. (T-1).

1.3.5.12. Will be responsible for updating the training tables listed in [Attachments 4](#) through [9](#) after changes have been approved through the CE Governance Structure (discussed in [paragraph 1.3.2.3](#)) in coordination with AFIMSC, AFRC, and NGB. (T-1).

1.3.5.13. Will participate in equipment and vehicle first-article tests to ensure new equipment and vehicle meets RED HORSE requirements. (T-1).

1.3.5.14. Reviews RED HORSE manning status, coordinates manpower actions and staff changes in coordination with MAJCOMs and AFIMSC (when applicable). Must ensure units are manned to accomplish requirements in the Designed Operational Capacity statement. (T-1).

1.3.5.15. Manage and report excess assets in accordance with AFI 23-101, *Air Force Materiel Management*, AFMAN 23-122, *Materiel Management Procedures*, and this instruction.

1.3.6. General Responsibilities for MAJCOMs with assigned RED HORSE units.

1.3.6.1. Ensure command supplements to this instruction are in accordance with AFI 33-360 and are coordinated with AFCEC/CXX and AF/A4CX as required.

1.3.6.2. Will ensure that RED HORSE construction projects comply with the applicable environmental laws and standards as described in 32 Code of Federal Regulations (CFR) Part 989, *Environmental Impact Analysis Process*. (T-0). The unit that originates or proposes a troop training project or training exercise along with AFCEC/CP, as part of the AFCAMP process, will ensure the proposed activity is evaluated in accordance with 32 CFR Part 989. (T-0). For enduring installations outside the United States (US), follow the guidance in AFI 32-7091, *Environmental Management Outside the United States*. For activities at contingency locations, the AF will follow the guidance in Department of Defense Instruction (DoDI) 4715.22, *Environmental Management Policy for Contingency Locations*, Air Force Handbook (AFH) 10-222, Volume 4, *Environmental Considerations for Overseas Contingency Operations* and guidance published by the respective combatant command. (T-0).

1.3.6.3. MAJCOMs in collaboration with AFIMSC (if assigned RED HORSE), shall develop the Designed Operational Capability statement for all RegAF units.

1.3.6.4. Will coordinate allowance change requests through the supporting Logistics Readiness Squadron (or equivalent) Equipment Accountability Element and notify all assigned RED HORSE units of changes to equipment allowance source codes. Coordinate all allowance change requests with AFCEC/CXX. Refer to AFMAN 23-122 for coordination and processing of allowance source code requests.

1.3.6.5. All MAJCOMs will designate and task unit(s) for sourcing RED HORSE deployment augmentees for assigned forces in their combatant command area of responsibility.

1.3.7. ACC, Director, Logistics, Engineering and Force Protection (ACC/A4) leads ACC's role as a force provider to the joint force commander. Assigns ACC/A4CX as the primary advisor for the employment of RED HORSE with the development and management of Air and Space Expeditionary Force rotation schedule.

1.3.8. NGB/A4X.

1.3.8.1. Shall provide Federal logistics and funding support through the US Property and Fiscal Officer.

1.3.8.2. Must provide non-mobilized deployment direction for ANG RED HORSE Squadrons through the Adjutant General.

1.3.8.3. NGB/A4X will establish a command RED HORSE program to ensure personnel are organized, trained, and equipped to respond to wartime, disaster, and other contingency-related missions in coordination with AFCEC/CXX.

1.3.9. AFRC/A4CX. Provides non-mobilized deployment authority for the AFRC RED HORSE Squadrons. AFRC/A4CX will establish a command RED HORSE program to ensure personnel are organized, trained, and equipped to respond to wartime, disaster, and other contingency-related missions in coordination with AFCEC/CXX.

1.3.10. RED HORSE Squadron Commanders will:

1.3.10.1. Gather and report force readiness data in accordance with their unit Designed Operational Capability statement as prescribed in AFI 10-201. **(T-1)**.

1.3.10.2. Manage and document all RED HORSE related requirements (personnel, training, equipment, etc.) for their unit utilizing the Automated Readiness Information System and ensure recorded data in the Automated Readiness Information System is timely and relevant. **(T-1)**.

1.3.10.3. Ensure that all individuals that serve as a project engineer or project manager complete the project engineer and project manager Training Course not more than 18 months (for RegAF units) or 36 months (for Air Reserve Component [ARC] units) prior to filling this role. **(T-2)**.

1.3.10.4. Ensure project costs do not exceed approved funded and unfunded amounts without prior approval from AFCEC/CP and AFCEC/CXX. **(T-1)**.

Chapter 2

RED HORSE PROGRAM

2.1. RED HORSE Capability. To support combat air power worldwide, RED HORSE provides the Commander of Air Force Forces (COMAFFOR) a dedicated, flexible, airfield and base heavy construction and repair capability. RED HORSE also provides many special capabilities that allow the COMAFFOR to move and support missions as the air order of battle dictates. The standard RED HORSE capability consists of 404 personnel (engineers and support personnel) with approximately 1,000 short-tons of vehicles, heavy construction and support equipment. This organic support allows the unit to operate independently for extended periods of time until normal supply channels are established. In addition to the standard capability, the RED HORSE special capabilities consist of approximately 2,200 short-tons, which can be tailored to meet specific construction and repair requirements. When operating in a higher threat, non-permissive environment outside a forward operating base or collocated operating base, the RED HORSE commander, in coordination with the area commander (i.e. combat arms land force commander), determines additional security requirements based on operational risk. Reference JP 3-10, *Joint Security Operations in Theater*, for additional information.

2.2. Concept of Operations. RED HORSE Squadrons are organized into “building block” Unit Type Codes to operate in a hub-and-spoke concept. The concept is to deploy the squadron(s), including augmentees, to a single area of responsibility. RED HORSE establishes a centrally located hub and forward deploys construction teams (spokes) from the hub. The hub manages and supports multiple spoke operations. The number of areas of responsibility supported, and hubs and spokes opened, are determined by COMAFFOR requirements. A RED HORSE capability is generally comprised of 20 personnel and 24 equipment Unit Type Codes. All RED HORSE personnel Unit Type Codes are listed in [Table A2.1](#). All RED HORSE equipment Unit Type Codes are listed in [Table A3.1](#)

2.2.1. Deployment Sequencing. RED HORSE Squadrons generally deploy personnel in three echelons (Advanced Echelon, Hub, and Construction as depicted in [Table A2.1](#)). The three echelons ideally deploy in the following sequence: Advanced Echelon teams consisting of Air Insert Engineer Repair Team and Site Assessment Teams, followed by the Hub Teams. Finally, Construction Teams deploy individually or in any combination of the Horizontal Construction Teams or Vertical Construction Teams. Individual RED HORSE Unit Type Codes may be tasked to support any contingency in accordance with the *War and Mobilization Plan, Volume 1, CE Supplement*.

2.2.2. Hub and Spoke Operations. Hub operations are self-sufficient with re-supply of consumable items (water, fuel, food rations, construction materials, etc.) but may require assistance from local wings to receive/send equipment and supplies. If hub and spoke operations are collocated, they are self-sufficient. Spoke operations are not self-sufficient unless collocated with a base operating support provider.

2.2.3. Unit Type Code Mission Capability. The size and complexity of construction projects drive the number and type of equipment Unit Type Codes deployed. [Table A3.1](#) lists equipment Unit Type Codes and typical employment capabilities. Personnel and equipment Unit Type Code Mission Capability statements have detailed information on their capabilities and configuration.

2.3. Response Times. Response times in the unit's Designed Operational Capability statement are determined by the owning MAJCOM A3 but may be developed and maintained in collaboration with AFIMSC. Refer to AFI 10-402, *Mobilization Planning*, for mobilization and timing requirements for ANG and AFRC Unit Type Codes.

2.4. Standard Deployment Augmentation. Standard RegAF RED HORSE Squadron augmentees are one financial management technician (6F051), one Independent Duty Medical Technician (4N0X1C or 42G3), and two contingency contracting officers (64PX or 6C071) with Acquisition Professional Development Program Level II certification in contracting. ARC units are augmented with two contingency contracting officers. MAJCOMs with assigned RED HORSE forces will identify sources for deployment augmentation.

2.5. Additional Augmentation. Upon receiving the warning order, a tasked unit's subject matter expert (SME) determine if additional augmentation is required for mission success, sustainment, and/or risk mitigation. SMEs may consider mission, environmental conditions, and threat. Upon deployment tasking, the tasked unit coordinates with the force provider to request additional forces if required. Possible augmentation includes but is not limited to: Bioenvironmental Engineering, additional physicians, Independent Duty Medical Technicians, logistics support, security forces, and/or Emergency Management specialists.

2.6. Mission Requirements. All personnel assigned to RED HORSE units, including augmentees, must be worldwide medically qualified in accordance with AFI 48-123, *Medical Examinations and Standards*, and weapons qualified in accordance with AFI 31-117, *Arming and Use of Force by Air Force Personnel*. (T-1).

2.7. Deployment Requirements. RED HORSE deploys with personnel, supplies, vehicles, construction equipment tools, limited rations, generators, water purification units, weapons, communications, and personnel equipment to support weapon system beddown, expedient construction, and heavy repair. Units review reporting instructions to identify additional deployment requirements. Prior to sending a team on a deployment, a determination is made if pre-positioned and/or leased vehicles and equipment are required.

2.7.1. Airlift. US Transportation Command (USTRANSCOM) authorizes airlift, in accordance with Defense Transportation Regulation 4500.9-R-Part III, *Mobility*, for mobility aircraft to transport RED HORSE cargo when applicable all the following conditions are met:

2.7.1.1. The contingency requires immediate rapid response from RED HORSE within Defense Operational Capability statement response time(s) and when the unit's capabilities are being transported via airlift.

2.7.1.2. Pre-positioned fuel, water, ammunition, and other consumables are not readily available at a deployment destination or contingency area in enough quantity to allow the unit to operate independently for extended periods of time until normal supply channels are established.

2.7.1.3. The given mission requires an increased state of readiness to use ammunition, explosives, and other hazardous materials (HAZMAT) such as fuel, immediately after being transported to, within, or from objective areas.

2.7.2. Personal Items.

2.7.2.1. Standard Mobility Deployment Bags. All personnel must have at a minimum a standard A-Bag, B-Bag, and C-Bag components in accordance with AFI 23-101. **(T-1)**. Changes to mobility bags must be initiated via an Equipment Supply Listing review with MAJCOMs (with assigned RED HORSE forces) and AFCEC/CXX followed by any applicable CE Governance Structure approval. **(T-1)**.

2.7.2.2. Personal Clothing. All personnel must prepare to deploy with the required clothing items per reporting instructions. **(T-1)**. The RED HORSE Equipment Supply Listing covers any additional or special clothing allowances.

2.7.3. Communications. Communications equipment allowances are in Allowance Standard 660, *Communication Equipment*.

2.7.4. Weapons and Ammunition. Weapons authorizations are in Allowance Standard 538, Part A. Each Unit Type Code deploys with the ammunition loads specified by the Ground Munitions Authorization Table. The primary duty weapon for all RED HORSE personnel is the M-4. Additionally, some RED HORSE Unit Type Code positions designated by the commander are authorized pistols and accompanying ammunition such as cargo courier, armory guard, or other duties where the M-4 would hinder operations. All personnel will follow the arming and use of force guidance prescribed in AFI 31-117. **(T-1)**.

2.7.5. Medical Equipment. Medical equipment authorizations are in Allowance Standard 889.

2.7.6. Chemical, Biological, Radiological, and Nuclear (CBRN) Equipment. CBRN equipment allowances are in Allowance Standard 429, Part DC.

2.7.7. Demolition. RegAF units will maintain an active demolition team. **(T-3)**. Demolition tools and equipment authorizations are in Allowance Standard 429. Munitions for operational and training purposes are specified by the Ground Munitions Authorization Table.

2.7.8. Tools and Expendable Shop Equipment. Each shop or functional area determines specific tool requirements to effectively support that echelon's mission.

2.8. Situation Report. The RED HORSE commander will provide Situation Reports (refer to [Attachment 10](#)) to the parent MAJCOM, employing MAJCOM, AFCEC/CXX, and others as appropriate, monthly while in-garrison (e.g., Troop Training Project related activity) and weekly while deployed (in support of contingency operations). **(T-2)**. **Note:** ARC RED HORSE units are not required to provide Situation Reports while in-garrison unless conducting Deployment for Training activities.

2.9. Observations, Innovations, and Lessons Learned; After Action Reports and End of Tour Reports.

2.9.1. All deployed squadron commanders (or highest ranking member if the commander is not deployed) must submit an After Action Report no later than 30 days after departure from the deployed location. **(T-1)**. Commanders submit their After Action Reports through the Air Force-Joint Lessons Learned Information System web-based reporting tool using "After Action Report Builder." **(T-1)**. These reports are accomplished after deployment, exercise, or other major event in accordance with AFI 90-1601, *Air Force Lessons Learned Program*.

2.9.2. Commanders or team chiefs will submit Observations, Innovations, and Lessons via the Air Force-Joint Lessons Learned Information System website using the “Add an Observation” form. (T-1).

2.9.3. All personnel are encouraged to submit pre-deployment training (e.g. combat skills training, etc.) Observations, Innovations, and Lessons Learned. These are submitted on the Air Force-Joint Lessons Learned Information System website using the “Add an Observation” form.

2.9.4. Unclassified After Action Reports and individual observations are submitted via the Air Force-Joint Lessons Learned Information System Non-Secure Internet Protocol Router Network (NIPRNET) web link at: <https://www.jllis.mil/> and classified items are submitted via the Air Force-Joint Lessons Learned Information System Secure Internet Protocol Router Network (SIPRNET) web link: <https://www.jllis.smil.mil/>.

2.9.5. AFCEC/CXX will immediately act upon and disseminate submitted Observations, Innovations, and Lessons Learned. (T-1).

2.9.6. After Action Reports and End of Tour reports (**Attachment 11**) should be submitted using the same distribution list as the situation reports. These documents are used to capture key issues and or concerns from the tasking as well as provide historical documentation.

2.10. Inspections. RED HORSE Squadrons will comply with AFI 90-201. (T-1).

2.11. CE Governance Structure. The Installation Executive Council, the CE Board, and the Readiness Shared Table provide strategic direction to the Total Force RED HORSE program. To read more about the CE Governance Structure, visit the CE Enterprise Governance Portal: <https://cs2.eis.af.mil/sites/10041/governance/SharedTables/Pages/SharedTables.aspx>.

2.12. RED HORSE Administrative Control (ADCON).

2.12.1. When in-garrison, RegAF RED HORSE Squadrons that are based in the Continental US (CONUS) are under the ADCON of their respective Numbered Air Force and MAJCOM.

2.12.2. The RegAF PACAF RED HORSE Squadron is under the ADCON of the respective Contingency Response Group, Wing and MAJCOM.

2.12.3. All AFR RED HORSE Squadrons are under ADCON of 22 AF/622d Civil Engineer Group (CEG) and MAJCOM.

2.12.4. In a state military duty ANG status, all ANG RED HORSE units are under the command authority of The Adjutant General (TAG) of their respective state. RED HORSE units activated to a Title 10 military duty (Air National Guard of the United States) status are under relevant federal command authorities and are usually attached to the supported operational command (COMAFFOR) for OPCON and assigned to the 201st Mission Support Squadron, a subordinate unit of the Air National Guard Readiness Center, Joint Base Andrews for ADCON. The respective units' TAG may also order an ANG RED HORSE unit to state active duty for operational support of a state requirement in their respective state. TAG will exercise administrative and operational control command and control of assigned ANG RED HORSE unit(s) during periods of state active duty.

2.12.5. In a non-mobilized status, AFRC/A4CX and NGB/A4X coordinate between the force provider(s) and their respective RED HORSE units.

Chapter 3

TRAINING

3.1. Purpose. This chapter outlines the minimum training requirements for RED HORSE personnel. RED HORSE training requirements are vetted and approved through the CE Governance Structure (see [paragraph 1.3.2.1](#)). Qualification consists of initial and recurring training to maintain proficiency.

3.2. RED HORSE Special Capability and Air Force Specialty Code (AFSC) Specific Training. RED HORSE members will receive mandatory training in accordance with requirements listed in [Attachments 4](#) through [9](#). (T-1). The training requirements listed contain specific AFSC training and minimum frequency required for mission capability in each Unit Type Code. For example, pavements milling requires four trained AFSC 3E2X1 per large horizontal team, and for squadrons that posture the three large horizontal team Unit Type Codes, at least 12 3E2X1s need to be trained. At a minimum, training will be conducted as often as required by this instruction. (T-1). Squadrons are highly encouraged to train more often at their discretion to maintain required readiness levels.

3.3. RED HORSE Special Capability. RED HORSE units offer unique competencies in heavy repair, horizontal, vertical, and support construction. RED HORSE provides these competencies through their special capabilities training program. Special capability training is divided into high and low density categories.

3.3.1. High density capabilities are inherent to RED HORSE key tasks of heavy repair and construction. The minimum requirement is outlined in [Table A6.1](#), but units are encouraged to exceed the minimum required since these inherent capabilities enable RED HORSE key tasks. Training table identifies the required Unit Type Codes and AFSCs that must accomplish the training as well as the frequency requirements and sources for training material. Units will ensure the required personnel meet the requirements in [Table A6.1](#). (T-1). Training is normally accomplished through the unit's Troop Training Project program. Alternately, it can be accomplished by attending courses held at a RED HORSE lead training unit as stated in [paragraph 3.4](#).

3.3.2. Low density capabilities require specialized training. A limited number of personnel are trained in these capabilities. [Table A6.1](#) identifies the required Unit Type Codes and AFSCs that must be trained in these capabilities, as well as the frequency requirements and sources for training material. This training will be accomplished through lead training units unless otherwise noted. (T-1).

3.3.3. When RED HORSE personnel perform a high density special capability without attending a lead training unit course and still meet the criteria defined in [Table A6.1](#), the unit commander may certify those personnel as current. To qualify, the validation resource readiness reporting standard must be performed under the full-time supervision and instruction of at least one member currently qualified from the lead training unit course. (T-1). The currency date for the validation resource readiness reporting standard is the day all required tasks have been completed.

3.4. RED HORSE Lead Training Units. RED HORSE lead training units, depicted in [Table 3.1](#), will develop training programs, lesson plans, and schedules in conjunction with AFCEC/CXX to support all RED HORSE units. (T-1). The lead training unit shall provide a schedule of classes to AFCEC/CXX no later than 1 April each year. (T-1). The schedule will be approved by AFCEC/CXX and posted on the AFCEC Expeditionary Engineering SharePoint site at <https://cs2.eis.af.mil/sites/13072/default.aspx>. (T-1). An annual review of all lesson plans will be conducted by the lead training unit in conjunction with AFCEC (refer to [paragraph 1.3.4.3](#)). (T-1). Lesson plans can be found on the Expeditionary Engineering SharePoint site (see link above). Lead training units should research and develop new and or improved training standards and techniques and present them to AFCEC/CXX for review as necessary.

Table 3.1. RED HORSE Lead Training Units.

Lead Training Unit and Location	COMM/DSN	Training
820 RED HORSE Squadron, Nellis AFB, NV	702-652-1970 682-1970	Air Insert Asphalt Batch Plant Asphalt Paving Concrete Batch Plant Concrete Mobile Concrete Paving Crane Operations Demolition Materials Testing Pavement Milling Quarry Operations Ultimate Building Machine Operations Well Drilling
823 RED HORSES, Hurlburt Field, FL	850-881-2214 641-2214	Project Engineer/Project Manager Project Management
AFCEC, Tyndall AFB, FL	850-283-6084 523-6084	Contingency Airfield Pavement Evaluation

3.5. Government Vehicle and Equipment Operations Training & Licensing. RED HORSE personnel operating AF government motorized vehicles must be properly trained and licensed in accordance with AFI 24-301, *Ground Transportation*. (T-1). Specific details for vehicle and equipment types are listed in [Attachment 8](#) to meet the minimum requirements to perform the RED HORSE wartime mission. Units may train additional personnel when time and resources permit.

3.6. Air Insert Additional Training Requirements. Air Insert Unit Type Code personnel training are listed in [Attachments 4](#) through [7](#). Members train to fulfill the Air Insert Unit Type Code Mission Capability statement requirements.

3.7. Supplemental and Enhancement Training. Supplementary AFSC specific training not identified in [Attachments 4](#) through [7](#) should be coordinated and scheduled with the host base to ensure all AFSCs (in particular non-CE AFSCs) receive adequate career progression in accordance with their respective Career Field Education and Training Plan and remain familiar with their primary AFSC skills. Local Memorandums of Agreement or Memorandums of Understanding may need to be established to assist in facilitating supplemental AFSC training at the discretion of the commander.

3.8. Formal Documentation. RED HORSE Squadrons will document contingency and special capabilities training using the Automated Readiness Information System in accordance with AFI 36-2651, *Air Force Training Program*. Personnel deploying over 30 days will either hand carry AF Form 623, *Individual Training Record Folder*, or have access to automated training records. **(T-1)**. Upon separation or reassignment, the Unit Training Manager must provide a copy of the automated training record for the member and archive the record or transfer the record to the gaining unit via the Automated Readiness Information System. **(T-1)**. Sign-in rosters used to document training must be kept on file in accordance with guidelines established in the records disposition schedule. **(T-1)**. Data will be used to periodically verify the currency of information in the Automated Readiness Information System. **(T-1)**.

3.9. Troop Training Project Program. Troop Training Projects provide RED HORSE Squadrons the primary means for wartime heavy construction and AFSC specific training through the execution of real-world construction projects. Troop Training Projects ensure exercise of RED HORSE heavy construction and repair capability. Emergency and contingency-type projects related to tactical deployments or natural disasters are not included under the terms of this chapter as the scope and criteria is determined at the time of emergency or contingency employment.

3.9.1. Security cooperation projects also fall under the RED HORSE Troop Training Project program, and they include all training construction or repair projects. Additionally, RED HORSE troop labor should be used to support Joint Chief of Staff sponsored exercise related construction, innovative readiness training, humanitarian civic assistance, state partnership program, and MAJCOM or Combatant Commander specific building partnership capacity and engagement programs (e.g. engineering civic action engagement programs, deployment for training, etc.). RED HORSE units will provide quarterly updates to AFCEC/CXX on Troop Training Projects on behalf of their units which directly support Combatant Commands specific security cooperation lines of effort such as, but not limited to, building partnership capacity, Deployment for Training, and Engineering Civic Action Engagement Programs. **(T-2)**. All security cooperation engagements shall be coordinated with the respective Combatant Commands and MAJCOMs prior to execution in accordance with AFD 16-1, *Security Cooperation*. **(T-1)**.

3.9.2. RegAF RED HORSE units will afford opportunity to enhance AFSC skills of ARC personnel through Troop Training Project accomplishment in accordance with the Deployment for Training construct presented in [Figure 5.1](#). **(T-1)**. In addition, RegAF RED HORSE units will identify requirements for the necessary military personnel appropriation days from their respective HQ AFIMSC Detachment Military Personnel Appropriation Day Manager to support ARC involvement in Troop Training Project execution. **(T-1)**. Conversely, the ARC

units will afford opportunity to RegAF RED HORSE units to participate in Deployment for Training program. (T-1). The RED HORSE Troop Training Project program enhances the overall management, technical and command skills as well as develop habitual relationships for the RED HORSE enterprise in accordance with AFI 90-1001, *Planning Total Force Associations* (TFAs).

3.9.3. Troop Training Project Compliance. All RED HORSE Troop Training Projects must be performed under the guidance of this instruction and must comply with the limits, terms, and authorities set forth in AFI 32-1032, *Planning and Programming Appropriated Fund Maintenance, Repair, and Construction Projects*, or other applicable component programming rules. (T-1).

3.9.4. Troop Training Project Baseline. The Troop Training Project baseline represents the core capabilities to provide the minimum RED HORSE competencies. This baseline can be met by projects sourced through the AFCAMP, coordinated with and funded by non-AF customers, or completed during training exercises and security cooperation activities. Each RED HORSE Squadron Commander must ensure the baseline requirements are exercised during a unit's dwell. (T-1). As depicted in **Table 3.2**, during a standard dwell cycle, total force units paired together with associations will exercise construction capabilities in the following areas: large asphalt pavement placement, large concrete pavement placement, heavy earthwork, vertical structures, placement of Concrete Masonry Unit block, utility installation, high voltage electrical installation and water well drilling. (T-2). RED HORSE commanders can direct additional Troop Training Projects to facilitate honing skills and techniques acquired and learned during training. AFCEC/CXX will facilitate coordination between the units, MAJCOMs and AFCEC/CP for the solicitation, selection, programming, approval, and funding of all Troop Training Projects sourced via the AFCAMP to support exercise of listed capabilities. (T-1). Additional details on unit Troop Training Project program are outlined in the AFCEC business rules. Troop Training Projects supporting security cooperation will adhere to **paragraph 3.9.1.** and requirements as defined by the respective Combatant Commands or MAJCOMs. (T-1).

Table 3.2. Troop Training Project Baseline.

Capability	Type
Exterior Electrical	High voltage, overhead to underground, or airfield lighting install and or upgrade
Utility Install	Water, fuel, or sewer main install and or upgrade
Water Well	Well Install
Asphalt Pavement	Large asphalt placement
Concrete Pavement	Large concrete placement
Heavy Earthwork	Elevation/grade control
UBM	Construct K-Span
Vertical Construction	Construct pre-engineered building and Concrete Masonry Unit block placement

3.9.5. Troop Training Project Execution and Documentation. Guidance for the execution and documentation of Troop Training Projects is captured within the AFCEC business rules <https://cs2.eis.af.mil/sites/13072/default.aspx>. Additional programming and Troop Training Project program management guidance is provided below.

3.10. Project Programming, Execution and Closeout Guidance.

3.10.1. Project Cost Accounting. The RED HORSE Squadron executing the Troop Training Project and the benefitting base will do the following:

3.10.1.1. If project costs appear to be reaching statutory limits, the base will work with the RED HORSE project engineer or project manager to identify portions of work to be eliminated and or alternatives to keep costs below limits. **(T-2)**.

3.10.1.2. RED HORSE project engineers and managers will prepare and submit the appropriate DD Form 1354, *Transfer and Acceptance of DoD Real Property*, in accordance with AFI 32-9005, *Real Property Accountability and Reporting*. **(T-0)**. Per Unified Facilities Criteria 1-300-08, *Criteria for Transfer and Acceptance of DoD Real Property*, a final DD Form 1354 must be submitted to the installation Real Property Office for project design phases (project approval), construction progress milestones (invoice), the placed in service date (interim), and construction completion, and all required key supporting documents to the installation Real Property Officer. **(T-0)**. Project engineers and project managers must use the Real Property Category Codes to complete the DD Form 1354s. **(T-1)**. Codes can be found on the AFCEC CE Dash link <https://cs2.eis.af.mil/sites/10758/CITCATCODE/Module/Home.aspx>.

3.10.1.3. Settle all accounts and return any unspent funds upon project completion. If a project will not be complete before the end of the fiscal year, estimate project funds required to finish scheduled work for the year and return the remainder to the funding organization 30 days prior to the end of the fiscal year. Additionally, request the remaining funds balance be available in the next fiscal year to complete the construction project in accordance with AFIMSC funding rules and guidelines.

3.10.2. RED HORSE project engineers will program RED HORSE projects in accordance with AFI 32-1021, *Planning and Programming Military Construction (MILCON) Projects*, and AFI 32-1032. **(T-1)**.

3.10.2.1. Refer to AFI 32-1021 and DoD Financial Management Regulation (FMR) 7000.14-R, Volume 2B, Chapter 6, for specific guidance on cost accounting and required content when developing the DD Form 1391, *FY_ Military Construction Project Data*.

3.10.2.2. Include any unfunded cost (e.g. military labor) that should be considered when developing the DD Form 1391. For more guidance, see DoD Financial Management Regulation (FMR) 7000.14R Volume 3: Chapter 17, *Budget Execution – Availability and Use of Budgetary Resources*.

Chapter 4

RED HORSE SUPPORT

4.1. Logistics Flight. RED HORSE Logistics flight is organized, trained, and equipped to enable the following functions: Logistics Plans Element, Vehicle Management Element, Equipment and Supply Element, Readiness and Emergency Management Element, Force Support Element, Medical Element and Security Force Element.

4.1.1. Logistics Plans Element. Logistics Readiness Officer, responsible for all deployment planning and execution as well as coordination of movement of unit assets with the host transportation office, USTRANSCOM components, and support commanders. Each unit will have a deployment plan or an appendix to the host installation deployment plan in accordance with AFI 10-403, *Deployment Planning and Execution*. (T-1). The Logistics Plans Element is responsible for all aircraft load plans and over the road movement plans.

4.1.1.1. Aircraft Load Plan Certification. The RED HORSE Logistics Plans Element creates load plans for Unit Type Codes. RED HORSE units and parent MAJCOMs should review squadron-prepared load plans annually for updates to Unit Type Codes. The host base Logistics Readiness Squadron or Aerial Port Squadron certifies aircraft load plans created by the RED HORSE unit for airworthiness. Air Mobility Command, Contingency Flow Cell, reviews aircraft load plans for airworthiness for all RED HORSE Unit Type Codes but does not provide certification.

4.1.1.2. Over-the-Road Movement Plans. When traveling over-the-road in a deployed area of responsibility, each unit is responsible for obtaining over-the-road movement plans from the battlespace owner. While current theater scenarios require over-the-road movement of all RED HORSE echelons, theater commands are still responsible for initial movement from the point of debarkation to final destination.

4.1.2. Vehicle Management Element. Vehicle Management provides organic management and maintenance support to RED HORSE vehicle and vehicular equipment assets while in-garrison or deployed.

4.1.2.1. Vehicles and vehicular equipment will be managed and maintained in accordance with AFI 24-302, *Vehicle Management*, and Technical Order (T.O.) 36-1-191, *Technical and Managerial Reference for Motor Vehicle Maintenance*. (T-1).

4.1.2.2. All requests for authorization changes will be managed by AFCEC/COO Air Force Civil Engineer Vehicle Management. This office can be contacted at the following email address: afcec.co@us.af.mil. (T-1).

4.1.3. Equipment and Supply Element. The Equipment and Supply Element is responsible for obtaining, maintaining, and accounting for equipment, war reserve materiel, Mobility Readiness Spares Package Accountability, operation stock material, Equipment Authorization Inventory Data, mobility bags, weapons, and munitions to support RED HORSE Squadron employment and training.

4.1.3.1. Equipment. Equipment will be managed and maintained in accordance with AFI 23-101 and AFMAN 23-122 (T-1). Allowance Standard 429 identifies RED HORSE mobility equipment (Use Code A) and training and or contingency equipment (Use Code B) allowances. Deployable assets will be coded as “Use Code A” and non-deployable assets will be coded as “Use Code B”. (T-1).

4.1.3.1.1. Equipment Supply Listing Accountability. The Equipment Supply Listing is an authoritative source document for all CE Unit Type Code equipment requirements. It is the only source for details on how to report equipment items in Resources Readiness Reporting. The Equipment Supply Listing is also the source for equipment and supply data placed into the Automated Readiness Information System. This document enables the CE community to standardize requirements between Unit Type Codes and is the primary document used to conduct annual inventories and forecast funding for those Unit Type Codes. Inventories will be conducted annually and or after deployments comparing the on-hand assets to the Equipment Supply Listings. (T-1). When shortages in wartime equipment are noted, units should take immediate action to budget for and acquire missing items. The approved Equipment Supply Listings are found in the Automated Readiness Information System. All RED HORSE equipment is accounted for in one of the following three categories:

4.1.3.1.1.1. Authorized through an allowance source code.

4.1.3.1.1.2. Additional MAJCOM authorizations based on a unique training requirement or peacetime mission.

4.1.3.1.1.3. Expendable and non-reparable items (Budget Code 9) are managed in accordance with AFI 23-101.

4.1.3.1.1.4. Equipment Supply Listing Review. An Equipment Supply Listing review is conducted annually by AFCEC/CXX and an in-depth review is conducted every three years. Procedures for the Equipment Supply Listing review are located in the Expeditionary Engineering Execution Group Charter, Appendix 2. AFCEC/CXX will communicate the results of the Equipment Supply Listing review with RED HORSE units within 6 months of completing the review. (T-1). An in-depth review consists of AFCEC/CXX personnel and craftsmen from all RED HORSE units voting on proposed changes to equipment Unit Type Codes followed by appropriate approval from the CE Governance Structure.

4.1.3.2. The RED HORSE Squadrons must comply with War Reserve Materiel policy and procedures in AFI 25-101, *Air Force War Reserve Materiel (WRM) Policies and Guidance*, and AFI 23-101. (T-1).

4.1.3.3. Mobility Readiness Spares Package Accountability. The Mobility Readiness Spares Package should contain a minimum of 30 days of spares support for all echelons.

- 4.1.3.3.1. The Supply Element shall maintain Mobility Readiness Spares Package accountability and monitor shelf life for the Mobility Readiness Spares Package and mobility bags in accordance with AFI 23-101. **(T-1)**. The Supply Section, with assistance from other pertinent sections (e.g. Vehicle Management, Operations, Cantonments, and Airfields), must perform an annual review of the Mobility Readiness Spares Package to ensure the authorized parts are adequate to support deployed assets. **(T-1)**.
- 4.1.3.3.2. The unit HAZMAT monitor will monitor HAZMAT in the Mobility Readiness Spares Package while in-garrison and deployed and prepare for redeployment, if applicable, in accordance with AFMAN 24-204, *Preparing Hazardous Materials for Military Air Shipments*. **(T-1)**.
- 4.1.3.4. In-garrison operation stock. The Supply Element may be responsible for ensuring all unit personnel are aware of available in-garrison sources of supply to include the government purchase card, shop stock, consumable Mobility Readiness Spares Package, maintenance, repair, and operations program, and any local programs.
- 4.1.3.4.1. The Supply Element will support shops in the development of a material accountability program to manage project residue materials in accordance with Department of Defense Manual (DoDM) 4140.01, Volumes 1-11, *DoD Supply Chain Materiel Management Procedures*; Technical Manual 38-400/Air Force Joint Manual 23-210, *Joint Service Manual (JSM) for Storage and Materials Handling*, and AFI 32-7086, *Hazardous Materials Management*. **(T-0)**.
- 4.1.3.4.2. The Supply Element will ensure there is a viable due-in-from-maintenance program to include tracking accountability and forecasting funding requirements in accordance with AFI 23-101. **(T-1)**.
- 4.1.3.4.3. The Supply Element will establish, maintain, and operate locally-developed unit personnel equipment program while in-garrison and deployed in accordance with AFI 23-101. **(T-1)**.
- 4.1.3.5. Equipment Authorization Inventory Data. The Supply Element will coordinate with the Equipment Authorization Inventory Data custodians and host base Logistics Readiness Squadron to obtain Equipment Authorization Inventory Data support in accordance with AFI 23-101, and all applicable Allowance Standards. **(T-1)**.
- 4.1.3.6. The Supply Element will monitor and maintain unit mobility bags in accordance with AFI 23-101. **(T-1)**.
- 4.1.3.7. The Supply Element will maintain in-garrison and deployed weapons in accordance with DoDM 5100.76, *Physical Security of Sensitive Conventional Arms, Ammunition, and Explosives (AA&E)*, AFI 31-101, *Integrated Defense (ID)*, AFI 31-117, AFI 23-101, AFI 10-403, and AFMAN 31-129, *USAF Small Arms and Light Weapons Handling Procedures*. **(T-0)**.
- 4.1.3.8. The Supply Element will monitor mobility munitions during exercises and deployments in accordance with AFMAN 24-204, DoDM 5100.76, AFMAN 21-201, *Munitions Management*, AFMAN 91-201, *Explosives Safety Standards*, and AFI 10-403. **(T-0)**.

4.1.3.9. Defense Logistics Agency Disposition Services (formerly known as the Defense Reutilization and Marketing Service) will monitor the unit Defense Logistics Agency Disposition Services program and coordinate with host base Defense Logistics Agency Disposition Services and Supply section in accordance with local guidance.

4.1.3.10. The Supply Element will coordinate with The Defense Logistics Agency Disposition Services on the procurement, licensing/permitting, storage, use, transportation, and disposition of equipment containing radioactive materials (i.e., density gauges, etc.) with AF Bioenvironmental Engineering in accordance with AFMAN 40-201, *Radioactive Materials (RAM) Management*. (T-1).

4.1.4. Readiness and Emergency Management Element. The Readiness and Emergency Management Element is organized, trained, and equipped to enable the following functions both in garrison and deployed: manage unit readiness, maintain and operate CBRN passive defense capabilities, provide Emergency Management and CBRN training, provide consequence management, and provide situational analysis and advice on Emergency Management and CBRN to unit leadership.

4.1.4.1. Emergency Management is the principle technical advisor to RED HORSE personnel on all matters pertaining to Readiness, Emergency Management, and CBRN passive defense activities. Emergency Management supports RED HORSE Commanders to organize, train, and equip personnel for contingency operations to include providing Emergency Management and CBRN passive defense capabilities during contingency operations.

4.1.4.2. Garrison Support.

4.1.4.2.1. Manages unit readiness through coordination with other RED HORSE sections. Assists the unit deployment manager, gathers data for force readiness reporting in accordance with AFI 10-201 and AFI 10-244, *Reporting Status of Air and Space Expeditionary Forces*.

4.1.4.2.2. Maintains, trouble-shoots, and interprets CBRN detector results.

4.1.4.2.3. Ensures RED HORSE unit is included in the Installation Emergency Management Plan by coordinating wartime, contingency response, and mobility plans with the host base in accordance with AFI 10-2501, *Air Force Emergency Management Program*.

4.1.4.2.4. Serves as the RED HORSE Squadron representative to the local Emergency Management Working Group.

4.1.4.2.5. Conducts Emergency Management and CBRN training in accordance with AFI 10-2501.

4.1.4.3. Contingency or Deployed Operations.

4.1.4.3.1. Provides limited CBRN passive defense capability for activities ranging from defense support to civil authorities to major combat operations.

4.1.4.3.2. In relation to defense support to civil authorities, supports the lead Emergency Management element providing consequence management and CBRN passive defense command and control with outside agencies.

- 4.1.4.3.3. Regarding major combat operations, provides situational analysis and advice to senior leaders regarding emergency management, consequence management, and CBRN passive defense matters.
- 4.1.4.3.4. Interfaces with the host base or lead Emergency Management agency to ensure RED HORSE Squadron is included in the base's Emergency Management Plan.
- 4.1.4.3.5. Provides limited protection capabilities for CBRN threat environments; receives and evaluates attack data; receives CBRN hazard predictions; and disseminates CBRN warning to deployed personnel.
- 4.1.4.3.6. Performs as a specialized unit CBRN Control Center. As such, the CBRN Control Center advises leadership in relation to CBRN hazards and coordinates with local and theater CBRN cells to gain situational awareness regarding predicted or confirmed hazard areas. The RED HORSE units are equipped to establish source level capability (i.e. may gather raw CBRN attack data and process information for installation or theater CBRN cell actions). As such, they are tasked to ensure the unit has the capability to:
- 4.1.4.3.6.1. Coordinate with installation level Emergency Operations Center Managers and CBRN Control Centers, if applicable, providing location of RED HORSE forces operating off the installation. This enables Unit Control Center to appropriately warn forces operating off the installation of potential hazards.
 - 4.1.4.3.6.2. Coordinate all work party travel routes with CBRN Control Centers. The Emergency Management Section at the base of departure coordinates movements with the CBRN Control Center.
- 4.1.4.3.7. The unit deployment manager is assigned to the Readiness and Emergency Management Section and manages unit readiness through coordination with other RED HORSE sections. Collects force readiness data and accomplishes reporting in accordance with AFI 10-201.
- 4.1.5. Force Support Element. The Force Support function is organized, staffed, and equipped to enable the following: food service, lodging, personnel accountability, mortuary affairs operations and recreation programs.
- 4.1.5.1. Food service support includes procuring and accounting for required rations, operating field feeding equipment, and practicing proper sanitation procedures. Refer to Air Force Tactics, Techniques, and Procedures (AFTTP) 3-34.1, *Services Contingency Beddown and Sustainment*, for specific tasks and procedures.
 - 4.1.5.2. Establishes procedures for accountability for all deployed personnel (not only RED HORSE) until follow-on Prime Readiness in Base Services teams arrive in accordance with AFTTP 3-34.1.
 - 4.1.5.3. Mortuary Affairs operations should be performed in accordance with AFI 34-501, *Mortuary Affairs Program*.
 - 4.1.5.4. Recreation programs should be established and implemented as mission allows.

4.1.6. Contracting Element. For RegAF and ANG RED HORSE units, parent MAJCOMs will designate the contingency contracting officer to augment the unit when tasked to deploy. When deployed, the senior RED HORSE officer normally has OPCON over contingency contracting officers. These augmentees improve the logistical support responsiveness, and in some cases, this function may provide the only source of logistical support. The assigned contingency contracting officer(s) must be Acquisition Professional Development Program Level II certified in contracting. **(T-1)**. In addition, the individuals must have the ability to deploy with a home station contingency contracting officer warrant. **(T-1)**.

4.2. Specialized Functions and Key Staff Advisors.

4.2.1. Medical Section. The Independent Duty Medical Technician assigned to RegAF RED HORSE Squadron is responsible for medical management of personnel, equipment, and programs in accordance with AFI 44-103, *The Air Force Independent Duty Medical Technician Program*, and applicable MAJCOM/local supplements. Further, RegAF Independent Duty Medical Technicians (4N0X1C) assigned to the RED HORSE unit will be certified in accordance with AFI 44-103, and be current on initial and annual sustainment training requirements. **(T-1)**.

4.2.1.1. Each RED HORSE unit is assigned a dedicated air transportable clinic to support field operations in remote locations. The air transportable clinic is a readiness reportable item as outlined in each unit's Designed Operation Capability statement.

4.2.1.2. The RED HORSE medical element will ensure a 30-day supply of medications and medical supplies are available to support world-wide deployments. **(T-2)**.

4.2.1.3. The Host Medical Treatment Facility will maintain controlled medications and those with a short shelf-life required by RED HORSE. **(T-2)**. A Memorandum of Agreement will be established with the Host Medical Treatment Facility and shall include a statement requiring such medications to be made available to RED HORSE within 48 hours of notification. **(T-2)**.

4.2.1.4. The Host Medical Treatment Facility, in coordination with RED HORSE Squadron, will designate a physician to augment a RED HORSE Squadron when tasked to deploy. **(T-2)**. When deployed with a RED HORSE Squadron, the physician reports to, and is supervised by, the senior deployed officer. The physician serves as the senior medical officer and provides clinical oversight to the Independent Medical Duty Technician when deployed.

4.2.1.5. AFRC and ANG RED HORSE Squadrons may assign their physician to their unit when no Host Medical Treatment Facility is available.

4.2.1.6. ARC RED HORSE Squadrons are staffed by a Physician Assistant (42G3) versus a 4N0X1C, and the medical officer works directly for the RED HORSE Squadron Commander.

4.2.1.7. The appropriate substitute for the Independent Medical Duty Technician for Unit Type Code taskings is a Physician Assistant (42G3).

4.2.1.8. The medical section will coordinate with AF Bioenvironmental Engineering on use of engineering controls, administrative procedure, and personal protective equipment to protect individuals from occupational and environmental health threats (e.g. toxic chemicals/materials, hazardous noises, ionizing radiation, etc.). **(T-2)**. Ensures exposures to occupational and environmental health threats are analyzed and documented in the Defense Occupational and Environmental Health Readiness System by AF Bioenvironmental Engineering in support of the Individual Longitudinal Exposure Record.

4.2.2. Security Forces Section. Security Forces personnel provide organic force protection, leadership, and expertise to assigned forces while maintaining RED HORSE's self-sustaining capabilities.

4.2.2.1. May be responsible for training combat skills tasks, land navigation, map reading, base defense/perimeter defense, convoy training, and individual movement techniques in accordance with **Attachments 4** and **5**.

4.2.2.2. The Force Protection Advisor conducts Antiterrorism/Force protection Level I and other mandatory deployment briefings, advises the deployed commander on the current intelligence threats, and develops countermeasure options to defeat possible enemy offensive action. The Security Forces member also coordinates with the local area security element to ensure RED HORSE is postured appropriately.

4.2.2.3. Resource Protection and Physical Security Program. Responsible for the security of all personnel, equipment, and resources under their control to include the security and protection of weapons, ammunition, night vision equipment, buildings, vaults, keys, and other designated vital resources. This is accomplished via the use of alarmed weapon vaults, response teams, fences, C-wire, and intrusion detection systems, as necessary.

4.2.2.4. Conducts deployed site surveys to determine the number of personnel and logistics needed to defend the forward operating base and develop a base defense plan for implementation.

4.2.2.5. Assists the Supply section with conducting weapons inventories.

4.2.2.6. Coordinates repair of unit assigned weapons with the Logistics Readiness Squadron or equivalent.

4.2.2.7. While deployed, the Security Forces member may serve as convoy noncommissioned officer-in-charge and or as the force protection advisor to the Commander. When deployed to a main operating base, the Security Forces member should interface with the local Security Forces Squadron (or equivalent) and should participate in any related Antiterrorism, Integrated Defense and/or Threat Working Groups to ensure RED HORSE operations are performed in coordination with force protection requirements.

4.2.3. Financial Management Section. The Financial Management section processes, administers, and manages all funds provided to the unit. Financial Management will:

4.2.3.1. Formulate, justify, and execute the annual budget. **(T-3)**.

4.2.3.2. Ensure funds are properly tracked and reflected in accounting records and legal limitations are not exceeded. **(T-1)**.

- 4.2.3.3. Oversee the government purchase card program and ensure purchases meet established guidelines. **(T-3)**.
- 4.2.3.4. Coordinate with installation, NAF, MAJCOM, and AF on funding requirements. **(T-2)**.
- 4.2.3.5. Manage and track disbursements and expenditures for Troop Training Projects. **(T-3)**.
- 4.2.3.6. Serve as Paying Agents when deployed--applies to 6F071 and 6F051. **(T-3)**.

Chapter 5

TOTAL FORCE

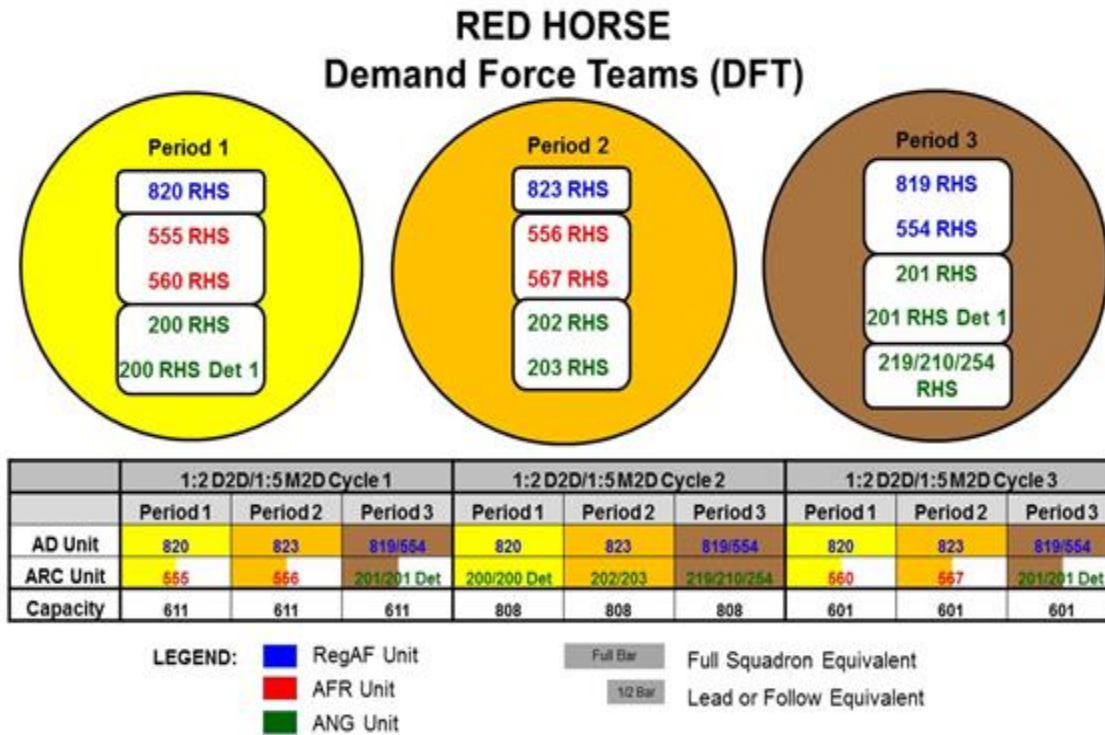
5.1. Overview. The AF utilizes its active and reserve components to generate forces and combat power for the nation and its joint warfighters. The Total Force consists of the RegAF, ARC, which is comprised of the ANG and the AFR. The ARC, consisting of the AFR and ANG, are integrated across the spectrum of mission areas, train to the same standards as the RegAF, and are essential in planning for and meeting Total Force commitments in Global Vigilance, Global Reach, and Global Power. In order to provide efficient and effective combat capability with the resources assigned to the Total Force, the components and MAJCOMs rely on demand force teams. Demand force teams provide surge and rotational capacity of combat power, enhanced training, and more efficient operations. Through the sponsor MAJCOM, RED HORSE units may establish Total Force Associations in accordance with [Figure 5.1](#), to improve productivity, retain mission capabilities, and achieve synergy in the use of Total Force equipment, manpower and infrastructure both in dwell and during contingency operations. The capacity line represents the total number of Airmen available in each of the three demand force teams.

5.2. Total Force Success. Successfully managing the Total Force requires effective leadership and collaboration from all Airmen. Specifically, RED HORSE commanders are responsible for attaining and maintaining mission readiness to ensure the Total Force is best capable of leveraging their maximum collaborative effects as they operate together. Total Force Associations are an essential element within RED HORSE planning and programming functions and for developing, evaluating, resourcing, executing, and managing Total Force Associations in accordance with AFI 90-1001.

5.3. Total Force Integration Management. Total Force Integration Management is the collaborative command-level process of planning, organizing and aligning associated squadrons to ensure readiness while respecting force management statutes, policies, guidance, culture and expectations, and then meet mission requirements. MAJCOM management of associated squadrons includes planning, resourcing, and managing issues related to interoperability, training, communication, installation support, personnel support, and professional development. RED HORSE commanders will establish working relations within the three Demand Force Teams to present a competent capable RED HORSE capability to support each deployment period. **(T-2)**. For more specific details on the Total Force governance structure, force mix analyses and guidance, and developing Total Force Associations, refer to AFI 90-1001.

5.4. Force Presentation. Presentation of RED HORSE forces for Combatant Commanders uses the demand force team concept, as depicted in [Figure 5.1](#). The demand force team concept provides predictable combatant command vulnerability periods for RegAF RED HORSE Squadrons at a 1:2 Deploy to dwell tempo and vulnerability periods for AFR and ANG RED HORSE Squadrons are on a 1:5 Mobilization to Dwell. The concept is also designed to outline habitual relationships between the RegAF, AFR and ANG squadrons in their vulnerability periods through Total Force Integration. These relationships across RED HORSE squadrons may provide an opportunity for these units to establish working relationships with specific combatant commands when supporting non-request-for-forces requirements.

Figure 5.1. Total Force RED HORSE Force Presentation.



WARREN D. BERRY, Lieutenant General, USAF
DCS/Logistics, Engineering & Force Protection

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

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

AFI 33-360, *Publications and Forms Management*, 1 December 2015

AFMAN 33-363, *Management of Records*, 1 March 2008

JP 3-10, *Joint Security Operations in Theater*, 13 November 2014

AFI 10-401, *Air Force Operations Planning and Execution*, 7 December 2006

AFI 10-201, *Force Readiness Reporting*, 3 March 2016

AFI 90-201, *The Air Force Inspection System*, 20 November 2018

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

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

32 CFR Part 989, *Environmental Impact Analysis Process*

AFI 32-7091, *Environmental Management Outside the United States*, 18 March 2016

Department of Defense Instruction 4715.22, *Environmental Management Policy for Contingency Locations*, 18 February 2016

AFH 10-222 V4, *Environmental Considerations for Overseas Contingency Operations*, 1 September 2012

JP 3-10, *Joint Security Operations in Theater*, 14 November 2014

War and Mobilization Plan, Volume 1, *CE Supplement*, 16 January 2014

AFI 10-402, *Mobilization Planning*, 8 March 2018

AFI 48-123, *Medical Examinations and Standards*, 5 November 2013

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

Defense Transportation Regulation 4500.9-Part III, *Mobility*, 25 February 2016

AS 660, Allowance Standard, Communications

AS 538, Allowance Standard, Small Arms

AS 889, Allowance Standard, Medical

AS 429, Allowance Standard, Civil Engineering

AFI 90-1601, *Air Lessons Learned Program*, 18 December 2013

AFI 24-301, *Ground Transportation*, 23 April 2019

AFI 36-2651, *Air Force Training Program*, 3 January 2019

AFI 90-1001, *Planning Total Force Associations (TFAS)*, 9 January 2017

AFPD 16-1, *Security Cooperation*, 12 November 2015

AFI 32-1032, *Planning and Programming Appropriated Fund Maintenance, Repair, and Construction Projects*, 24 September 2015

AFI 32-9005, *Real Property Accountability and Reporting*, 16 April 2019

United Facilities Criteria 1-300-08, *Criteria for Transfer and Acceptance of DoD Real Property*, 16 April 2009

AFI 32-1021, *Planning and Programming Military Construction (MILCON) Projects*, 25 February 2016

DoD FMR 7000.14R Volume 2B, Chapter 6, *Military Construction/Family housing Appropriations*, June 2000

DoD FMR 7000.14R Volume 3: Chapter 17, *Budget Execution – Availability and Use of Budgetary Resources*, February 2015

AFI 10-403, *Deployment Planning and Execution*, 20 September 2012

AFI 24-302, *Vehicle Management*, 26 June 2012

T.O. 36-1-191, *Technical and Managerial Reference for Motor Vehicle Maintenance*

AFI 25-101, *Air Force War Reserve Materiel (WRM) Policies and Guidance*, 14 January 2015

AFMAN 24-204, *Preparing Hazardous Materials for Military Air Shipments*, 13 July 2017

DoDM 4140.01V1-11, *DOD Supply Chain Materiel Management Procedures*, 10 February 2014

Air Force Joint Manual 23-210, *Joint Service Manual (JSM) for Storage and Materials Handling*, 12 April 1994

AFI 32-7086, *Hazardous Materials Management*, 4 February 2015

DoDM 5100.76, *Physical Security of Sensitive Conventional Arms, Ammunition, and Explosives (AA&E)*, 17 April 2012

AFI 31-101, *Integrated Defense (ID)*, 5 July 2017

AFMAN 31-129, *USAF Small Arms and Light Weapons Handling Procedures*, 29 June 2016

AFMAN 21-201, *Munitions Management*, 26 March 2019

AFMAN 91-201, *Explosives Safety Standards*, 21 March 2017

AFMAN 40-201, *Radioactive Materials (RAM) Management*, 29 March 2019

AFI 10-244, *Reporting Status of Air and Space Expeditionary Forces*, 15 June 2012

AFI 10-2501, *Air Force Emergency Management Program*, 19 April 2016

AFTTP 3-34.1, *Services Contingency Beddown and Sustainment*, 1 November 2007

AFI 34-501, *Mortuary Affairs Program*, 16 April 2019

AFI 44-103, *The Air Force Independent Duty Medical Technician Program*, 30 August 2018

AFI 32-1043, *Managing, Operating, and Maintaining Aircraft Arresting Systems*, 4 March 2015

T.O. 36C-1-5, *Sixty Rules On Safety*

AFMAN 91-203, *Air Force Occupational Safety, Fire, and Health Standards*, 11 December 2018

OSHA Std 29 CRF Occupational Safety and Health Administration, Standards - 29 CRF 1926.1427, 26 March 2019

AFH 31-109, *Integrated Defense in Expeditionary Environments*, 1 May 2013

AFI 36-2654, *Combat Arms Program*, 13 January 2016

Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*, 22 September 2009

AF Form 623, *Individual Training Record Folder*, 1 October 1996

DD Form 1354, *Transfer and Acceptance of DoD Real Property*, August 2013

DD Form 1391, *FY___ Military Construction Project Data*, 1 July 1999

DD Form 1826-1, *Pesticide Applicator*, November 1980

Abbreviations and Acronyms

ACC—Air Combat Command

ADCON—Administrative Control

AF—Air Force

AFCAMP—Air Force Comprehensive Asset Management Plan

AFCEC—Air Force Civil Engineer Center

AFI—Air Force Instruction

AFIMSC—Air Force Installation and Mission Support Center

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFR—Air Force Reserve

AFRC—Air Force Reserve Command

AFSC—Air Force Specialty Code

ANG—Air National Guard

ARC—Air Reserve Component (forces from the ANG and AFRC)

CBRN—Chemical, Biological, Radiological, and Nuclear

CE—Civil Engineer

CFR—Code of Federal Regulations

COMAFFOR—Commanders of Air Force Forces

CONUS—Continental US

DOD—Department of Defense

DODM—Department of Defense Manual

DSN—Defense Switched Network

HAZMAT—Hazardous Materials

JP—Joint Publication

JSM—Joint Service Manual

MAJCOM—Major Command

MILCON—Military Construction

NAF—Numbered Air Force

NGB—National Guard Bureau

NIPRNet—Non-Secure Internet Protocol Router Network

OPCON—Operational Control

OPR—Office of Primary Responsibility

PACAF—Pacific Air Force

POC—Point of Contact

RegAF—Regular Air Force

SECDEF—Secretary of Defense

SIPRNet—Secure Internet Protocol Router Network

SME—Subject Matter Expert

TAG—The Adjutant General

T.O.—Technical Order

US—United States

USTRANSCOM—United States Transportation Command

Terms

Bare Base—Provides vital equipment and supplies necessary to beddown and support combat forces at bases with limited or no facilities. At a minimum, such a base has a runway and parking ramp suitable for aircraft operations, and a source of water, that can be made potable.

Contingency—An emergency involving military forces caused by natural disasters, terrorists, subversives, or military operations. Due to the uncertainty of the situation, contingencies require plans, rapid response, and special procedures to ensure the safety and readiness of personnel, installations, and equipment.

High Density Capabilities—This term is used for Special Capabilities within RH to identify construction requirements that are in high demand and require more Airmen to support required tasks.

In-Garrison—This term is used when referring to RED HORSE and bare base equipment while in storage (assets are located within the home station compound).

Logistics Force Packaging System—Logistics Force is a subsystem of the Manpower and Equipment Force Packaging system. It provides a detailed listing of equipment and material requirements and summarized transportation characteristics for each Unit Type Code.

Low Density Capabilities—This term is for Special Capabilities within RED HORSE to identify construction requirements that are in low demand and require more technical training, but require less Airmen to perform required tasks.

Main Operating Base—A base on which all essential buildings and facilities are erected. Total organizational and intermediate maintenance capability exists for assigned weapon systems. The intermediate maintenance capability may be expanded to support a specific weapon system deployed to the Main Operating Base.

Manpower and Equipment Force Packaging System—A data system designed to support contingency and general war planning with predefined and standardized manpower and equipment force packages. Manpower and Equipment Force Packaging, which operates in the command and control environment, is composed of two subsystems: the MANFOR and the LOGFOR.

Manpower Force Packaging System—A subsystem of the Manpower and Equipment Forcing Packaging system. This system provides the following for each Unit Type Code: (1) Title of the unit or force element and its unique JCS Unit Type Code (2) The capability statement that contains the definition of unit capability (3) The manpower detail by function, grade (officers only), and AFSC required to meet the defined capability.

Mobilization—The act of assembling and organizing national resources to support national objectives in time of war or other emergencies; the process by which the Armed Forces, or part of them, is brought to a state of readiness for war or other national emergency. This includes activating all or part of the Reserve components, as well as assembling and organizing personnel, supplies, and material.

Operating (Using) Command—The command primarily operating/using a system or item of equipment; generally applies to those operational commands or organizations designated by the AF to conduct or participate in operations or operational testing. It is interchangeable with the term "Using Command" (commands who receive RED HORSE units to execute missions; e.g., US Central Command, PACAF, and US Southern Command).

Parent MAJCOM—A MAJCOM to which a particular unit is assigned in peacetime.

Program Objective Memorandum—A biannual memorandum submitted to the Secretary of Defense (SECDEF) from each military department and defense agency. It proposes total program requirements for the next six years. It includes rationale for planned changes from the approved future years' defense program baseline within the fiscal guidance issued by the SECDEF.

Reconstitution—The actions taken on a bare base package or other assets after return from a deployment to return them to their original condition.

Sustainment—The provision of logistics and personnel services required to maintain and prolong operations until successful mission accomplishment.

Unit Type Code—A five-character, alphanumeric code that uniquely identifies each unit type in US Armed Forces.

War and Mobilization Plan—The Air Force supporting plan to the Joint Strategic Capabilities Plan. The five volumes of the War and Mobilization Plan extend through the Future Years Defense Plan to provide continuity in short- and mid-range war and mobilization planning. It provides current planning cycle policies and planning factors for the conduct and support of wartime operations. It establishes requirements for development of mobilization and production-planning programs to support sustained contingency operations of the programmed forces. The War and Mobilization Plan encompasses all functions necessary to match facilities, manpower, and materiel with planned wartime activity.

Attachment 2

PERSONNEL UNIT TYPE CODES

Table A2.1. Personnel Unit Type Codes.

Unit Type Code Series	Unit Type Code	Title
Advanced Echelon Teams	4FPRK/4FPRL	Air Insert Engineer Repair Team
	4FPRQ (2)	Site Assessment Team
Hub Teams	4FPRY (1)	Primary Beddown and Command and Control Hub
	4FPRX (1)	Secondary Beddown and Command and Control Hub
	4FPRW (2)	Additional Construction Support Element
Construction Teams	4FPRV (3)	Horizontal Construction Team, Large
	4FPRU (4)	Horizontal Construction Team, Small
	4FPRT (4)	Vertical Construction Team, Large
	4FPRS (2)	Vertical Construction Team, Small

Attachment 3
EQUIPMENT UNIT TYPE CODES

Table A3.1. Equipment Unit Type Codes.

Unit Type Code	TITLE	TYPICAL PROJECT SCOPE
4F9HB	Concrete Operations	Concrete construction and repair (airfield slabs)
4F9HC	Asphalt/Concrete Milling	Road, runway, apron demolition of surface layer
4F9HD	Med Horizontal Construction	Airfield damage repair, site preparation
4F9HE	Heavy Horizontal Construction	Long taxiway expansions, large munitions storage area construction
4F9HF	Heavy Transport	Moves oversized construction equipment
4F9HG	Heavy Earthwork Scraper	Large earthwork projects (wide area leveling, assault strips)
4F9HJ	Explosive Operations	Quarry, facility demolition
4F9HK	Water Well Drilling	New wells and well rehabilitation
4F9HL	Crane Support	Pre-Engineered Building and ultimate building machine construction
4F9HM	Vertical Construction	Pre-Engineered Buildings, Concrete Masonry Unit facilities and insulated concrete form facilities
4F9HN	Ultimate Building Machine 120 Construction	One ultimate building machine facility without re-supply
4F9HP	High Voltage Electrical Support	Line truck for high voltage electrical work
4F9HR	Ultimate Building Machine 240 Construction	One large ultimate building machine facility without re-supply
4F9HT	Asphalt Paving Operations	Asphalt roads and taxiways
4F9HU	Asphalt Batch (Note 1)	Supports Asphalt Paving Operations
4F9HV	Concrete Batch (Note 1)	Supports Concrete Operations
4F9HW	Quarry Ops (Note 1)	Produces materials for sub base, subgrade, asphalt and concrete
4F9HX	Concrete Pave (Note 1)	Supports large airdrome projects applications: runways, taxiways and parking aprons type requirements
4F9RH	Air Insert Engineer Repair Team Equipment	Team Equipment
4F9RQ	Site Assessment Equipment	Team Equipment
4F9RS	Small Vertical Construction Team Equipment	Team Equipment
4F9RT	Large Vertical Construction Team Equipment	Team Equipment
4F9RU	Small Horizontal Construction Team Equipment	Team Equipment
4F9RV	Large Horizontal Construction Team Equipment	Team Equipment
4F9RW	Add'l Construction Support Element Equipment	Team Equipment
4F9RX	Secondary Beddown & Command and Control Hub Equipment	Team Equipment
4F9RY	Primary Beddown & Command and Control Hub Equipment	Team Equipment

Note 1: This Unit Type Code is for training use only and is not normally deployed, but can be deployed when given significant lead-time to disassemble, ship and reassemble at required location.

Attachment 4

CONTINGENCY SKILLS TRAINING TABLE (NOTE 1)

Table A4.1. Contingency Skills Training Requirements (T-1).

Sub-Category/Topic	Unit Type Codes Affected	AFSs Affected	Frequency	Source for Training Material Note 1	Resource Readiness Reportable
Individual Movement Techniques	All	All	A (B for ARC)	Lesson Plan	Yes
Team Movement Techniques and Combat Organization	All	All	A (B for ARC)	Lesson Plan	Yes
Troop Leading Procedures	All	All (Note 2)	A (B for ARC)	Lesson Plan	Yes
Weapons Handling Proficiency	All	All	A (B for ARC)	Lesson Plan	Yes
Night Operations	All	All	A (B for ARC)	Lesson Plan	Yes
Integrated Defense (Formerly Integrated Base Defense)	All	All	A (B for ARC)	CE Virtual Learning Center & Lesson Plan	Yes
Entry Control Point Operations	All	All	A (B for ARC)	Lesson Plan	Yes
Enemy Prisoner of War	All	All	A (B for ARC)	Lesson Plan	Yes
Convoy Operations	All	All	A (B for ARC)	CE Virtual Learning Center & Lesson Plan	Yes
Communications Procedures	All	All	A (B for ARC)	CE Virtual Learning Center & Lesson Plan	Yes
Work Party/Camp Security	All	All	A (B for ARC)	Lesson Plan	Yes
Land Navigation and Map Reading (Global Positioning System, Compass)	All	All	A (B for ARC)	CE Virtual Learning Center & Lesson Plan	Yes
Camouflage/Cover and Concealment	All	All	A (B for ARC)	Lesson Plan	Yes
ROWPU	4FPRQ, 4FPRS, 4FPRW	3E4X1 (1 per Unit Type Code)	Note 3	Lesson Plan	Yes
MAAS	4FPRT	3E0X2 (1)	Per AFI 32-1043 & CFETP, Note 3	Lesson Plan	Yes
EALS	4FPRS, 4FPRT	3E0X1 (1 per Unit Type Code)	Note 3	Lesson Plan	Yes
Pesticide Dispersal (Note 4)	4FPRY, 4FPRW	3E4X3	36 months	N/A	Yes
Vehicle Qualification	All	Refer to Attachment 8	Per AFI 24-301	Refer to Attachment 8	Yes

A= once every 18 months; **B**= once every 36 months

Notes:

Note 1. Suggested training materials for these requirements can be found on the Expeditionary Engineering SharePoint site, <https://cs2.eis.af.mil/sites/13072/default.aspx>.

Note 2. Grade E6-E9 and O1-O4.

Note 3. Training frequency is: RegAF = 18 months (unless otherwise defined by equipment specific requirements. Fits 1:2 dwell time, as spelled out in the ACC RED HORSE rotation schedule). ARC = 36 months (unless otherwise defined by equipment specific requirements. Fits 1:5 dwell time, as spelled out in the ACC RED HORSE rotation schedule).

Note 4. Must have current DoD Pest Management Certification for pesticide application (DD Form 1826-1, Pesticide Applicator).

Note 5. Upon tasking, unit augmentees will complete required contingency skills training as pre-deployment (“just-in-time”) training.

Attachment 5

FIELD TRAINING TABLE

Table A5.1. Field Training Requirements (T-1).

Sub-Category/Topic	Unit Type Codes Affected	AFSs Affected	Frequency	Source for Training Material	Resource Readiness Reportable
Field Exercise (Note 1)	All	All	18 months (48 months for ARC)	Lesson Plan	Yes
Site Development and Preparation	4FPRX, 4FPRY, 4FPRQ	1 ea 32E3, 3E5X1 per Unit Type Code	18 months (48 months for ARC)	Lesson Plan	Yes
Expedient Airfield Crater Repair Operations	4FPRK/4FPRL	32E3C/G, 3EXXX	18 months (48 months for ARC)	Lesson Plan	Yes
Tent Erection	All	All	18 months (48 months for ARC)	Lesson Plan	Yes
Installation, Operation, and Repair of Utility Systems	4FPRQ, 4FPRY, 4FPRX, 4FPRW, 4FPRT	Note 2	18 months (48 months for ARC)	Lesson Plan	Yes
Revetment Erection (Note 4)	4FPRT, 4FPRV	2 ea 3E2X1 per 4FPRT & 4FPRV 2 ea 3E3X1 per 4FPRT	18 months (48 months for ARC)	Lesson Plan	Yes
Defensive Fighting Positions (Note 3 & 4)	All	All	18 months (48 months for ARC)	Lesson Plan	Yes
Field Messing	4FPRY, 4FPRX, 4FPRW	2 ea 3M0X1 per Unit Type Code	24 months (48 months for ARC)	Lesson Plan	Yes
<p>Note 1: The field exercise takes place in a bare base environment and includes overnight field training consisting of a minimum of 48 continuous hours for RegAF and at least 36 continuous hours for ARC units. The unit commander may grant equivalency credit for personnel participating in a non-exercise beddown in a bare base environment. Augmentees are not required to participate in the field exercise.</p> <p>Note 2: 1 ea 3E0X1, 3E0X2, and 3E4X1 per 4FPRQ and 4FPRT 1 ea 3E0X2 per 4FPRY and 4FPRX 1 ea 3E0X1 and 3E4X1 per 4FPRW</p> <p>Note 3: Guidance for the required training can be found in AFH 31-109, <i>Integrated Defense in Expeditionary Environments</i>.</p> <p>Note 4: Can substitute with other barrier material type containers.</p>					

Attachment 6

SPECIAL CAPABILITIES TRAINING TABLE

Table A6.1. Special Capabilities Training Requirements (T-1).

Sub-Category/Topic	Unit Type Codes Affected	AFSs Affected	Frequency	Source for Training Material	Resource Readiness Reportable
High Density Capabilities					
Ultimate Building Machine	4FPRT	3E3X1 (4)	Note 1	Lesson Plan	Yes
Asphalt Paving	4FPRV	3E2X1 (4)	Note 1	Lesson Plan	Yes
Concrete Mobile	4FPRV	3E2X1 (1)	Note 1	Lesson Plan	Yes
Concrete Paving	4FPRV	3E2X1 (3)	Note 1	Lesson Plan	Yes
Pavement Milling	4FPRV	3E2X1 (2)	Note 1	Lesson Plan	Yes
Low Density Capabilities					
Asphalt Batch Plant	4FPRV	3E2X1 (1)	Note 1	Lesson Plan	Yes
Concrete Batch Plant	4FPRV	3E2X1 (1)	Note 1	Lesson Plan	Yes
Well Drilling	4FPRU, 4FPRW	3E2X1 (4 per UTC) 2T3X1 (1 per UTC)	Note 2	Lesson Plan	Yes
Quarry Ops	4FPRV	3E2X1 (1)	Note 1	Lesson Plan	Yes
Demolition	4FPRV	3E2X1 (3)	Note 3	Lesson Plan	Yes
Materials Testing	4FPRK, 4FPRL, 4FPRQ, 4FPRW, 4FPRX	3E551/3E571 (All per UTC)	Note 4	Lesson Plan	Yes
Contingency Airfield Pavement Evaluation	4FPRQ, 4FPRK, 4FPRL	3E5X1 or 3E2X1 (1 per Unit Type Code) 3E2X1 (1 per Unit Type Code)	Note 5	Lesson Plan	Yes
Air Insert	4FPRK, 4FPRL	4 per Unit Type Code	Note 6 & 7	N/A	Yes
<p>Note 1: Training frequency is: RegAF = 18 months (unless otherwise defined by equipment specific requirements). ARC = 48 months (unless otherwise defined by equipment specific requirements).</p> <p>Note 2: Members must receive the initial pilot training and successfully complete a well drilling Troop Training Project to meet initial training requirements. Upon completion of the pilot training and Troop Training Project completion members may requalify via Troop Training Project completion or pilot unit course after completing initial requirements. RegAF = 18 months ARC = 36 months</p> <p>Note 3: Demolition training is required monthly. An active demolition program conducts live explosive proficiency training monthly. Any squadron that cannot satisfy this requirement is required to have an inactive demolition program. Inactive teams conduct monthly classroom instruction using inert explosives and participate in an annual live explosive training session supervised by an active RED HORSE demolition team supervisor. Inactive teams will be deemed active when the inactive team is on a joint contingency deployment with an active demolition team and receives live explosive training, or receives live explosive training in the Area of Responsibility from an active team and conducts demolition responsibilities throughout the deployment. The 40-hour refresher training course must be conducted by a lead training unit instructor between 24-36 months but not to</p>					

exceed 36 months to provide procedural or educational updates. Annual explosives safety must be accomplished by individual squadron demolition teams every 12-15 months but not to exceed 15 months with two versions of the documented explosives safety test. AFI 91-201 directs the RED HORSE Demolition team to work with the installation safety office of the respective squadron demolition team approval of the lesson plan.

Note 4: Members must complete the pilot course either prior to assignment to a RED HORSE unit or within the first 12 months for RegAF or 24 months for ARC units and must exercise material testing during the respective dwell cycle. The pilot course is a one-time training requirement; unit commanders should consider sending members back to the pilot course if increased proficiency is required.

Note 5: A Contingency Airfield Pavement Evaluation (CAPE) certification is valid for 36 months for both RegAF and ARC personnel upon completion of the CAPE course. AFCEC may extend the certification for an additional 36 months if the member routinely conducts evaluations during the initial certification period in accordance with Engineer Technical Letter 02-19. If a certification has expired, the member must re-accomplish the CAPE course to be recertified.

Note 6: Upon completion of the Air Assault course members must participate in an Air Insert exercise (AD 1:18 months or ARC 1:24 months). Exercise must include the insertion of equipment via air.

Note 7: Army Sling Load Certification Course Training may count for 2 of the 4 required members may attend the Army Sling Load Certification Training Course instead of the Air Assault course in order to satisfy this requirement.

Attachment 7

SPECIAL CAPABILITIES VALIDATION TABLE

Table A7.1. High Density Special Capabilities Validation Requirements (T-1).

Special Capability	Traditional Resource Readiness Reporting Standard	Validation Resource Readiness Reporting Standard												
Ultimate Building Machine	Successful completion of Lead Training Unit course within required training frequency	<p><u>Minimum of 40 hours “hands-on” training completing all of the following:</u></p> <table border="0"> <tr> <td><input type="checkbox"/> Planning a K-Span</td> <td><input type="checkbox"/> Roll-up/personnel door installation</td> </tr> <tr> <td><input type="checkbox"/> K-Span specific safety</td> <td><input type="checkbox"/> Erect building with at least 3 picks</td> </tr> <tr> <td><input type="checkbox"/> Machine maintenance/repair</td> <td><input type="checkbox"/> End wall installation</td> </tr> <tr> <td><input type="checkbox"/> Design software use</td> <td><input type="checkbox"/> Insulation techniques</td> </tr> <tr> <td><input type="checkbox"/> Machine calibration</td> <td></td> </tr> <tr> <td><input type="checkbox"/> Site preparation</td> <td></td> </tr> </table>	<input type="checkbox"/> Planning a K-Span	<input type="checkbox"/> Roll-up/personnel door installation	<input type="checkbox"/> K-Span specific safety	<input type="checkbox"/> Erect building with at least 3 picks	<input type="checkbox"/> Machine maintenance/repair	<input type="checkbox"/> End wall installation	<input type="checkbox"/> Design software use	<input type="checkbox"/> Insulation techniques	<input type="checkbox"/> Machine calibration		<input type="checkbox"/> Site preparation	
<input type="checkbox"/> Planning a K-Span		<input type="checkbox"/> Roll-up/personnel door installation												
<input type="checkbox"/> K-Span specific safety		<input type="checkbox"/> Erect building with at least 3 picks												
<input type="checkbox"/> Machine maintenance/repair		<input type="checkbox"/> End wall installation												
<input type="checkbox"/> Design software use	<input type="checkbox"/> Insulation techniques													
<input type="checkbox"/> Machine calibration														
<input type="checkbox"/> Site preparation														
Asphalt Paving	<p><u>Minimum of 40 hours “hands-on” training completing all of the following:</u></p> <table border="0"> <tr> <td><input type="checkbox"/> Apply prime/tack coat</td> <td><input type="checkbox"/> Construct transverse/longitudinal joint</td> </tr> <tr> <td><input type="checkbox"/> Determine asphalt temperatures</td> <td><input type="checkbox"/> Meet asphalt compaction specification</td> </tr> <tr> <td><input type="checkbox"/> Independent set-up/operation of paver</td> <td><input type="checkbox"/> Breakdown/intermediate finish rolling</td> </tr> <tr> <td><input type="checkbox"/> Place minimum of 250 tons of asphalt</td> <td></td> </tr> </table>	<input type="checkbox"/> Apply prime/tack coat	<input type="checkbox"/> Construct transverse/longitudinal joint	<input type="checkbox"/> Determine asphalt temperatures	<input type="checkbox"/> Meet asphalt compaction specification	<input type="checkbox"/> Independent set-up/operation of paver	<input type="checkbox"/> Breakdown/intermediate finish rolling	<input type="checkbox"/> Place minimum of 250 tons of asphalt						
<input type="checkbox"/> Apply prime/tack coat	<input type="checkbox"/> Construct transverse/longitudinal joint													
<input type="checkbox"/> Determine asphalt temperatures	<input type="checkbox"/> Meet asphalt compaction specification													
<input type="checkbox"/> Independent set-up/operation of paver	<input type="checkbox"/> Breakdown/intermediate finish rolling													
<input type="checkbox"/> Place minimum of 250 tons of asphalt														
Concrete Mobile	<p><u>Minimum of 40 hours “hands-on” training completing all of the following:</u></p> <ul style="list-style-type: none"> • Calibration of machine to design mix weight within accuracy of +/- 10 lbs. • Operating control panel/producing concrete within one inch of specified slump. • Assembly, disassembly and preparation for transport and batching operations. 													
Concrete Paving	<p><u>Minimum of 40 hours “hands-on” training completing all of the following:</u></p> <table border="0"> <tr> <td><input type="checkbox"/> Install/lubricate forms</td> <td><input type="checkbox"/> Place 100 cubic yards of concrete</td> </tr> <tr> <td><input type="checkbox"/> Place steel reinforcing bar/wire mesh</td> <td><input type="checkbox"/> Finish/texture concrete</td> </tr> <tr> <td><input type="checkbox"/> Install load transfer devices</td> <td><input type="checkbox"/> Cure concrete</td> </tr> <tr> <td><input type="checkbox"/> Independent set-up/operation of screed</td> <td><input type="checkbox"/> Fabricate/seal joints</td> </tr> <tr> <td><input type="checkbox"/> Perform slump test</td> <td></td> </tr> </table>	<input type="checkbox"/> Install/lubricate forms	<input type="checkbox"/> Place 100 cubic yards of concrete	<input type="checkbox"/> Place steel reinforcing bar/wire mesh	<input type="checkbox"/> Finish/texture concrete	<input type="checkbox"/> Install load transfer devices	<input type="checkbox"/> Cure concrete	<input type="checkbox"/> Independent set-up/operation of screed	<input type="checkbox"/> Fabricate/seal joints	<input type="checkbox"/> Perform slump test				
<input type="checkbox"/> Install/lubricate forms	<input type="checkbox"/> Place 100 cubic yards of concrete													
<input type="checkbox"/> Place steel reinforcing bar/wire mesh	<input type="checkbox"/> Finish/texture concrete													
<input type="checkbox"/> Install load transfer devices	<input type="checkbox"/> Cure concrete													
<input type="checkbox"/> Independent set-up/operation of screed	<input type="checkbox"/> Fabricate/seal joints													
<input type="checkbox"/> Perform slump test														

Attachment 8

VEHICLE TRAINING TABLE

Table A8.1. Vehicle Training Requirements (T-1).

Vehicles	AFSC
General Purpose Vehicles (up to 14K pounds)	All
Dump Truck	3E0XX, 3E1X1, 3E2X1, 3E3X1, 3E4XX, 3E6X1, and 2S0X1
Cargo Truck, 2 ½ ton and below	3E0XX, 3E1X1, 3E2X1, 3E3X1, 3E4XX, 3E6X1, 2S0X1, 3M0X1, 3P0X1, and 4N0X1
Water Distributor Truck	3E2X1 and 3E4XX
Electrical Line Truck	3E0XX
Up Armored High Mobility Multipurpose Wheeled Vehicle	All Officers and 3E2X1
High Mobility Multipurpose Wheeled Vehicle	All
Tractor-Trailer	3E2X1, 3E3X1, and 2S0X1
Grader	3E2X1
Dozer	3E2X1
Excavator	3E2X1
Front-End Loader (w/forklift attach)	3E0XX, 3E1X1, 3E2X1, 3E3X1, 3E4X3, and 2S0X1
Front-End Loader (w/backhoe attach)	3E0XX, 3E1X1, 3E2X1, 3E3X1, 3E4X3, and 2S0X1
Vibratory Roller	3E2X1
Motorized Roller	3E2X1
All Terrain Forklift, 10-13K	3E0XX, 3E1X1, 3E2X1, 3E3X1, 3E4XX, and 2S0X1
Multi-purpose Sweeper	3E2X1
Sweeper Front Mounted Rotary	3E2X1
Backhoe	3E0X1, 3E2X1, and 3E4X1
Trencher w/trailer	3E0X1 and 3E2X1
Wrecker	2T3X1
Ambulance	44F3, 42G3, and 4N0X1
Scraper	3E2X1
Fuel Truck	3E2X1 and 2SXXX
Paving Machine	3E2X1
Well Drilling Rig	3E2X1 4 each per 4FPRU and 2T3X1 1 each per 4FPRW
Maintenance Truck	2TXXX
Crane (Note)	3E2X1 (one per 4FPRV, 4FPRU, 4FPRT)
<p>Note: Training requirement applicable to 5- and 7-levels only. A minimum of one (1) person assigned to each 4FPRV, 4FPRU, and 4FPRT UTC will be qualified, and certified. Use T.O. 36C-1-5, AFI 91-203, <i>Air Force Occupational Safety, Fire, and Health Standards</i>, and the AFCEC Mobile Wheel Mounted Hydraulic Crane Certification Package to determine operator qualification requirements.</p> <p>In accordance with Occupational Safety and Health Administration, Standards - 29 CRF 1926.1427, 3E2X1 personnel required to operate mobile hydraulic cranes in the performance of their duties must be both certified and qualified through an approved AFCEC sponsored training course. The AFCEC Mobile Crane Certification Course will cover all cranes from 0-75 ton capacity. For cranes that fall outside of the 0-75 ton range, contact the 3E2X1 Force Development Manager (FDM) for additional certification and qualification procedures.</p> <p>Certification: Certification will be obtained by successfully completing the 80 hour AFCEC Mobile Crane Certification course offered by the Expeditionary Combat Support - Training & Certification Center (ECS-TCC),</p>	

Regional Equipment Operators Training School (REOTS), 435 Construction & Training Squadron (CTS), 820 RED HORSE Squadron, 554 RED HORSE Squadron, or by requesting an exception to policy from the 3E2 FDM (AFCEC/COF) to attend a civilian certification venue. Those that attend an approved civilian certification venue will also need to attend the 40 hour AFCEC Crane Qualification Course to be fully certified. Certification will be valid for a period of 60 months from the date of issue at which time the member must re-accomplish the 80 hour AFCEC Crane Certification Course for re-certification.

Qualification: Qualification ensures that operators are and remain familiar with the Air Force crane specific requirements and operations. Qualification will be obtained by successfully completing the 40 hour AFCEC Crane Qualification Course offer by the ECS-TCC, REOTS, 819 RHS, 435 CTS, 554 RED HORSE Squadron, 145 Regional Training Site (RTS), 163 RTS or 119 RTS. All qualifications are valid for a period of 30 months from the date of issue. By successfully completing an approved certification course will also fulfill the qualification requirement. Once 30 months have lapsed from date of issue of certification, members will be required to attend the 40 hour AFCEC Crane Qualification Course which will extend qualification currency until an individual's certification is expired.

Attachment 9


WEAPONS TRAINING TABLE

Table A9.1. Weapons Training Requirements (T-1).

Sub-Category/Topic	Unit Type Codes Affected	AFSs Affected	Frequency	Source for Training Material	Resource Readiness Reportable
M4 Qualification	All	All	Per AFI 36-2654 and AFI 31-117 (Note)	Base CATM	Yes
M9 Qualification	4FPRK, 4FPRL, 4FPRQ, 4FPRW, 4FPRX, 4FPRY	1 per Unit Type Code	Per AFI 36-2654 and AFI 31-117	Base CATM	Yes
M203 Grenade Launcher	4FPRS, 4FPRT, 4FPRU, 4FPRV, 4FPRW, 4FPRX, 4FPRY, 4FPRQ, 4FPRK, 4FPRL	1 per Unit Type Code	Per AFI 36-2654 and AFI 31-117	Base CATM	Yes
M240 Machine Gun	4FPRV, 4FPRW, 4FPRX, 4FPRY, 4FPRQ	2 per Unit Type Code	Per AFI 36-2654 and AFI 31-117	Base CATM	Yes
M249 Squad Automatic Weapon	4FPRK, 4FPRL	2 per Unit Type Code	Per AFI 36-2654 and AFI 31-117	Base CATM	Yes
Note: In accordance with AFI 36-2654, <i>Combat Arms Program</i> , members assigned to RED HORSE Unit Type Codes are included in arming Group A and train to that frequency.					

Attachment 10
SAMPLE SITUATION REPORT

Figure A10.1. Sample Situation Report.

	DEPARTMENT OF THE AIR FORCE [APPROVED ORGANIZATIONAL LETTERHEAD]
	dd mmm yy
MEMORANDUM FOR NAF/CCs AFIMSC/Det XX MAJCOM/A4C AFCEC/CX	
FROM: XXX RHS/CC Organization Street address City, State 12345-6789	
SUBJECT: XXX RED HORSE Situation Report – (month)	
1. Deployments/Training Projects (TTPs)/Inspections:	
2. General comments, New Horizons, other missions, etc.	
3. Named Operation (NO)	
4. Inspections	
5. TTPs under construction:	
a. Project Number, Project Title, Infrastructure Type, etc.	
b. Project Number, Project Title, Infrastructure Type, etc.	
c. Project Number, Project Title, Infrastructure Type, etc.	
6. TTPs in design:	
a. Project Number, Project Title, Infrastructure Type, etc.	

b. Project Number, Project Title, Infrastructure Type, etc.

7. Personnel Actions:

- a. Personnel Departed/Personnel Arrived.
- b. Personnel attending ALS
- c. Personnel currently attending NCOA
- d. Personnel attending SNCOA at Maxwell AFB
- e Personnel attending SOS at Maxwell AFB

f. Personnel issues

8. Other Significant Events:

9. Equipment/Vehicle Delivery

10. Weapons

Weapons Training:

11. Lead Unit Training:

12. Other:

13. Vehicle Maintenance status:

- a. Mission Capable (MC) rate: XX%
- b. Non-Mission Capable (NMC) rate XX%
- c. Non-Mission Capable-Supply (NMCS) rate: XX%


14. If your staff requires any additional information, please have them contact me at DSN:
XXX-XXX-XXXX.

//Signed//
FIRST MI LAST, Colonel, USAF
Commander

Attachment 11

SAMPLE AFTER ACTION REPORT AND END OF TOUR REPORT

Figure A11.1. Sample After Action Report and End of Tour Report.

	DEPARTMENT OF THE AIR FORCE [APPROVED ORGANIZATIONAL LETTERHEAD]	dd mmm yy
	MEMORANDUM FOR NAF/CCs ACC/A4C AFIMSC/Det ## AFCEC/CX	
FROM: XXX RED HORSE Squadron/CC Organization Street address City, State 12345-6789		
SUBJECT: XXX RED HORSE After Action Report/End of Tour Report (per AFI10-209)		
1. Deployment Overview:		
a. Purpose/objective: Our mission was to support ...		
b. Scope: Provide overview of mission accomplishments as well as any unique situations encountered.		
c. Background: Who did you work for (ADCON, OPCON, TACON)		
2. Deployment Information:		
a. Team composition: The rotation team consisted of XXX personnel from XX different units at XX duty stations. Team members are listed in Attachment 2.		
b. Team deployment number: Our total numbers of deployed positions were XXX for the Expeditionary RED HORSE Squadron and for the 1 Expeditionary RED HORSE Group.		
c. Team location: Provide overview of the locations RED HORSE worked at across the AOR.		
d. Deployment data:		

1. ADVON Team: Provide dates, locations of deployment from home station throughout the deployment. Include augmentee base info as well.
2. Main Body: Provide dates, locations of deployment from home station throughout the deployment. Include augmentee base info as well.
3. Comment and make recommendations on:
 - a. Project problems and solutions: Reference Attachment 3
 - b. Personnel problems and solutions: Reference Attachment 4
4. Lessons learned: Reference Attachment 5
5. Reconstitution Status:
 - a. Team Chief/DSN: Reconstitution POC is DSN: XXX-XXX-XXXX
 - b. Funding required (see note below). Reference Attachment 6.
6. Additional comments:

//Signed//
FIRST MI LAST, Colonel, USAF
Commander

Attachments:

1. Completed Project Listing/Projects Under Construction
2. Personnel Roster
3. Project problems and solutions
4. Personnel problems and solutions
5. Lessons Learned Annex
6. Reconstitution items
7. Bullet Background Papers

cc:

Employing MAJCOM/A4C