BY ORDER OF THE
SECRETARY OF THE AIR FORCE

AIR FORCE TACTICS, TECHNIQUES, AND PROCEDURES 3-4.7
3 March 2022

CONTINGENCY RESPONSE

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AIR FORCE TACTICS, TECHNIQUES, AND PROCEDURES 3-4.7

3 March 2022

Tactical Doctrine

CONTINGENCY RESPONSE

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(Col Marcus A. Cunningham)

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PURPOSE: The purpose of this publication is to provide tactics, techniques, and procedures (TTP) for contingency response forces to open the airbase, jointly open ports of embarkation and/or debarkation, and to operate from worldwide locations where little or no mobility operations support exists.

SCOPE: This publication will:

- Supplement established doctrine and TTP.
- Provide reference material to assist ground focused expeditionary combat support in planning and coordinating tactical operations.
- Apply to all personnel planning and conducting Air Force operations including commanders, planners, ground forces, special operations forces (SOF), and aviation personnel.
- Promote an understanding of the complexities of contingency response operations emphasizing employment of personnel and capabilities.
- Incorporate TTP, lessons learned, information from ongoing combat operations and training exercises applicable to contingency response forces.

APPLICATION: 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. TTP publications are not directive. Department of the Air Force Instruction (DAFI) 33-360, *Publications and Forms Management* states, "Complying with publications in this category is expected, but not mandatory." The tactics, techniques, and procedures in this document are still authoritative; deviations require sound judgment and careful consideration. The applicable DAFI will take precedence in cases where this publication and DAFIs conflict. This publication contains copyrighted information. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force. In accordance with *DOD Dictionary of Military and Associated Terms*, the following joint publication definitions apply:

Tactics—The employment and ordered arrangement of forces in relation to each other.

Techniques—Non-prescriptive ways or methods used to perform missions, functions, or tasks.

Procedures—Standard, detailed steps that prescribe how to perform specific tasks.

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SUMMARY OF CHANGES

NOTE: This document has been significantly revised. Please review thoroughly for updates to all TTP and associated checklists.

Chapter 1, Mission Planning changed to Chapter 1 Overview.

Chapter 2, Functional Checklists were moved to Attachment 4, Functional Checklists. New Chapter 2, Mission Preparation added.

Chapter 3, Airbase Transition, Redeployment, and Reconstitution moved to Chapter 4. New Chapter 3, Execution added.

Chapter 4, Quick Reference Guide moved to Attachment 3, Quick Reference Guide. New Chapter 4, Transition, Redeployment, and Reconstitution added.

Chapter 5, Airfield Survey and Assessments added.

Attachment 2, Mission Planning Cell added.

Attachment 5, QRC for Assessment Team added.

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TABLE OF CONTENTS

Paragraph Page

Paragraph Page

Paragraph Page

Paragraph Page

Paragraph Page

Paragraph Page

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Figure Page

LIST OF FIGURES

THIS PAGE INTENTIONALLY LEFT BLANK

Table Page

LIST OF TABLES

Table Page

Table Page

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Chapter 1

OVERVIEW

1.1. Introduction. This Air Force tactics, techniques, and procedures (AFTTP) volume provides Airmen with techniques for employing contingency response (CR) in a variety of missions and supplements both formal and continuation-training programs with Air Force Instruction (AFI) 10-202, *Contingency Response Forces* and United States Transportation Command Instruction (USTRANSCOMI) 10-27, Volume 2, *Joint Task Force Port Opening*. It is not inclusive and presupposes a working knowledge of basic CR operations, and employment. It is not meant to replace good common sense, nor is it meant to simply repeat information from other technical orders (TO) and regulations. In some cases, information from existing regulations will be used to provide background and/or enhance the effectiveness of a technique. The material included in this volume is intended for all qualified CR forces members from newly qualified to the instructor.

1.1.1. Supplemental Files. Additional files, which are hyperlinked in this volume, and supplementary information that is not referenced in the volume, can be found on the contingency response tactics, techniques, and procedures (TTP) repository: https://usaf.dps.mil/teams/TTP/CRRep/. For additional combat support TTP publications, refer to: https://usaf.dps.mil/teams/TTP/.

1.1.2. Scope. Careful consideration should be given to the use of the word procedures as it applies to this volume in relation to AFI 10-202 and USTRANSCOMI 10-27, Volume 2. In any case where this volume conflicts with AFI 10-202 or USTRANSCOMI 10-27, Volume 2, the AFI or USTRANSCOMI take precedence.

1.1.3. Change Procedures. This is a living, evolving document. Equipment modification, operational experience, and training experience dictate changes to this text. Old procedures and tactics are never disregarded simply because they have existed for several years. At the same time, new and better ways of accomplishing the mission evolve and need to be incorporated as soon as possible. A rewrite is held every 24 months to review the document and incorporate new information. Suggested changes are always encouraged and should be submitted via the "Submit Feedback on the Publication" link located on the Air Force Combat Support TTP Repository website: https://usaf.dps.mil/teams/TTP/.

1.2. General. Airlift is the cornerstone of our nation's ability to project military power worldwide. The CR force mission provides first responder forces to the joint force commander. CR forces may be composed of a scalable contingency response element (CRE), contingency response team (CRT). CR missions include the air component to the joint port opening capability (JPOC), air base opening (ABO), and support to the Global Air Mobility Support System (GAMSS). The following discussions are designed to aid in building a strong foundation of CR knowledge, equipment operation, and employment skills. Refer to AFI 10-202 for more information on CR organization, mission sets, deployable capabilities, and functions.

1.3. Doctrine. The foundational doctrine associated with the CR forces mission is based in full spectrum air mobility employment. Per AFI 10-401, Figure 6.1., Air Expeditionary Task Force (AETF) Force Module (FM) Construct, CR forces are part of the open the airbase force module. This module provides the capabilities to open an airbase, regardless of the follow-on mission. Open the airbase forces will normally arrive first and provide initial capabilities for command and

control, force protection, cargo and passenger handling, logistics, airfield operations, force accountability, finance and contracting, and reception and bed down of follow-on modules.

1.4. Logistics Organizations. The following organizations are those that CR forces may integrate with.

1.4.1. Deployment And Distribution Operations Center (DDOC). Geographic combatant commands (GCC) can create a DDOC (e.g., central command DDOC [CDDOC]) and incorporate its capabilities into their staff functions. The theater DDOC develops deployment and distribution plans; integrates multinational and/or interagency deployment and distribution; and coordinates and synchronizes supply, transportation, and related distribution activities. The DDOC synchronizes the strategic to operational movement of forces and sustainment into theater by providing advance notice to GCC air and surface theater movement control elements. In concert with GCC priorities, and on behalf of the GCC, the DDOC coordinates common-user and theater distribution operations above the tactical level. United States Transportation Command (USTRANSCOM) houses the trans-regional, global DDOC at Scott Air Force Base and it is commonly referred to as the global operations center (GOC).

1.4.2. Director of Mobility Forces (DIRMOBFOR). The DIRMOBFOR functions as coordinating authority for air mobility with all commands and agencies, both internal and external to a joint task force (JTF). The DIRMOBFOR exercises coordinating authority among theater air operations center (AOC) (or theater joint air operations center [JAOC], if established), 618th Air Operations Center, and the DDOC, for air mobility issues. An essential role for the DIRMOBFOR is serving as the principal interface between the JAOC, the theater's logistics directorate of a joint staff (J-4), and the DDOC to ensure appropriate prioritization of air mobility tasks. Refer to Joint Publication (JP) JP 3-36, *Joint Air Mobility and Sealift Operations*.

1.4.3. Joint Air Operations Center (JAOC). The JAOC is the air planning and execution focal point for the JTF (or other subordinate command).

1.4.4. Air Mobility Division (AMD). Centralized planning, direction, and coordination of air mobility operations occur in the air mobility division of the AOC. CR forces leadership may work with multiple AOCs in one theater. Refer to JP 3-36 for more information.

1.5. Air Mobility Capabilities and Limitations.

1.5.1. Senior Airfield Authority (SAA). In order to facilitate command and control (C2) at a joint use airfield, the joint force commander (JFC) designates a SAA for safe airfield operations. The SAA controls the airfield access and coordinates for airfield security with the base commander, or the joint security coordinator for the area, if a base commander has not been designated. Refer to JP 3-36 and JP 4-04, *Contingency Basing* for more information.

1.5.2. Air Mobility Liaison Officers (AMLO). CR forces should be familiar with and contact the deployed AMLO prior to any operation. AMLOs translate air mobility and Air Force to our joint partners. The AMLO operates as a high demand, low-density asset supporting the six basic warfighting functions: command and control, intelligence, fires, movement and maneuver, protection, and sustainment. These relationships are vital to ensure efficiencies and proactively solve joint problems. CR forces should make every effort to contact an AMLO first, if one is part of the operation.

1.5.3. Advising. CR forces may need to educate and advise Service counterparts on air mobility capabilities and limitations, air mobility agencies, deployment operations, sustainment operations, mission-tracking systems, and theater C2 and air documents (e.g., air tasking order [ATO], airspace control order [ACO]).

1.5.4. Expeditionary Air-Ground Liaison Element (EAGLE). CR forces should be familiar with EAGLE capabilities prior to any operation. An EAGLE consists of enlisted aviators trained to:

- Advise in joint inspection preparation.
- Assist in aircraft cargo load planning.
- Employ immediate and effective air movement team capability.

1.6. Deployment Execution Systems.

1.6.1. Joint Operation Planning and Execution System (JOPES). JOPES is the Department of Defense's (DOD) primary system for translating policy decisions into operational plans. JOPES feeds information directly into the Deliberate and Crisis Action Planning and Execution System (DCAPES).

1.6.1.1. Automated Data Processing (ADP). JOPES ADP helps planners build the force list during force planning. Force planning begins when the combatant commander identifies the major apportioned forces needed to support his concept of operations, and continues with the identification of combat support and combat service support force requirements. Initially, for gross planning estimates, notional (generic) units may be designated. As the process continues, actual units must be identified.

1.6.2. Deliberate and Crisis Action Planning and Execution Segments (DCAPES). DCAPES is the Air Force's war planning system and provides an Air Force feed to JOPES ADP. The objective of DCAPES is to enable improved and streamlined operations planning and execution processes which include associated policy and procedures, along with organizational and technology improvements. DCAPES provides standard data files, formats, application programs, and management procedures that are Air Force unique and joint guidance compliant and used primarily for force planning, sourcing equipment and personnel requirements, transportation feasibility estimation, civil engineering support, and medical planning.

1.6.2.1. DCAPES and JOPES share common business rules and ADP procedures and policies to plan and execute joint military operations.

1.6.2.2. Air Force planners at all levels will use DCAPES to support the combatant commander's selected course of action (COA) in a timely manner.

1.6.2.3. DCAPES supports accurate and timely sourcing which includes validation and verification.

1.6.2.4. DCAPES also supports sourcing and tailoring of lower levels of detail beyond the JOPES level of detail.

1.6.3. Logistics Module (LOGMOD). LOGMOD is a logistics-planning program that receives and maintains the cargo and personnel details for unit type codes (UTC) and taskings. It maintains detailed cargo records as well as personnel records (levy file positions and the

personnel to fill them) and provides a command and control capability through the LOGMOD schedule.

1.6.3.1. Modules. LOGMOD is composed of two program modules, major command (MAJCOM) and base level. The MAJCOM module contains three subsystems: logistics force packaging (LOGFOR), logistics planning (LOGPLAN), and logistics feasibility analysis capability (LOGFAC) system.

1.6.3.2. LOGFOR. The LOGFOR subsystem provides the capability to create and maintain the standard database of logistics supplies and equipment for each UTC in the Air Force. This database is called the logistics detail (LOGDET).

1.6.3.3. LOGPLAN. The LOGPLAN subsystem provides the capability to tailor or customize the plan unique UTC database of equipment and supplies for each United States Air Force (USAF) operation or contingency plan.

1.6.3.4. LOGFAC. The LOGFAC subsystem of LOGMOD supports the logistics feasibility assessment of operation plans.

1.6.4. Global Air Transportation Execution System (GATES). GATES is the current Air Mobility Command (AMC) real-time system that supports fixed, deployed, and mobile sites. It will process and track cargo and passengers, support resource management, and provide C2 support information.

1.7. Resources. The following abbreviated list of documents provide a brief synopsis of the nation's current strategic direction and guidance as well as USTRANSCOM plans to meet GCC theater campaign plan requirements. Comprehension of these strategic documents provide CR forces personnel with a better understanding of where the supported unit fits into the national context and enables leadership to identify small friction points in the global mobility system that may have a larger strategic impact. See **Table 1.1**, Strategic Guidance.

Table 1.1. Strategic Guidance

• National Security Strategy.
• National Defense Strategy.
• National Military Strategy.
• Joint Strategic Intelligence Assessment.
• United States Transportation Command (USTRANSCOM) Campaign Plan for Global Distribution.
• Applicable Geographic Combatant Commands (GCC) Theater Campaign Plan.
• Applicable GCC Theater Distribution Plan.
• Combatant Command (CCMD) Operations Plan (OPLAN).

1.8. CR Forces AFSCs. Listed below are the United States Air Force Specialty Codes (AFSC) used by CR forces. See **Table 1.2**, CR Forces AFSCs.

Table 1.2. CR Forces AFSCs (1 of 3)

United States Air Force Specialty Codes (AFSC) Title	AFSC	Remarks
Operations Commander	10C	
Mobility Pilot	11M	
Mobility Combat Systems Officer	12M	
Airfield Operations	13M	
Intelligence	14N	
Regional Affairs Strategist	16F	
Cyberspace Operations	17D	
Aircraft Maintenance	21A	
Logistics Readiness	21R	
Security Forces	31P	
Civil Engineer	32E	
Public Affairs	35P	
Health Service Administrator	41A	
Bioenvironmental Engineering Officer	43E3A	
Public Health Officer	43H	
Flight Nurse	46F	
Aerospace Medicine Specialist	48A3	
Judge Advocate	51J	
Operations Management	86M	
Installation Inspector General	87G	
Wing Self-Assessment Program Manager and Inspection Planner	87I	
Wing Commander	91W	
In-Flight Refueling	1A0X1	
Flight Engineer	1A1X1	
Aircraft Loadmaster	1A2X1	

Table 1.2. CR Forces AFSCs (2 of 3)

United States Air Force Specialty Codes (AFSC) Title	AFSC	Remarks
Air Traffic Control	1C1X1	
Command Post	1C3X1	
Aerospace Control and Warning System	1C5X1	
Airfield Management	1C7X1	
Airfield Systems	1C8X2	
Radar	1C8X1	
All Source Intelligence Analyst	1N0X1	
Aircrew Flight Equipment	1P0X1	
Safety	1S0X1	
Survival, Evasion, Resistance, and Escape (SERE) Training	1T0X1	
Weather	1W0X1	
Aerospace Maintenance	2A5X1	Code C=C-5, Code D=C-17
Aerospace Ground Equipment	2A6X2	
Fuels	2F0X1	
Logistics Plans	2G0X1	
Supply Management	2S0X1	
Air Transportation	2T2X1	
Special Purpose Vehicle and Equipment Maintenance	2T3X1	Code C=463L materials handling equipment (MHE)
Administration	3A1X1	
Knowledge Operations Management	3D0X2	
Client Systems	3D1X1	
Cyber Transport	3D1X2	
Radio Frequency Transmission Systems	3D1X3	
Electric Power Production	3E0X2	

Table 1.2. CR Forces AFSCs (3 of 3)

United States Air Force Specialty Codes (AFSC) Title	AFSC	Remarks
Enlisted Engineer	3E5X1	
Radio and Television Broadcasting	3N0X2	
Security Forces	3P0X1	Code B=Combat Arms
Personnel	3F0X1	
Education and Training	3F2X1	Mission planning only; not part of CRF
Manpower	3F3X3	Mission planning only; not part of CRF
Bioenvironmental Engineering Tech.	4B071	
Public Health Technician	4E071	
Medical Service	4N0X1	Code C=IDMT
Contracting	6C0X1	
Financial Management and Comptroller	6F0X1	
First Sergeant	8F000	
Inspections Superintendent	8I000	
Unit Deployment Manager	8U000	
Command Chief Master Sergeant	9E000	
Group Superintendent	9G100	
Interpreter/Translator	9L000	

1.9. CR Forces UTCs. Listed below are many of the standard UTCs used by CR forces. This list is not all encompassing. This list is to help planners while utilizing the manpower and equipment force packaging (MEFPAK) system. See **Table 1.3**, CR Forces UTCs.

Table 1.3. CR Forces UTCs (1 of 3)

Unit Type Code (UTC)	Title	Personnel	Short Ton (STON)
6KXXX	COMMUNICATIONS & ELECTRONIC SERIES		
7EXXX	MOBILE COMMAND & CONTROL SERIES		
7E1AB	MOB WIDEBAND SATCOM SPT TEAM	3	1.5
7E1AC	MOB UHF LMR PACKAGE	1	0.1
7E1AE	MOB TALCE/CRG C2 OPS ELEMENT	11	9.1
7E1AF	MOB CRT C2 OPS ELEMENT	4	7.2
7E1AH	MOB MIN LIGHT EQPT PACKAGE		0.1
7E1AM	MOB MOBILITY ASSESSMENT TEAM	8	9.8
7E1AP	MOB AIRFIELD SURVEY TEAM	8	0.1
7E1AQ	MOB LOAD PLANNING TEAM	3	0.1
7E1AW	MOB C2 TALCE WEATHER SPT TEAM	1	0.1
7E1BC	MOB TALCE/CRG BB WORKSPACE		5.1
7E1BD	MOB BB LIVING QTRS 150 MAX		40.8
7E1CC	MOB AN/TSC-159A(V)1 HELAMS C2 COMM	5	21.1
7E1PP	MOB CR POWER PRODUCTION	2	
7EMCP	MOB CRG MEDIUM COMM PACKAGE	6	2.8
7EVKD	AOP MOB DEPLOYABLE ATCALS		0.5
7FXXX	AOC, AOP, & AMD SERIES		
81XXX	SPECIAL TACTICS SERIES		
9AXXX	HQS, COMMAND POST, FIRST SGT, & CEM SERIES		
9LXXX	LOGISTICS READINESS OFFICER SERIES		
FFXXX	MEDICAL SERIES		
FFGR1	MED GLOBAL REACH LAYDOWN EQ		0.8
FFGRL	MED GLOBAL REACH LAYDOWN TM	4	
HMHC1	MNT C-5/C-17 QT-2 12HRS	6	12.2
HMHC2	MNT C-5/C-17 QT-2 24HRS	7	
JFA7T	POL FUELS 7 LVL SUPV (1 SMSGT/1 MSGT/1 TSGT)	3	
JFBFM	SUP MATERIAL MGT SUSTAIN MGR	1	
JFBMM	SUP MATERIAL MANAGEMENT AUG	1	

Table 1.3. CR Forces UTCs (2 of 3)

Unit Type Code (UTC)	Title	Personnel	Short Ton (STON)
JFDGF	POL LABORATORY KIT		0.1
PFCRG	INTEL CRG PERSONNEL/EQUIP SPT A	3	0.7
PFMAK	INTEL GRRIP KIT		0.1
QFXXX	OSI & SFS SERIES		
RFSEM	SVS MEALS READY TO EAT		3.2
TBPXX	BUILDING PARTNER CAPACITY SERIES		
UFBXX	AERIAL PORT SERIES		
UFBAD	APO ATOC SUP EQUIP		2
UFBBR	APO UNIT MHE OPS MOG-SHIFT 1/1	3	
UFBBS	APO UNIT MOVE OPS MOG-SHIFT 2/2	15	
UFBJE	APO TECH ADVISOR MOG-SHIFT 2/1	1	
UFBJT	APO UNIT MOVE SUPV MOG-SHIFT 2/1	1	
UFBL1	APO INMARSAT		0.1
UFBLJ	APO WEIGHING DEVICE 10K		0.1
UFBLK	APO FLOODLIGHT NF2		0.8
UFBVE	APO ITV EQUIP MOG 4		0.8
UFBVF	APO ITV FLYAWAY KIT		0.1
UFBVP	APO ITV MOG-SHIFT 4/1	2	
UFMBJ	VEH WG 6 PAX PICK-UP 4X4		3.7
UFMPL	VEH APO LOADER 25K HALVERSON		15.7
UFMPR	VEH APO FORKLIFT 10K STANDARD		11.1
UFMPS	VEH APO FORKLIFT 10K ALL-TERR		12.5
UFMX4	VEH MAINT SORTIE SUSTAIN	1	
XFFA2	CMP FINANCIAL MANAGEMENT NCO	1	
XFFAG	CMP COMPTROLLER LOGISTIC KIT		0.6
XFFG1	PA COMPANY GRADE OFFICER	1	
XFFGC	PA BROADCASTER	1	0.1
XFFGD	PA PHOTOJOURNALIST	1	0.1

Table 1.3. CR Forces UTCs (3 of 3)

Unit Type Code (UTC)	Title	Personnel	Short Ton (STON)
XFFJJ	JAG GENERAL LEGAL SUPPORT	1	
XFFK7	CON CONTRACT SMALL AV SPT IND	1	
XFFKT	CON CONTRACTING SMALL EQ KIT		0.1
XFHB1	LOGISTICS PLANS JOURNEYMAN	1	
XFHB7	LOG PLANS SECTION CHIEF	1	
XSMXX	SAFETY SERIES		
XWXXX	WEATHER SERIES		

1.10 CR Capability Composition Sample. This table was designed to help the lead planner with standard capability packages. Each package may be paired and tailored to mission needs. See **Table 1.4**, CR Capability Composition Sample.

Table 1.4 CR Capability Composition Sample (1 of 3)

Contingency Response Team (1/12)		
Unit Type Code (UTC) Packages	• 7E1AF • UFBBR	• UFMPS • UFBJT
Capability	• Command and control (C2) team (4 personnel). • AF truck and trailer. • Aerial port team (3 personnel).	• 10K all terrain (AT). • Aerial port supervisor (2 personnel).
Loading Information	• 19.7 short tons (STON). • 9 personnel. • 1x C-17 for airlift.	
Contingency Response Team (2/12)		
UTC Packages	• 7E1AF • 2x UFBBR	• 2x UFMPS • 2x UFBJT
Capability	• C2 team (4 personnel). • 7E1AF truck and trailer. • 2x aerial port team (6 personnel).	• 2x 10K AT. • 2x aerial port supervisor (4 personnel).
Loading Information	• 32.3 STONs. • 14 personnel. • 1x C-17 for airlift.	

Table 1.4 CR Capability Composition Sample (2 of 3)

Contingency Response Element (2/24)			
UTC Packages	• 7E1AE • 7E1AB • 7E1CC • UFBAD • 2x UFBBR	• UFBBS • 2x UFBJT • UFBLJ • UFBVE	• 3x UFMPS • HMHC1 • HMHC2 • 9LRCG
Capability	• C2 team (11 personnel). • 7E1AE truck and trailer. • Small portable initial communications equipment (SPICE) and team (3 personnel). • Hardside Expandable Light Air-Mobile Shelters (HELAMS) and team (5 personnel). • Aerial port equipment. • Aerial port team (21 personnel). • Weighing scales.	• Aerial port team (21 personnel). • Weighing scales. • In-transit visibility (ITV). • 3x 10K AT. • 2x aerial port supervisor (4 personnel). • Aircraft maintenance (MX) and equipment (13 personnel).	
Loading Information	• 81.4 STONs. • 58 personnel. • 3x C-17 for airlift.		

Table 1.4 CR Capability Composition Sample (3 of 3)

Contingency Response Group (2/24)				
UTC Packages	• 7E1AB • 7E1AM • 7E1AW • 7E1AE • 7E1CC • 7E1PP • 7FVL1 • 7FVL5 • 7FVL6 • 9LRCG	• HMHC1 • HMHC2 • JFA7M • JFBFM • JFDGF • JFDSD • PFCRG • PFMAK • QFEPF • UFBAD	• 2x UFBBR • UFBBS • UFBJE • 2x UFBJT • UFBLJ • UFBVE • UFMPL • 3x UFMPS • UFMXC • UFMX4	• XFFA2 • XFFG1 • XFFGC • XFFGD • XFFJJ • XFFK7 • XFFKT
Capability	• C2 team (11 personnel). • 7E1AE truck and trailer. • SPICE and team (3 personnel). • HELAMS and team (5 personnel). • Aerial port equipment. • Aerial port team (21 personnel).		• ITV. • 3x 10K AT. • 2x aerial port supervisor (4 personnel). • Aircraft MX and equipment (13 personnel). • Weighing scales.	
Loading Information	• 81.4 STONs. • 58 personnel. • 3x C-17 for airlift.			

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Chapter 2

MISSION PREPARATION

2.1. General. This chapter provides preparation guidance and considerations from initial mission tasking to predeparture brief.

2.2. Philosophy. Mission preparation requires critical thinking and the prudent application of sound tactical concepts obtained from lessons learned, operational evaluations, training exercises, tactics development programs, and threat analysis. Planners at all levels are responsible for determining the best way to execute a mission in accordance with the commander's intent, and to provide commanders with accurate and honest assessments of the risks, threats, and force capabilities relative to the proposed COA. Involve all required personnel from the outset, including the user (supported force) who will execute the mission. Sharing critical information will help clarify objectives, fully assess mission risks, and help develop alternative courses of action.

2.3. Intelligence Integration. A comprehensive understanding of the threat situation and operating environment is fundamental to successful mission planning. As a result, integration with intelligence personnel should be accomplished as early as possible and continue throughout the entire process of mission planning. Intelligence personnel can help obtain updated objective area imagery, provide context for the geopolitical and/or military situation, assess the most likely and most lethal enemy course of action, and describe the capabilities and limitations of specific enemy threat systems. Based on past exercise and operational experiences, commanders and planners should make all attempts to collocate tactics and intelligence planners in order to facilitate an integrated planning process with optimal tactics/Intel interface.

2.4. Planning Environment. The tools and skillsets described in this chapter can be useful for a variety of situations, but should be tailored to the specific operational or training environment. Planners should be aware that the objectives, tasks, and mission planning setup for a home-station exercise may be different from those used for USTRANSCOM JPOC mission planning or by a deployed mission planning cell (MPC). However, the skills, computer-based planning tools, and inter-agency relationships used during mission planning are relatively common to all planning environments, and proficiency with these capabilities should be continuously developed by all members to ensure maximum effectiveness during real-world operations.

2.5. Commander's Intent. The commander's intent articulates a desired set of conditions for a given point in time (mission end state), the purpose those conditions will support, and the acceptable level of risk (ALR) to accomplish that mission. Planners should reference the commander's intent (normally included in the air operations directive or tasked order) throughout the mission planning cycle in order to derive operational and tactical-level objectives, ensure compliance with ALR, and seamlessly integrate with any other similar lines of effort.

2.6. Risk Management (RM). Risk is inherent in any operation, but thorough planning and proper execution planners can identify threats and mitigate risks to an acceptable level. Every decision should include risk assessments as well as risk management. Leadership, along with every individual have the responsibility for identifying potential risks and adjust or compensate appropriately. Risk decisions are made at a level of responsibility that corresponds to the degree of risk. Risk should be identified using the same discipline, organized, and logical through process that govern all other aspects of military endeavors. The aim is to increase mission success while

reducing the risk to personnel and resources to the lowest practical level in the operational environment.

NOTE: The RM process should not be used to violate directives or other regulatory guidance. Normal waiver or variance procedures should be followed in all cases. When conditions/ time/manpower/equipment constraints exist that preclude following regulatory guidance, the RM process should be used as in interim measure to mitigate the hazards to the best level possible for accomplishing the mission while following the guidance as closely as permissible.

2.6.1. Principles of RM. Four principles govern all actions associated with the management of risk. These continuously employed principles are applicable before, during and after all tasks and operations.

2.6.1.1. Do not accept unnecessary risk. Unnecessary risk comes without a commensurate return in terms of real benefits or available opportunities. All missions and our daily routines involve risk.

2.6.1.2. Make risk decisions at the appropriate level. Making risk decisions at the appropriate level establishes clear accountability. Those accountable for the success or failure of the mission should be included in the risk decision process. Anyone can make a risk decision; however, the appropriate level for risk decisions is the one that can allocate the resources to reduce the risk or eliminate the hazard and implement controls.

2.6.1.3. Accept risk when benefits outweigh the costs. All identified benefits should be compared to all identified costs. The process of weighing risks against opportunities and benefits helps to maximize unit capability.

2.6.1.4. Integrate RM into Air Force doctrine and planning at all levels. To effectively apply risk management, CR force personnel should dedicate time and resources to incorporate risk management principles into the planning processes. Risks are more easily accessed and managed in the planning stages of an operation.

2.6.2. Risk Management Goals. The ultimate objective of RM is maximizing operational capability and to enhance mission effectiveness at all levels while preserving assets and safeguarding the health and welfare of all personnel. Beyond reducing loss, risk management also provides a logical process to identify/exploit opportunities that provide the greatest return on our investment of time, dollars, and personnel.

2.6.3. RM Matrix. Each exercise, tasking, or event will be assessed for risk utilizing MAJCOM/Wing approved RM matrices. The matrix should be used throughout the planning, deployment, and redeployment process by leadership. This process aids in the identification of high-risk factors, control measure implementation, and when necessary is used to elevate risk to a higher authority.

2.6.3.1. The risk matrix is accomplished during the mission planning process based on expected data and assumptions. Once deployed, leadership should reassess the risk based on the mission planning RM matrix. If the level changes, ensure to elevate the risk to the appropriate level.

2.6.4. Acceptable Level of Risk (ALR). ALR is the combatant command, MAJCOM, or joint force commander's directive to define the acceptable balance of risk and potential losses in order to achieve mission objectives. When used properly by leadership, planners, and CR

forces, this becomes the commander's main tool to shape both deliberate planning and dynamic execution decisions.

2.6.4.1. Planning. Develop a plan to meet the mission objectives that minimizes the exposure to risk when possible and mitigates risk when needed. Risks may be known and inherent to the mission (e.g., weather, fatigue), related to a known threat (i.e., confirmed indirect fire (IDF) in the area of responsibility [AOR]), or unanticipated (i.e., insider threat). Planners should construct a mission to avoid known risks, analyze and mitigate threats through established TTP, and minimize exposure to unanticipated threats using all available resources. Request joint/coalition assets, additional Intel support, or premission intelligence, surveillance, and reconnaissance (ISR) if necessary. Continue to monitor the mission tasking and threat environment for any changes that may require adjusting the mission plan or requesting additional support to meet the ALR. Examples of adjusting the mission plan to meet the ALR include delaying the mission until the threat is degraded, assessing the ALR for specific phases of operation or triggers to accomplish mission objectives, or including a minimum force of ISR, quick reaction force (QRF), Blue Air, or other support forces. Planners should also consider the effects of non-kinetic threats (e.g., cyber, jamming) when analyzing potential risk.

2.6.4.2. Execution. Although actual level of risk can be dynamic in execution, ALR will not change unless approved by the appropriate MAJCOM, theater, or Combatant commander. The final plan should clearly incorporate the acceptance of risk at the appropriate levels and designate decision makers during key points of mission execution. Ensure that CR force leadership have a working understanding of both the acceptable level of risk and the actual level of risk anticipated by executing the mission as planned. Additionally, CR force leadership should have an understanding of not only their own ALR but also the ALR of supported ground forces and supported aircraft. Leadership should understand the appropriate level of acceptance for any additional risk incurred during execution.

2.6.5. Risk Mitigation. Regardless of ALR, CR forces are expected to defend themselves at all times. In planning and execution, CR forces should plan to and operate within the risk levels specified by ALR through mitigating risk. If unable to maintain ALR with the allocated assets, planners should elevate the concern through their chain of command for an elevation of ALR. If unable to elevate ALR, request additional assets, or modify the plan to execute within the ALR. The point at which asset/effect fallout changes ALR, is the minimum force.

2.7. Contested, Degraded, and Operationally Limited (CDO). CDOs describe the operational environment and planning construct that drives identification of and compensation for enemy actions, friendly-force limitations, and operational constraints that prevent full employment of integrated warfighting or freedom of action. Simply stated, think of CDO as barriers to mission success and multipliers of mission risk. CR forces in the Joint environment rely heavily on technology such as Global Positioning System (GPS), and communications radios to support mission employment. Planners should expect that enemy forces will seek ways to deny the use of this technology and should work closely with Intel to gain a better understanding of adversary capabilities and intentions. CR forces should not become over-reliant on technology for mission success, and should train to ensure mission continuity in contested and degraded operational environments. See **Table 2.1**, CDO Environment for examples.

2.7.1. Contested. Contested operations result when adversary capabilities and actions limit friendly operations. Contested operations include kinetic attacks as well as enemy activity attempting to degrade or deny effective use of the electromagnetic spectrum. CR forces should be proficient in the latest tactics, techniques, and procedures to counter enemy electronic attack measures such as GPS jamming, communications jamming/spoofing, emission control (EMCON) limiting environments, target camouflage, and data link degraded operations. Training objectives should emphasize current enemy TTP for kinetic attacks, communication, and navigation system jamming and passive/active means to deny sensor capabilities. Academic instruction, mission planning, and execution will reinforce recognition and mitigation methods, as well as risk analysis of continued operations with partial and full loss of systems.

2.7.2. Degraded. Degraded systems operations result from aircraft malfunctions, battle damage, or when blue force integration interferes with normal system operations (e.g., blue-on-blue jamming). Degraded systems training means intentionally degrading/deselecting highly reliable systems to achieve desired learning objectives. Include GPS, data link, and/or communication countermeasures effectiveness into the training scenarios. Brief reduced performance or total loss of GPS or communication systems prior to execution. Consider the feasibility of continuing the mission in various degraded states.

2.7.3. Operationally Limited. Operational limitations are those physical or operational constraints that do not fall under elements of contested operations or degraded systems. Examples include theater rules of engagement (ROE) and special instructions (SPINS), C2 limitations (e.g., proximity, capability), friendly/neutral country political border constraints, and support asset limitations. Support limitations may include intelligence gaps. Operational limitations also include actual or self-imposed environmental factors such as weather and night employment operations.

Table 2.1. CDO Environment

Contested Operations		Degraded Systems		Operational Limitations	
EA	Electronic Attack	RA	Radios	AMD	Ambiguity
CJ	Communications Jamming	DL	Data Link	THT	Threat
GPS	Global Positioning System	NAV	Navigation Equipment	ROE	Rules of Engagement
EEC	Electronic Emissions	POS	Loss of Member	DT	Dynamic Targeting
DL	Data Link	CE	Countermeasure Effectiveness	C2	Command and Control
CCD	Camouflage, Concealment, Deception	CNL	Computer Network Limitations	IN	Intelligence Gap
CNA	Computer Network Attack			SUP	Support Asset Limitations
				POL	Political Limitations
				NP	Nonqualified Personnel
				TI	Target Information
				EF	Environmental Factors

2.8. Command Authority. Planners should clearly understand the command authority as identified in the mission directives and as described in Joint Publication 5-series. The geographic or JTF commander usually does not exercise operational control (OPCON) of non-organic CR forces. If OPCON is not transferred, the 618 AOC maintains C2.

2.9. Mission Tasking and Objective. The geographic AOC plans and executes air operations. This is accomplished through the air operations directive (AOD), SPINS), operational tasking link (OPTASKLINK), ATO, and/or ACO. These products are produced or updated regularly to establish mission tasking and objectives. The AOC's AMD is responsible for planning and publishing intratheater airlift in the ATO.

2.9.1. Special Instructions. SPINS provide essential information for all planners and aircrew to become familiar with prior to operations in the applicable theater. SPINS may contain waivers to governing publications (i.e., AFI 10-202), the baseline ALR for an AOR, some types of airspace coordinating measures (ACM), communications plans, and specific operational authorizations not found elsewhere (e.g., approval for an aircraft to execute mission computer approaches). For example, USTRANSCOM SPINS apply to most 618 AOC assigned missions, but CR forces should also be familiar with the theater specific SPINS for any AOR they are transiting.

2.9.2. Air Operations Directive. The AOD relays the joint force air component commander's (JFACC) intent, provides operational objectives and tasks, and may establish the acceptable level of risk for a specific ATO or period of time.

2.9.3. Operational Tasking Data Link. The OPTASKLINK is a portion of the operational tasking order that applies to tactical data link communications involving participating platforms and ground stations. OPTASKLINK provides the specific parameters, settings, and participation procedures for all network participants regardless of system (e.g., situation awareness data link ([SADL], Link 16, Link-11). Planners should contact the AOC's joint interface control officer (JICO) for inclusion on the OPTASKLINK or if desiring to participate in a tactical data link network.

2.10. Mission Analysis and Planning. Mission analysis and planning begins with indications and warnings (I&W), warning order (WARNORD), verbal order (VOCO), or the publication of a tasking order (TASKORD)/execute order (EXORD). Requirements to organize, deploy, and employ CR forces should also appear in the order.

2.10.1. Mission Analysis. Mission analysis (i.e., data collection and analysis) is used to study the assigned tasks and to identify all other tasks necessary to accomplish the mission. Mission analysis is critical because it provides direction to the assessment team (AT), enabling them to focus effectively on the problem at hand. The following resources should be familiar to all CR force members during mission planning. Ensure members assigned to a MPC obtain and maintain login accounts as necessary. Mission analysis includes the following:

2.10.1.1. Identify/appoint lead mission planner, mission planning cell members, team chief and functional leaders.

2.10.1.1.1. Review Tasking (from published order[s] or from VOCO).

2.10.1.1.2. Combatant commander's (CCDR) initial intent and commander's critical information requirements (CCIR). The commander's initial intent describes the purpose of the operations, desired strategic end state, military end state, and operational risks associated with the mission. It also includes where the commander will and will not accept risk during the operation. It organizes desired conditions and the combinations of potential actions in time, space, and purpose.

2.10.1.1.3. Constraint. A constraint is a requirement placed on the command by a higher command that dictates an action, thus restricting freedom of action.

2.10.1.1.4. Restraint. A restraint is a requirement placed on the command by a higher command that prohibits an action, thus restricting freedom of action.

2.10.1.1.5. Specified Tasks. Specified tasks are those that the higher commander assigns to a subordinate commander directly in a WARNORD, operations order (OPORD), or other planning directive.

2.10.1.1.6. Implied Tasks. Implied tasks are additional tasks for the commander to accomplish, typically in order to accomplish the specified tasks, support another command, or otherwise accomplish activities relevant to the operation.

2.10.1.1.7. Facts. A fact is a statement of information known to be true.

2.10.1.1.8. Assumptions. An assumption provides a supposition about the current situation or future course of events, assumed to be true in the absence of facts. Assumptions that address gaps in knowledge are critical for the planning process to

continue. Assumptions should be continually reviewed to ensure validity and then either become a fact or are deleted.

2.10.1.1.9. Command Relationships. CR forces will be in direct support of GCC and/or JTF requirements. OPCON of CR forces normally remains under the commander,AMC/United States Air Forces in Europe-Air Forces Africa (USAFE-AFAFRICA)/Pacific Air Forces (PACAF).

2.10.1.1.10. Tasking Criteria. What criteria is higher headquarters (HHQ) asking the CR force to assess/operate the airfield for? Examples include: JPOC Heavy, 2/24 maximum (aircraft) on ground (MOG), C-130, C-17, C-5, rotary wing, commercial aircraft, throughput amount, beddown for 5.5 thousand follow-on forces, contracting support.

2.10.1.2. Request for Information (RFI) and limiting factors (LIMFAC). Develop a list of RFIs or questions/unknown information and LIMFACs regarding the tasking. Organize the RFI's based on who the question is for (e.g., USTRANSCOM, AMC, Untied States [US] Embassy, host nation [HN], airfield manager). Planners may have to make assumptions on each RFI in order to continue mission planning.

2.10.1.3. Intelligence, Air Force Office of Special Investigations (AFOSI), and Operating Area Analysis.

- Political, military, economic, social, information, infrastructure, physical environment, time (PMESII-PT). The team should understand the operational environment.
- Areas, structures, capabilities, organizations, people, events (ASCOPE) if applicable.
- • Observation and fields of fire, avenues of approach, key terrain, obstacles, cover and concealment (OAKOC) if applicable.
- • Funding, recruiting, information, support (FRIS) if applicable
- Central Intelligence Agency (CIA) World Fact Book info: https://www.cia.gov/library/publications/the-world-factbook/
- Enemy forces.
- Friendly forces.
- Coalition/HN forces/non-governmental organization (NGO)/embassy info/support.
- Combatant command (COCOM)/JTF force protection measures/reporting instructions.
- Threat working group (TWG) recommendation/assessment.
- Priority intelligence requirements (PIR).

2.10.1.4. Initial Airfield Assessment. Gather/research all pertinent information/data on the tasked airfield/airfield/aerial port of debarkation (APOD).

2.10.1.4.1. AF Form 1174, *Airfield Survey*. Typically filled out by the airfield survey team (AST) and reviewed/verified by the AT. The AF Form 1174 is valid for three years and should be updated every two years or significant change. Information feeds

other sources like the giant report. The AF Form 1174 is a two-part document that determines suitability of an airfield for operations of AMC aircraft. Part 1, Airfield Suitability provides specific information on the physical capability of the airfield to handle air mobility aircraft. Part II of the survey is a checklist designed to provide information to determine if the airfield has the facilities to support air mobility operations.

2.10.1.4.2. A survey to support austere, prepared, or semi-prepared (unpaved) airfields, but may include an entire airfield that has unique issues. These issues can include non-existent or non-operational navigation aids, insufficient lighting, or obstacles that force it to operate as an landing zone (LZ). AMD tactics is the office of primary responsibility for LZ suitability issues. This survey is valid five-years from the approval signature. See AMC zone availability report (ZAR) or Talon Point for LZ/drop zone (DZ) information.

2.10.1.4.3. Expeditionary Site Survey Process (ESSP). This is predominately an Air Force base operating support-integrator (BOS-I) survey process used for expeditionary site planning. It looks at all facets of an installation, to include: supply, logistics, maintenance, operations, and infrastructure. The survey is published in a multiple-chapter document, and is supposed to be updated any time content within is changed through any survey process. Refer to AFI 10-404, *Base Support and Expeditionary Site Planning* and JP 4-04 for more details.

2.10.1.4.4. Airfield Pavement Evaluation (APE) Report. A report normally accomplished by the Air Force Civil Engineer Center, APE team personnel to support paved airfields and landing zones. Refer to AFI 32-1041 for more details.

2.10.1.4.5. Giant Report—airfield/aircrew specific information.

2.10.1.4.6. Foreign Clearance Guide: https://www.fcg.pentagon.mil/.

2.10.1.4.7. Country and theater clearance requirements.

2.10.1.4.8. Medical/uniform/airfield requirements.

2.10.1.4.9. Contact information.

2.10.1.4.10. Theater SPINS/ATO/ACO/COCOM guidance/reporting instructions.

2.10.1.4.11. Notice to airmen (NOTAM)—is filed with an aviation authority to alert aircraft pilots of potential hazards along a flight route or at a location that could affect the safety of the flight.

2.10.1.4.12. Applicable Flight Information Publications (FLIP)—includes area planning, flight information handbook, general planning, regional en route supplements and instrument approach plates.

2.10.1.4.13. Aircraft rescue and fire fighting (ARFF) requirement based on expected mission.

2.10.1.5. Review Department of State website for specific region/country: www.state.gov.

2.10.1.6. Medical:

- Health service support (e.g., patient care, movement).

- Force health protection concerns (e.g., disease, immunizations, food/water).
- HN medical support.

2.10.1.7. Imagery/Maps—provided by Intelligence personnel/flight, or from unclassified software like Google® Earth.

2.10.1.8. Terrain Study—cover/concealment/obstacles/key terrain/avenues of approach/escape.

2.10.1.9. Status of forces agreement (SOFA)/ROE briefing from judge advocate (JA).

2.10.1.10. Public Affairs Guidance (PAG)—typically provided by HHQ or the supported command. PAG should include, posture, communication planning instructions, media operations including social, red lines (i.e., ***do not***[s]), key themes, top line messages, and media questions and answers.

2.10.1.11. Climatology.

- Weather— Hot/cold/wet/other weather gear required.
- Sunrise/sunset information.
- Illumination data for night vision goggles (NVG) operations.

2.10.1.12. Review previous/like-mission AARs.

2.10.2. Mission Planning. The desired end state of mission planning produces the best possible picture of the mission, the deployed environment, the operational plans for deployment, employment and redeployment; and the required or desired timelines. CR force leadership, the mission planner, and functional area leaders at all levels should be able to prioritize desired outputs (both quantitative and qualitative) from the deliberate planning process commensurate with the real-world timelines (i.e., the more time you have for mission planning, the more detailed your products should be). The absolute minimum for viable planning is contacts and contracts. Who do you call? How do you call them? What do you both expect from each other?

2.10.2.1. Prepare/Conduct Predeployment/Execution Briefing. Establish a date, time, and place for the commander/team predeparture briefing

2.10.2.2. Murder Board. During the planning process, leadership should set aside time for the planning team to get together to review the plan and identify shortcomings. This is critical because it may be the first time one (or more) of the planners has seen the big picture of the entire planned mission. The three purposes for this brief are to walk through the big picture, identify potential problems, and assess the plan. Before conducting the murder board, the lead should identify a scribe to document shortcomings or problems with the plan. For additional murder board information, see **paragraph A2.6.3**, Murder Board.

2.10.2.3. Products. The following describe the output from both Mission Analysis and Mission Planning phases. Mission analysis/planning and execution product templates for the CR forces are posted on the Air Force Combat Support TTP Repository: https://usaf.dps.mil/teams/TTP/pages/cr-core.aspx.

2.10.2.3.1. Manpower and material (M&M) spreadsheet with priority. This spreadsheet is used by CR forces to submit team composition, equipment and support requirements to HHQ.

2.10.2.3.2. Chalk Priorities/Load Plans. Planners will prioritize both personnel and equipment on the M&M spreadsheet.

2.10.2.3.3. Hazardous diplomatic (HAZDIP) clearance request.

2.10.2.4. Hard crew roster/support roster/additional duty roster.

- Prior to finalizing the hard crew roster, ensure all personnel are deployable in accordance with AFI 10-401, theater entry and arming requirements.
- The support roster will typically include members of the mission planning cell, increment monitors (IM), and deployment execution team (DET).
- Additional duties that need to be assigned include: safety representative, victim advocate (VA) or sexual assault response coordinator (SARC), first sergeant, post-attack reconnaissance (PAR) teams)

2.10.2.5. RFI Tracker. Additional information on the RFI tracker is found earlier in this chapter under mission analysis. Track the status of all questions by office of primary responsibility (OPR) through completion. Most RFIs will be answered by the AT or once the CR force has arrived at the deployed location.

2.10.2.6. Packing List. Issue a packing list to all members of the CR force. The list will be based on mission requirements (e.g., C-bag, plate carriers, helmets, weapons), and environmental requirements (e.g., B-bag and long underwear).

2.10.2.7. Communications Plan. The communications plan should include channel assignments (frequencies may be included if not classified), call signs, communications check and frequency compromise procedures, CR force contact information (e.g., cell phones, Iridium/DSN numbers), and key contact information for outside agencies (i.e., typically for home station, HHQ, and other agencies interacting with the CR force). The communications plan should also include all communications security (COMSEC) requirements, including COMSEC for GPS devices.

2.10.2.8. Patient Movement Plan. Casualty evacuation (CASEVAC) involves the unregulated movement of casualties aboard ships, land vehicles, or aircraft. Medical evacuation (MEDEVAC) is the timely, efficient movement and en route care (ERC) by medical personnel of the wounded, injured, or ill persons from the battlefield and/or other locations to and between medical treatment facilities (MTF). MEDEVAC is conducted with dedicated ground and air ambulances, properly marked and employed in accordance with the Geneva Conventions and the law of war. MEDEVAC involves the movement of both unregulated and regulated patients. Aeromedical evacuation (AE) refers to the movement of patients under medical supervision to and between MTFs by air transportation. The United States Air Force AE system provides for the time-sensitive ERC of regulated patients, to and between MTFs, using organic and/or contracted aircraft with medical aircrew explicitly trained for the mission. Prior to arrival, CR forces should establish proper ERC procedures (i.e., who and how). The plan will vary widely based on

available options during that mission, which may include nearby US or allied bases, nearby friendly forces, or the host nation.

2.10.2.9. Force Protection/Base Defense Plan with Weapons Status. This is a security forces generated OPORD describing the overall force protection/defense plan for a specific CR force location. It should include concept of operations, maneuver, force protection priorities, and defense posture.

2.10.2.10. Medical Assessment Plan. This will be accomplished by attached medical personnel (if tasked), or the home station installation medical group. This is not a predeployment medical screening nor theater-specific immunization requirements. This mission planning medical assessment is the analysis of local food, quality of air, waterborne concerns, occupational exposure, endemic disease, venomous animals, and noise.

2.10.2.11. Entry Authorization List (EAL). EALs are developed to ensure proper clearance of individuals in a given area. Typically, EALs are created for both the tactical operations center (TOC) and SECRET Internet Protocol Router Network (SIPRNET) area. Individual identification cards are cross-checked against the CR force developed list for those seeking entrance into one of these designated areas. Security clearance information is determined for those not on the EAL prior to allowing them access.

2.10.2.12. Commander's Critical Information Requirements (CCIR). See the mission analysis section for more information on CCIRs. Commanders at every level of command may have their own CCIRs. If the commander needs the information to make a key decision, the information requirement is typically designated a CCIR. CR force leadership should understand their commander's intent and when to report specific items up the chain.

2.10.2.13. Priority Intelligence Requirement (PIR). This list, typically developed by intelligence, consists of key items for the commander to know about the enemy to make a decision. See JP 2-0, *Joint Intelligence* for more information on PIRs.

2.10.2.14. Commander's Critical Information and Indicators List. This list is a consolidated list of the CR forces critical information and indicators. Mission specific critical information that must be protected via secure means or indicators that must be hidden from adversary collection methods.

2.10.2.15. RM Worksheet. See risk management at the beginning of this chapter. Complete the MAJCOM or wing directed RM worksheet.

2.10.2.16. Mission Booklet. A mission booklet is a venue to distribute printed information to the entire CR force. Mission booklets typically contain information such as concept of operations, safety information, contact numbers, ROE, CCIRs, PIRs, mission essential tasks, CR force organization, battle rhythm, CR force/commander's policies, operations security (OPSEC), weather, and public affairs (PA) guidance.

2.10.2.17. Airfield Parking Plan. Airfield management personnel will develop/validate a parking plan to ensure minimum wing-tip clearances, obstruction mitigation, runway condition reading and pursuit of waivers to airfield criteria. During small scale operations (i.e., CRTs), the operations expeditor may be responsible to develop a parking plan. Once

finalized at the deployed location, the parking plan should be distributed and posted in the TOC. Distribution should include the fire department, tower, aerial port, maintenance, and security forces.

2.10.2.18. Aircrew Brochure. This product is created to provide inbound aircrew with the necessary frequencies, call signs, parking details, and locally developed procedures (e.g., taxi instructions, closed parking spots, CR force capabilities, blanket waivers).

2.10.2.19. Living Support Area/Beddown Plan. This is typically a civil engineering developed base layout of CR forces. It will include the life support area, operations area, and any alternate area (as required). This plan will help the AT assess the expected operating areas. Ensure this plan is coordinated with security forces as their base defense plan is based off of this setup.

2.10.2.20. Reports. Applicable report examples include: on station, situation report (SITREP), deployed personnel and equipment (DP&E), and sustainment plan. These reports can take up valuable time during initial CR force operations. Create and preload these reports during the mission planning process and push to SIPRNET (as required). See **Chapter 5**, Airfield Survey and Assessment for additional information on these reports.

2.10.2.21. Predeparture/Execution Brief. This brief encompasses all pertinent mission analysis and mission planning data into one brief for the entire CR force. At a minimum, the predeparture brief should include mission, location, dates, objectives, team makeup, required equipment, training/upgrades, travel arrangements (people and equipment), intelligence, and RM. Ensure that the CR force understands how they fit into the greater strategic picture.

Chapter 3

EXECUTION

3.1. Overview. This chapter details execution information for all CR forces from CRT to JPOC.

3.2. Contact Info. Upon arrival at the deployed location, ensure CR forces leadership exchange contact information with any airfield representatives (e.g., HN, seizure force, engineering team). This information should also include best times and locations for contact.

3.3. Reports. Required reports and submission guidance is found in Air Force Manual (AFMAN) 10-206, AFI 10-202, and USTRANSCOMI 10-27, Volume 2. The following reports are those required for most AMC/USTRANSCOM CR force operations. Refer to specific MAJCOM or HHQ guidance for required reports, templates, and submission timelines—typically from released orders, EXORD, WARNORD. Each of these report templates should be tailored to the tasked mission. During the mission-planning phase, CR forces should preload each of these report templates and push to SIPRNET (as required).

3.3.1. On-Station. Submit reports in accordance HHQ directives/local requirements. Send written on-station report when time permits. Submit a revised on-station report as soon as CR forces are prepared to begin operations. Identify limiting factors to mission execution. Although typically accomplished via an unsecured phone, recommend accomplishing via secure voice communications.

3.3.2. Situational Report (SITREP). Submit reports in accordance HHQ directives/local requirements or as directed by controlling agency. Commanders will ensure that these formats and timelines are adhered to only with concurrence of the controlling agency. Commanders will ensure that the SITREP includes limiting factors to mission execution, location workload, threat environment, airfield capability, equipment status, personnel availability, and sustainment requirements. Commanders will ensure that the SITREP also contains any medical, legal or diplomatic problems or changes in the host base/force and deployed force working relationship. Commanders will ensure that reports are sequentially numbered starting with 001.

3.3.2.1. Support/Equipment Requested.

3.3.2.1.1. Sustainment/Resupply Requests. It is critical that CR forces leadership understand classes of deployed products requiring sustainment, current supply levels, daily use of those products, resupply timeline, and status of the resupply. At a minimum, include the class of supply requested, the quantity of sustainment, and how often each item is required. Mission requirements will dictate which classes are required for sustainment. A technique for leadership to use for awareness is a PowerPoint® stoplight chart showing the status of sustainment products. Update the request as required and send to HHQ when a status changes that requires immediate help or coordination. Sustainment products may be procured via the local economy, but should still be tracked.

3.3.2.1.2. Request for Forces. Depending on changes to force protection condition (FPCON), ALR, or follow-on force mission requirements, CR forces may need to coordinate with GCC/JTF, HN, DOD, and/or interagency organizations to help establish the request for forces (RFF) or transition operation requirement. Ensure to

pass required capabilities and not a specific unit or force to fill that capability. For example, 24-hour port capabilities to support a working maximum on ground (WMOG) of 2 for 24 hours.

NOTE: If authored with enough detail, these reports can be used to develop the after action report (AAR).

3.3.3. DP&E. CR forces will ensure that the controlling agency is provided updates on deployed manpower and equipment. The format will be at the discretion of the controlling agency. Update this report when manpower and equipment changes occur or when requested by the controlling agency. Sequentially number the reports.

3.3.3.1. Operational reports (OPREP)/CCIR Reporting. OPREP-3 reports use command post channels to immediately notify commanders of any significant event or incident that rises to the level of MAJCOM, headquarters (HQ) USAF, or DOD interests. Submit OPREPs/CCIRs in accordance with theater and MAJCOM directives, SPINS, and applicable regulations.

NOTE: Refer to the following 1C3 Intelink for the current OPREP/CCIR matrix: https://intelshare.intelink.gov/sites/afcommandpost/reports/forms/allitems.aspx.

3.3.3.2. After Action Report (AAR). Provide AARs to the controlling agency in accordance with MAJCOM guidance. The AAR should contain a summary of the contingency, exercise or operational mission supported and a brief description of the concept of operations, CR force roles and responsibilities, airlift volume and reliability statistics, problem areas and lessons learned. In each area where problems are encountered, the problem should be described, together with causes, impact, and solutions/recommended solutions. Specific facts and information are needed to help solve problems and prevent future forces from repeating the same mistakes. Recommend any processes as a lesson learned or community best practice. For lessons learned assistance, CR forces can contact their MAJCOM A9 Directorate and/or the Air Force Lessons Learned Center.

NOTE: Recommend uploading AAR to the following SharePoint® site in addition to unit directed archives for community wide dissemination: https://usaf.dps.mil/teams/TTP/CRRep/.

3.3.3.3. AT Report. This product is specific to the AT. See **Chapter 5**, Airfield Survey and Assessment for additional information. An example of the DP&E can be found in AFI 10-202.

3.3.4. Off Station. To be used on the final SITREP of planned mission. This block gives final redeployment plan for CR forces. When filled in deployed forces are not required to call in their off-station report unless the plan is altered. If the planned redeployment changes, a secure voice report is needed daily to controlling agency until arrival at final destination.

3.4. CR Forces Working Groups (WG). WGs are an enduring or ad hoc organization formed around a specific function whose purpose is to provide analysis to users. During operations, leadership utilize the WG function to help analyze the situation and make decision recommendations to the CR forces commander.

3.4.1. Threat Working Group (TWG). The TWG is the CR forces focal point for coordinated threat and risk analysis in support of the mission. The TWG provides the CR

forces commander, with functionally integrated risk assessments and mission execution recommendations which mitigate threat and security vulnerabilities. The chair should be linked with the AMC TWG, chaired by the AMC/A-2.

3.4.2. Civil-Military Operations WG. This group serves as an informal body that meets to discuss policy and mission related issues relevant to civilian and military personnel. The group is typically for humanitarian assistance (HA)/disaster relief (DR) missions and acts as a forum for collaborative problem solving.

- **Chair—**CR forces commander.
- **Members—**CRE/commander, CRE/operations officer, logistics readiness officer (LRO), airfield operations, civil engineer (CE), all NGO's, user.

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Chapter 4

TRANSITION, REDEPLOYMENT, AND RECONSTITUTION

4.1. Overview. Transition of the airbase is a critical and deliberate process that should be identified and resourced during mission planning for follow-on forces, subsequent roll up, and reconstitution. Transition for a CR force can include three phases depending on the operation: (1) handoff of the airbase from the seizure force; (2) handoff of the airbase from airfield assessment team to CR forces; and (3) CR forces transition of the airbase to follow-on-forces or the HN.

4.2. Transition from Seizure to Airfield Assessment Team. Transition from seizure force to CR forces initial airfield and/or airbase opening begins either with elements of the CR forces imbedded or non-imbedded with the seizure force. Seizure force operations may be characterized by forcible entry, such as an amphibious assault, airborne assault, or air assault operation led by joint land and/or maritime forces or a deliberate land offensive operation. Non-imbedded CR forces are those elements that are not part of the planned assault but are called upon to provide airfield and/or airbase opening capabilities following seizure by joint land and/or maritime forces.

4.3. Initial Actions. CR forces should make every effort to contact an AMLO first, if one is part of the operation. If the seizure force is still engaged in the fight, do not expect the land force commander to initially meet the assessment team or CR forces commander at the airfield. Expect the commander of seizure force unit occupying airfield to provide the initial situation. Discussion topics for this are provided in **Attachment 4**, Functional Checklists; see **Table A4.34**, Handoff Checklist for Seizure Force to CR Force. The items in the checklists are prioritized to aid with brevity, depending on the conditions of the operational environment, and should be completed prior to the formal hand over between the seizure force commander or designated representative and CR forces commander.

4.4. Transition from Airfield Assessment Team to CR Forces. Brief pertinent information to CR forces. Refer to AFTTP 3-2.68, *Multiservice Tactics, Techniques, and Procedures for Airfield Opening*, Appendix C, Airfield Transition Checklist. See **Table A4.30**, AT to Main Body Functional Handover Checklist Contact Checklist

4.5. Transition from CR Forces to Follow-on-Forces. A significant, but often overlooked, process in the operations life cycle is transition to follow-on forces and subsequent roll up plan. Consideration should be given to the long-term use of the airfield. See **Table A4.35**, Transition of CR Forces to Follow-On Forces Checklist.

4.6. Transfer of Authority. Major events and milestones that occur during a transition of authority between CR forces and designated follow-on airfield operations personnel. See **Table A4.36**, Airfield Operations Transfer of Authority checklist. Refer to JP 4-04 and JP 3-36 for roles and responsibilities for senior airfield authority.

4.7. Redeployment/Roll-Up Plan. Roll up should be done whether returning to home station or forward deploying and should be started as soon as practicable after the CR force is fully mission capable. This plan allows CR leadership to think through and plan how operations will be brought down and packed up for redeployment. Plans should be based on the advice from each functional subject matter expert (SME). This facilitates a smooth transition and ensures coverage of all areas of concern in airfield and airbase operations. At a minimum, this plan should include a list of personnel and equipment, proposed chalk order sequence, and draft load plans. When reducing CR force capabilities (i.e., from 2/24 WMOG to 1/12), it is important to report change to HHQs.

Consideration should be given to preparing equipment as best as possible before returning to home station to make reconstitution quick and easy. See **Table A4.38**, Redeployment/Roll-Up Checklist.

4.7.1. Example Timeline. Roll up should begin at least 12 hours prior to the last estimated aircraft departure for redeployment. However, most actions will begin upon redeployment notification (i.e., airlift request). See **Table A4.37**, Redeploy/Roll-Up Plan Timeline Guide. An actual roll-up timeline will be based on airlift schedule.

4.8. Reconstitution. Team leads are responsible for ensuring reconstitution of personnel and equipment is accomplished. Key considerations should be made to provide support for returning forces allowing transition back to the normal environment and reconstitution for future deployments. This process entails planning that will return units back to their full combat capability in a short time. While there is no one set way to conduct reconstitution, considerations should be given to prioritizing and restoring levels of consumables expended during the mission/tasking, and the recovery of lost training. Every base/unit will have to assess their own situation based on variables such as the magnitude, duration, and intensity of a mission/tasking, consumption rates, and the operational location (i.e., fixed vs. austere base). Build a schedule based on aircraft/truck return time. To the maximum extent, personnel and equipment should be returned to a deployable state within 72-hours of return to home station. Sometimes this may not be possible due to phased redeployment or extended travel times of equipment. See **Table A4.39**, Reconstitution Checklist.

Chapter 5

AIRFIELD SURVEY AND ASSESSMENTS

5.1. Overview. When specifically tasked by USTRANSCOM, AMC, or a geographic combatant command, airfield assessments typically occur prior to airfield opening. The assessment team may be comprised of coalition or multi-Service personnel, inter-governmental or non-governmental organizations, or civilian representatives. The terms airfield assessment, airfield survey, and airfield operations are sometimes used interchangeably; however, these terms support three distinctly separate mission sets.

5.1.1. Airfield Operations. An airfield operations (7E1AO UTC, airfield operations [AO]) is intended to provide basic airfield operations for airfields, landing zones, and helicopter landing zones. Capabilities can be tailored from landing zone safety observers (LZSO) for prepared or semi-prepared (unpaved) airfields to landing zone control officers (LZCO), instrument approaches, and weather observations. Communication plan templates for CR forces are available on the Air Force Combat Support TTP Repository: https://usaf.dps.mil/teams/TTP/SitePages/CR-Core.aspx.

5.1.2. Airfield Survey. An airfield survey (7E1AP UTC, Airfield Survey Team or AST) provides data for the Global Decision Support System II (GDSS2) airfield database. Unlike airfield assessments, this survey is conducted solely in a permissive environment. Airfield surveys are a physical investigation of a location, conducted for gathering data to support planned or possible contingency operations. The data provides the foundation for future assessment team airfield evaluations conducted in response to an actual contingency.

5.1.3. Airfield Assessment. An airfield assessment (7E1AM/7E1AK UTC, Assessment Team or AT) focuses on rapidly identifying and overcoming the impediments to the given mission. An airfield assessment may occur in a permissive to uncertain environment. Timing for an assessment is immediately following an unopposed entry (permissive) or after an airfield seizure by the joint force (uncertain). An assessment team typically verifies a preestablished survey and focuses on identifying the (big picture-show stopping) items based on the tasked mission. The AT is not considered as—or part of—an advanced echelon (ADVON); however, after an assessment, they can help set the conditions for follow-on forces. This chapter solely focuses on the AT.

5.2. Responsibilities. An assessment team should validate or determine the suitability of a designated airfield for a pending air mission, in support of an actual contingency, or for other airfield assessment requirements designated by the tasking authority. Critical assessment aspects include airfield capabilities, limitations, air movement facilities available, and obstruction clearance in the departure and arrival areas. Planners will need to consider runway characteristics as well as taxiway, parking, ramp and cargo handling areas for operational suitability, and determination of the MOG limitations. Refer to JP 3-36. When tasked, the airfield assessment should be accomplished as early as possible in order to verify information and identify additional requirements. Results should be reported back through secure, dependable, long-range communications as directed through appropriate command channels. Assessment teams will provide a recommendation on the suitability of airfield operations to appropriate decision makers.

5.3. Force Module Construct. Per AFI 10-401, Figure 6.1., AETF FM Construct, the AT is part of the open the airbase force module. This module provides the capabilities to open an airbase,

regardless of the follow-on mission. Open the airbase forces will normally arrive first and assess the airbase for establishment of minimum airfield operating parameter, command and control, and host-nation support capabilities. It may support any service or nation and provides capabilities to transition responsibilities to follow-on forces.

5.3.1. Airfield Manager (AM) Personnel. The 7E1AM AT is composed of Air Force CR personnel to include an O-6, rated officer, mobility combat systems officer or AFSC certified as a CRE commander, airfield operations officer or airfield manager, two civil engineers, a communications specialist, a security forces specialist, and loadmaster or any assessment team core qualified AFSC may substitute for the 1A271. ATs may require augmentation for specific skills from other DOD agencies or the supported CCDR as available (e.g., emergency management [EM]/chemical, biological, radiological, nuclear, and high-yield explosives [CBRNE], security forces augmentation). Typically, the AT O-6 commander will have tactical control over augmenting forces. The use of 3-level personnel is prohibited.

5.3.2. Contingency Response Commander (O-6). The CR commander is the final mission authority for assessing and opening the airbase and will make decisions not specifically assigned to higher authority. Unless otherwise indicated, the CR commander may delegate specific duties to other members (e.g., CRE commander, airfield manager) of the AT. The CR commander is responsible for the entire mission throughout all phases of CR airbase opening operations. The O-6 deploys as the team commander to negotiate and synchronize with HN representatives, HHQ, and other joint/coalition partners. When required, the O-6 will act as the senior airfield authority (SAA).

5.3.3. Team Lead, CRE Commander. The CRE commander is ultimately responsible for all aspects of assessment execution at the designated airfield. They provide an aviation perspective and leverage their depth and breadth of experience to set the priorities and objectives of the team. They typically manage the TOC, execution of the assessment and composition/submission of all reports. Additionally, this position should be trained as a LZSO.

5.3.4. Airfield Operations (13M/ 368 SEI Qualified). The airfield operations officer or airfield manager is responsible for conducting initial airfield suitability and establishes initial airfield management and air traffic control procedures. The airfield operations officer/airfield manager ensures the airfield meets aircraft support/safety criteria (e.g., obstacles, clear zones, marking, lighting, terminal instrument procedures [TERPS]). Additionally, this position is trained as an LZSO and LZCO, if the 13M officer maintains tower certifications.

5.3.5. Civil Engineering Officer and Craftsman (32E/3E5). CE provides site survey assessment of required structural and pavement facilities, including airfield pavement assessment/analysis (pavement classification number [PCN]). Additionally they identify initial CBRNE defense, ARFF, and explosive ordnance disposal (EOD) requirements.

5.3.6. Radio Frequency (RF) Communications Technician (3D). RF communications ensures integrated, full-spectrum communications support for the entire AT (e.g., secure/unsecure beyond line of sight [BLOS] voice and data, secure/unsecure line of sight [LOS] voice).

5.3.7. Security Forces Specialist (3P). The security forces specialist provides initial force protection and physical security assessment supporting CR operations up to a level II threat. They work with seizure forces and/or HN security to determine augmentation requirements in

uncertain and/or hostile threat environments. They facilitate seamless reception of follow-on security forces, and establish a security forces link between CR, HN, coalition forces, and sister Services. They also coordinate base patrols to protect aircraft transiting the airbase. They will normally prepare the initial force protection plan prior to CR main body arrival at the deployed location and then update it as required after the airbase assessment.

5.3.8. Operations Expeditor (1A). The operations expeditor assesses the parking ramp and surrounding surfaces for cargo throughput capability and over all safety concerns.

5.3.9. Other Potential Augmentee Positions.

5.3.9.1. Aerial Port. Assessing a field's ability to support planned cargo operations can be critical. Port personnel can also assess existing materials handling equipment (MHE) on the field and determine additional MHE requirements, as required.

5.3.9.2. Intelligence. Intel personnel can directly serve the AT by providing intelligence preparation of the battle-space focusing on potential impact to both ground and aviation assets within the operating area.

5.3.9.3. Contracting Officer. Provide contracting support for the AT and to set up for follow-on CR forces. They are the only individuals who can commit government resources for the procurement of local goods and services to support deployed AT and CR forces. They establish initial contracting relationships and source lists for follow-on and sustainment forces.

5.3.9.4. AFOSI. AFOSI personnel provide a fast, flexible global response force protection capability, consisting of antiterrorism, counterintelligence collections and investigative service equipment, to support Air Force and/or DOD force protection operations. AFOSI deploys to collect human intelligence (HUMINT) derived counter intelligence collection.

5.3.9.5. Medical. The FFGRL/FFGR1 UTCs have the capability to provide limited medical care for injuries (Role 1) and illness and preventive medical care in support of force health protection for deployed AT/CR forces. The FFGRL recommends strategies to AT and CR commanders for countermeasures against environmental and physiological stressors in order to enhance mission effectiveness. Additionally, they can assess preexisting infrastructure for bioenvironmental and public health concerns. Although typically not part of the AT, members of the FFGRL can deploy with the team if a medical assessment is required.

5.4. Equipment. The AT's equipment typically include two high mobility multipurpose wheeled vehicles (HMMWV), two all-terrain vehicles, pavement assessment equipment, landing zone marking kit, very high frequency and ultra-high frequency capable radios, satellite communications, personal protective equipment, other forms of mission essential equipment and life support equipment capable of supporting the team for up to 120/72hours (AM/AK).

5.4.1. AT Communications. The TOC will typically initiate a communications/ accountability check at the top of every hour. AT members should check in at any time to report significant LIMFACs or any issue affecting force protection. Ensure you develop a CHATTERMARK/brevity codes plan should primary frequencies become compromised. See **Table 5.1**, Team Communications.

Table 5.1. Team Communications

Team Communications	
Internal Team	• Tactical radios—unsecure/secure line of sight (LOS) communications. • Personal cell phones—unsecure beyond line of sight (BLOS). • Predetermined physical check-ins. • Predetermined signals. • Use of runner for messages.
External Team	PSC-5D or PRC-117G air-to-ground/ground –to-ground—LOS: • Unsecure/secure ultrahigh frequency (UHF)/very high frequency (VHF). • Single-channel ground and airborne radio system (SINCGARS). • Havequick. • Demand assigned multiple access (DAMA)/integrated waveform (IW) voice. Primary: Executive communication kit (ECK) and mobile hotspot; Secondary: Global Rapid Response Intelligence Package (GRRIP)/executive communication kit (ECK) broadband global area network (BGAN)—BLOS; Tertiary: Use Panther/ SPICE packages: • Non-classified Internet Protocol Router Network (NIPRNET)/SECRET Internet Protocol Router Network (SIPRNET). • Unsecure/secure Voice over Internet Protocol (VOIP) Phone. Iridium phone—BLOS: • Unsecure/secure voice via satellite. Mobile hot spot (optional)—BLOS: • Unsecure NIPRNET through laptops with virtual private network (VPN). International cell phone (optional)—BLOS: • Unsecure voice/data. Personal cell phones—BLOS: • Unsecure voice/data. • Other United States (US)/coalition or host nation (HN) communications capabilities. • Light signals to aircraft, then pass notes to aircrew for higher headquarters (HHQ).

5.5. Command and Control. ATs remain under operational control (OPCON) to their parent command and do not typically change operational control (CHOP) to a theater command. ATs deploy and execute their mission in direct support of the tasking authority.

5.5.1. AT Overall Priorities.

- Initiate contact with airfield owners (e.g., HN, seizure force, engineering team) and establish a working relationship.
- Complete the assessment within the applicable timeline requirements (typically within 24 hours upon arrival).
- Identify airfield capabilities and assist in collecting and validating information to include airfield suitability and required follow-on capabilities.
- Evaluate airfield pavement.
- Establish a minimum operating strip (as required).
- Make a full-spectrum threat assessment; include airfield and airbase security, enemy activity or intelligence threats, terrorist threats, unexploded explosive ordnance (UXO) hazards, health threats, and environmental threats.
- Assume SAA (as required).
- Complete the runway open phase of initial air base opening operations.

5.6. Predeparture Phase.

5.6.1. Mission Analysis and Planning. Mission analysis and planning begins with I&W or WARNORD, VOCO, or the publication of a TASKORD/EXORD. Requirements to organize, deploy, and employ an AT should also appear in the order. See **Chapter 2**, Mission Preparation.

5.6.2. Products. Mission analysis/planning and execution product templates for the AT are posted at the following link: https://usaf.dps.mil/teams/TTP/SitePages/CR-Core.aspx. See **Table 5.2**, Typical Predeparture Battle Rhythm.

Table 5.2. Typical Predeparture Battle Rhythm

Timing (Hour)	Deliverable
N-hour	• Notification.
N+X (Based on command recall guidance)	• Assessment team (AT)/Intelligence/unit deployment managers (UDM)/support personnel recalled. • Mission analysis/mission planning/equipment preparation.
N+04	• Mission analysis/mission planning complete.
N+12	• AT ready to load.

5.7. Execution Phase. The assessment phase begins upon the team's arrival to the airfield/APOD. See **Table 5.3**, Typical Arrival Battle Rhythm.

Table 5.3. Typical Arrival Battle Rhythm

Timing (Hour)	Deliverable
0+00	• Arrival at airfield/aerial port of debarkation (APOD). • Post security (as required). • Meet with seizure force/host nation (HN)/US Embassy representatives.
0+20	• Update previously-reviewed initial arrival actions. • Establish line of sight secure voice communications. • Conduct immediate security checks/unexploded ordnance (UXO) sweeps (as required). • Determine force protection situation/posture. • Confirm/determine tactical operations center (TOC) location.
0+30	• Accomplish on station report/establish beyond line of sight secure voice communications established.
1+00	• Launch teams for assessment/HN/friendly force/Embassy meetings. • Beyond line of sight secure data communications established.
3+30	• Rally at TOC/assessment review/stoplight PowerPoint® updated/ recommendations made to Assessment team (AT)/commander.
4+00	• AT/commander recommends go/no-go status to higher headquarters (HHQ) (or request additional time). • Submit stoplight via secure data. • Determine when the AT can expect follow-on contingency response (CR) forces.
5+00	• Resume data collection/assessment.
24+00	• AT report complete and submitted to higher headquarters (HHQ) (or requested additional time).

5.7.1. Arrival at Airfield/APOD. The AT should meet with representatives of the airfield seizure forces (if applicable), HN personnel, or designated representatives to discuss local operating conditions, area security, and the likelihood of the airfield supporting the intended mission. In a permissive environment, the assessment activity coordination should occur through the defense attaché from the US Embassy. If no embassy personnel are in-country to accomplish the coordination, a NGO or international government organization (IGO) representative can accomplish this. Additional forces who may accompany the O-6 include: Defense Logistics Agency (DLA) lead, rapid port opening element lead, airfield operations, civil engineers, security forces, or any organization necessary for the mission.

5.7.2. Other Arrival Priorities.

5.7.2.1. Download the aircraft (standby/ensure HN approval, if required) and move to pre-identified staging area/rally point.

5.7.2.2. Establish initial communications (relay on station notification and initiate joint mission essential tasks).

5.7.2.3. Hold in the staging area and await further permissions from the HN (as required) or direction from team lead. Visually assess the airfield for any major security issues/impacts. Ensure accountability of all equipment, COMSEC, and weapons.

5.7.2.4. Establish LOS secure voice network.

5.7.2.5. Upon permission to assess airfield/foreign nation (FN) execute AT/functional checklist. See **Attachment 4**, Functional Checklists.

5.8. Transfer of Authority Phase. The assessment phase ends when all assessment actions by the AT are accomplished and the decision is made to either end operations or transfer the airfield over to CR/follow-on forces. The AT may become part of the CR main body or can reconstitute in place in order to forward deploy to another location and accomplish another assessment.

5.9. Command/MAJCOM Specific Information.

5.9.1. Joint Port Opening Capability (JPOC) Joint Assessment Team (JAT) The JAT provides CCDRs with a quick reaction joint team capable of performing APOD assessments. The JAT consists of the Air Force AT, DLA rapid deployment team (RDT), and members from the Army's rapid port opening element (RPOE).

5.9.2. DLA RDT. RDTs can deploy with the AT to provide a joint expeditionary capability and rapidly assess and establish a logistics capability in direct support of CCDR requirements. A DLA support team (DST) consists of a four-person DLA assessment team (DAT) that includes a commander, information technology (IT) network support, expeditionary contracting officer, and tailorable position with an unsecure flyaway IT/communications suite. All of the DST's equipment is hand carried. They do not bring any life support equipment and rely on the Air Force element to provide all food, water, electricity, transportation, workspace (table/chairs), cots, and living space.

5.9.3. RPOE. The RPOE deploys four Army personnel to assess capabilities of a clearance yard, forward node, and transportation route security.

5.10. Joint Mission Essential Tasks (JMET). USTRANSCOMI guidance is linked to mission essential tasks derived from the universal joint task list and has been converted into JMETs with accompanying measures, standards, and conditions (as appropriate). JMETs are found in USTRANSCOMI 10-27, Volume 2, Attachment 9. As the JAT is a joint force, ensure members understand and utilize all joint capabilities. Below is an expanded explanation of the JMETs that pertain specifically to the JAT.

5.10.1. Metric Number (M1). USTRANSCOMI 10-27, Volume 2, its staff and components have 4 hours to provide initial warning of potential deployment of joint task force-port opening (JTF-PO) forces. JAT forces are not involved in this JMET; however, this is typically when notification (N) hour is established and relayed to CR forces.

5.10.2. M2. USTRANSCOM appoints JTF-PO commander (who typically dual hats as the JAT commander) and transmits tasking message. The JAT commander is typically appointed from the sitting alert roster first and then from the qualified JTF-PO commander pool within the contingency response wing (CRW) and Air National Guard (ANG).

5.10.3. M3. USTRANSCOM coordinates collaborative sessions and establishes clear and unambiguous C2. The JAT needs to ensure they are tied into both USTRANSCOM and AMC's mission/crisis action planning battle rhythm. Coordinate with either the USTRANSCOM GOC chief or USTRANSCOM/J37. C2 will typically be established in either the VOCO or released order (i.e., EXORD). The JAT should query the GOC chief if the C2 is ambiguous.

5.10.4. M4. Upon return to home station, JAT forces have 10 days to ensure both equipment and personnel are reconstituted.

5.10.5. M5. The JAT has 4-hours after arrival at port of debarkation (POD) to transmit the go/no-go recommendation to USTRANSCOM and/or supported geographic combatant command/joint task force. The go/no-go recommendation is a leadership decision after the initial assessment to determine:

- If the POD is able to handle the stated mission.
- If augmentation is required before operations can commence (i.e., additional security, runway/pier repair).
- If additional time is needed before the decision can be made.

5.10.5.1. All JAT members should meet at the Set up TOC/joint operations center (JOC) not later than (NLT) 3+30 after the start of the assessment. The rated officer and/or CRE commander position will own the JAT assessment stoplight chart (known as the ***money slide*** or ***stoplight slide***) and continually update throughout the initial phase of the assessment. NLT 4+00, the JAT commander makes a short, succinct secure voice call to the USTRANSCOM GOC Chief with his recommendation. Detailed assessment data that supports the recommendation is then submitted over secure data means (via the stoplight chart). The stoplight chart is typically updated with preassessment data on Non-classified Internet Protocol Router Network (NIPRNET), then pushed to SIPRNET prior to departure. The template is located on the Air Force Combat Support TTP Repository website.

5.10.6. M6. The JAT has 24 hours after arrival at POD to submit JAT report. The JAT report template is located in USTRANSCOMI 10-27, Volume 2, Attachment 2. The JAT report is typically updated with preassessment data on NIPRNET, then pushed to SIPRNET prior to departure. Including force protection information can increase the classification of the overall document, so wait until transferred to SIPRNET before updating this section.

5.10.7. M7. The JAT needs to determine and request JTF-PO augmentation forces prior to arrival of main body. During and after APOD assessment, the JAT needs to communicate with JTF-PO main body forces to determine required personnel and equipment to properly execute the given mission. This also includes non-organic JTF-PO forces to augment the main body. Examples include chemical, biological, radiological, and nuclear (CBRN) forces, security forces augmentation, Personnel support for contingency operations (PERSCO), rapid engineer deployable heavy operational repair squadron engineer (RED HORSE), and BOS-I support. The template is located on the Air Force Combat Support TTP Repository website.: https://usaf.dps.mil/teams/TTP/CRRep/.

5.10.8. M11. 12-hours from the establishment of N-hour to provide fully constituted JAT forces prepared to deploy.

5.10.9. M12. Ensure the JAT has been added to the time-phased force and deployment data (TPFDD). AT planners send the M&M to AMC/XOPM that adds personnel and equipment into the TPFDD. RPOE and DLA should ensure their direct HHQ input their data separately.

5.10.10. M15. Submit required communications/satellite requests (frequencies) in a timely manner prior to deployment. Develop a communications plan in accordance with mission requirements. Submit a Communications and Computer System Implementation Directive (C2SID) request and satellite access request (SAR)/gateway access request (GAR) through assigned higher headquarters frequency manager. AT communication planners send requests through AMC. RPOE and DLA should work through their chain for their own equipment, but should coordinate in order to receive the same frequencies. Requests to AMC can take up to 45-days for exercises and within hours for tasked missions. Location is required before submitting the request.

5.10.11. M16. The JAT has 1-hour to establish BLOS secure voice communications. After arriving at the field, place a secure voice call via the Iridium phone to complete this JMET. The backup is utilizing the Global Rapid Response Intelligence Package (GRRIP)/executive communication kit (ECK) secure voice over internet protocol (VOSIP). If unable secure, place an unsecure voice call and transmit data via communications card code words.

5.10.12. M17. The JAT has 4-hours to establish BLOS secure data communications. Establish secure data via the GRRIP/ECK, and send an on station e-mail with contact information to HHQ. Follow up with a voice call to confirm receipt of the secure data e-mail.

5.10.13. M18. The JAT has 1-hour to establish LOS secure voice communications. Ensure that both Air Force and Army personnel are on the same common frequency, utilizing the same assigned crypto. Typically, the JAT will load their secure radios on the aircraft prior to landing. Upon landing, perform a test between all personnel prior to departing the aircraft.

5.10.14. M19. Main body JMET.

5.10.15. M20. Main body JMET.

5.10.16. M21. Main body JMET.

5.10.17. M22. Main body JMET.

5.10.18. M23. Submit joint deployment plans. This includes M&M, load plans, and hazardous declarations (HAZDEC).

5.10.19. M24. Personnel and accountability. 100-percent accountability must be maintained.

5.10.20. M25. Main body JMET; however, the AT must know HHQ's CCIRs.

5.10.21. M26. Complete and submit joint reports. This includes on-station, DP&E, daily SITREP, resupply, and off-station.

5.10.22. M27. Main body JMET.

5.10.23. M28. Prepare and submit redeployment plan. The redeployment plan template is located in AFI 10-202, and includes the proposed sequence/chalk order of personnel and equipment, the redeployment location(s), and load plans (if possible).

5.10.24. M29. Main body JMET, but the AT will help provide follow-on force requirements.

5.10.25. M30. Main body JMET; however, the AT security forces lead is responsible for developing the initial force protection plan for the main body.

5.10.26. M31. Essential intelligence must be passed to leadership within 15 minutes.

5.10.27. M32. Significant threat information must be passed to the entire AT within 5 minutes.

5.11. PACAF. The 36th Contingency Response Group (CRG) is PACAF's sole CR Force and uniquely postured in the United States Indo-Pacific Command (INDOPACOM) theater to respond to contingency and HA/DR missions on behalf of Commander, Pacific Air Forces (COMPACAF). Due to limitations of being located on Andersen Air Force Base, the 36 CRG is on a 72-hour response time managed by PACAF/A39. This timeline can be truncated based on opportune airlift positioned on Andersen AFB and reallocated to movement of the 36 CRG.

5.12. USAFE-AFAFRICA. The 435 CRG is USAFE/AFAFRICA's sole CR force and is postured to respond to contingency and HA/DR missions throughout both AORs. Unique to the 435 CRG, the 7E1AK UTC is an airborne capable assessment team consisting of 12-Air Force CRG personnel capable of fixed-wing/rotary-wing air-land infiltration, airdrop, or overland employment. The 7E1AK UTC includes a 7E1AM team, with the addition of air traffic control, medical, weather, and logistics readiness personnel.

5.13. Lessons Learned (LL). See **Table 5.4**, Prince Sultan Air Base (PSAB) Air Base Opening (2019) and **Table 5.5**, Hurricane Dorian (2019)—Minimum Assessment Timeline for recent AT operations LL. Joint lessons learned can be accessed via the Joint Lessons Learned Information System (JLLIS) at https://www.jllis.mil. Refer to Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3150.25G, *Joint Lessons Learned Program* for more information.

Table 5.4. Prince Sultan Air Base (PSAB) Air Base Opening (2019)

Based on lessons learned (LL) from multiple assessments accomplished in the Kingdom of Saudi Arabia, in support of United States Central Command (USCENTCOM) base openings, we have learned every airfield assessment is unique and presents its own problem sets. Using the baseline of an ingress via military aircraft, bringing the full team and equipment compliment, this assessment differed in the following ways:

- The government of Saudi Arabia limited the number of personnel who could initially enter the country, and our team was limited to three people—contingency response element (CRE) commander, airfield operations, and civil engineering.
- We flew into the international airport using commercial transportation and carried minimal equipment. Instead of using our own vehicles, we contracted to rent sport utility vehicles (SUV) on the local economy (vetting through the US Embassy).
- The initial assessment team was cobbled together using the three above members of the AT, an already established United States Forces Central Command (USAFCENT) leadership package, soldiers from a deployed Army logistics battalion, and deployed rapid engineer deployable heavy operational repair squadron engineer (RED HORSE) unit. The total team consisted of 12-service members.
- In-region air mobility liaison officer (AMLO) support was crucial to establishing combatant command (COCOM) specific contacts in minimal time.
- The AT was initially deployed in order to right size the follow-on contingency response group (CRG) package for an airbase opening. However, after this was accomplished, it quickly expanded to establishing a Patriot Missile battery, preparing for civilian and contract airlift operations, and laying the groundwork for fighter aircraft operations.
- Host nation (HN) cooperation and negotiation played a major role in this assessment. It took several days of meetings and confidence building measures to lay eyes on the airfield.
- Although we were confident US military aircraft could land at Prince Sultan Air Base, we were not granted access to our operations area and ramp until 3-hours prior to the first contingency response (CR) chalk arrival. In a way, the 4-hour go/no-go occurred-it just took a long time to hack the initial clock.
- If we were given HN permission to bring additional team members, having a contracting officer and security forces members would have been very beneficial.
- Bring gifts for HN officials. Follow the rules for gift-giving, but realize the importance of developing friendships and positive working relationships with your HN counterparts.
- Chalks will rarely land in the planned order—they did not land in order this time.
- Use the HN assets when mutually beneficial. We used the Royal Saudi Air Force aerial port squadron to help download our first aircraft. Additionally, we used their fire department to provide additional crash, fire, and rescue (CFR) support.

Table 5.5. Hurricane Dorian (2019)—Minimum Assessment Timeline

Based on lessons learned (LL) from multiple airfield assessments that occurred after Hurricane Dorian, a full airfield assessment can be completed in 2 hours.
Mission planning prior to launch is critical. The most time consuming portion of any assessment are accomplishing dynamic cone penetrations (DCP). The priority for the assessment begins with the no wind landing surface maximum braking area, followed by areas of concern from cracking, runway center, and the opposite end maximum braking area.
The ramp can be tested based on the portion that has seen the most stress/cracking. Civil engineer (CE) can complete a DCP approximately every 20 minutes, to include drilling. In order to complete this, it is recommended that the 1A assist the two-member CE team to combat fatigue.
The airfield operations officer can complete their assessment in 1 hour, based on measurements and glideslope on each runways approach ends. The runway distance and width can be calculated by Global Positioning System (GPS). This is only recommended as a course of action (COA) if a giant report or landing zone (LZ) survey exists and no portion of the runway has been lost or is undefinable.
Concurrently with the team operating on the runway, the 11M (or communications member) should be working with a host nation (HN) member to complete the assessment team (AT) report, getting local information on the situation on the ground, to include crash, fire, and rescue (CFR).

Attachment 1

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A1.2. Adopted Forms.

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AF Form 245, *Employment Locator and Processing Checklists*

AF Form 3822, *Landing Zone (LZ) Survey*

AF Form 3822, *Landing Zone Survey*

AF Form 4377, *Events Log*

AF Form 483, *Certificate of Competency*

AF Form 522, *USAF Ground Weapons Training Data*

AF Form 847, *Recommendation for Change of Publication*

AFCOMSEC Form 16, *COMSEC Account Daily Shift Inventory*

AMC Form 356, *Movement Flow Chart*

AMC Form 68, *Aerial Port Movement Log*

DD Form 1081, *Statement of Agent Officer's Account8*

DD Form 1387-2, *Special Handling Data/Certification*

DD Form 2133, *Joint Airlift Inspection Record/Checklist*

DD Form 2665, *Daily Agent Accountability Summary*

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Standard Form 701, *Activity Security Checklist*

Standard Form 702, *Security Container Check Sheet*

A1.3. Abbreviations and Acronyms.

AAR.....after action report
ABO.....air base opening
ACM.....airspace coordinating measure
ACO.....airspace control order
ADCS.....approach-departure clearance surface
ADP.....automated data processing
ADVON.....advanced echelon
AETF.....air expeditionary task force
AFCEC.....Air Force Civil Engineer Center
AFI.....Air Force instruction
AFMAN.....Air Force manual
AFOSI.....Air Force Office of Special Investigations
AFPAM.....Air Force pamphlet
AFSC.....United States Air Force Specialty Code
AFSOC.....Air Force Special Operations Command
AFTTP.....Air Force tactics, techniques, and procedures
AGE.....aerospace ground equipment
ALR.....acceptable level of risk
AM.....airfield manager
AMC.....Air Mobility Command
AMCC.....air military control center
AMCI.....Air Mobility Command instruction
AMD.....air mobility division
AMLO.....air mobility liaison officer
ANG.....Air National Guard
AO.....airfield operations
AOC.....air operations center
AOD.....air operations directive
AOR.....area of responsibility
APE.....airfield pavement evaluation
APOD.....aerial port of debarkation

ARFF .....aircraft rescue and fire fighting
AST.....airfield survey team
AT.....assessment team
ATO.....air tasking order
BLOS .....beyond line of sight
BOS-I .....base operating support-integrator
C2.....command and control
C2SID .....Computer System Implementation Directive
CASEVAC .....casualty evacuation
CBRN.....chemical, biological, radiological, and nuclear
CBRNE .....chemical, biological, radiological, nuclear, and high-yield explosives
CCDR.....combatant commander
CCIR .....critical information requirement
CDDOC .....central command DDOC
CDO .....contested, degraded, and operationally limited
CE .....civil engineer
CHOP.....change operational control
CIA.....Central Intelligence Agency
COA .....course of action
COCOM.....combatant command
COMPACAF.....Commander, Pacific Air Forces
COMREL.....command relationships
COMSEC .....communications security
CR .....contingency response
CRE.....contingency response element
CRG .....contingency response group
CRT .....contingency response team
CRW.....contingency response wing
DAT.....DLA assessment team
DATCALS .....Deployable Air Traffic Control and Landing Systems
DCAPES .....Deliberate and Crisis Action Planning and Execution System
DDOC .....deployment and distribution operations center
DET.....deployment execution team
DIRMOBFOR.....director of mobility forces
DLA .....Defense Logistics Agency
DMPCC .....deputy mission planning cell chiefs
DOD.....Department of Defense
DP&E.....deployed personnel and equipment
DR.....disaster relief
DST.....DLA support team
DZ .....drop zone
EAGLE .....expeditionary air-ground liaison element
EAL.....entry authorization list
EM .....emergency management
EMCON .....emission control
EOD .....explosive ordnance disposal

ERO .....engine running on/offload
ESSP.....expeditionary site survey process
EXORD.....execute order
FAA.....Federal Aviation Administration
FBI .....Federal Bureau of Investigation
FLIP .....flight information publication
FM.....force module
FN .....foreign nation
FPCON.....force protection condition
GAMSS.....Global Air Mobility Support System
GAR .....gateway access request
GATES .....Global Air Transportation Execution System
GCC .....geographic combatant command
GDSS2 .....Global Decision Support System II
GOC .....global operations center
GPS .....Global Positioning System
GRRIP.....Global Rapid Response Intelligence Package
GSR.....glide slope ratio
HA.....humanitarian assistance
HAZDEC .....hazardous declarations
HAZDIP.....hazardous diplomatic
HHQ.....higher headquarters
HLZ.....helicopter landing zones
HMMWV.....high mobility multipurpose wheeled vehicle
HN.....host nation
HQ.....headquarters
HUMINT.....human intelligence
I&W .....indications and warnings
ICAO.....International Civil Aviation Organization
IDF .....indirect fire
IDMT .....independent duty medical technician
IGO .....international government organization
IM.....increment monitor
INDOPACOM.....United States Indo-Pacific Command
ISR .....intelligence, surveillance, and reconnaissance
IT.....information technology
JA .....judge advocate
JA/ATT.....joint airborne and air transportability training
JAOC .....joint air operations center
JAT .....joint assessment team
JFACC.....joint force air component commander
JFC .....joint force commander
JICO .....joint interface control officer
JMET.....joint mission essential tasks
JOC .....joint operations center
JOPES .....Joint Operation Planning and Execution System

JP.....joint publication
JPOC.....joint port opening capability
JTF.....joint task force
JTF-PO.....joint task force-port opening
LIMFAC.....limiting factor
LL.....lessons learned
LOGDET.....logistics detail
LOGFAC.....logistics feasibility analysis capability
LOGFOR.....logistics force packaging
LOGMOD.....logistics module
LOGPLAN.....logistics planning
LOS.....line of sight
LRO.....logistics readiness officer
LTFW.....light tactical fixed wing
LZ.....landing zone
LZCO.....landing zone control officer
LZSO.....landing zone safety observer
M&M.....manpower and material
MAJCOM.....major command
MC.....mission commander
ME3C(PC)2.....mission, environment, enemy, effects, capabilities, plan, phasing, contracts and contingencies
MEDEVAC.....medical evacuation
MEFPAK.....manpower and equipment force packaging
MHE.....materials handling equipment
MOG.....maximum (aircraft) on ground
MPC.....mission planning cell
MPCC.....mission planning cell chief
MRE.....meal, ready to eat
NATO.....North Atlantic Treaty Organization
NGO.....non-governmental organization
NIPRNET.....Non-classified Internet Protocol Router Network
NLT.....not later than
NOTAM.....notice to airmen
NVG.....night vision goggles
OA.....operational area
OPCON.....operational control
OPORD.....operations order
OPR.....office of primary responsibility
OPREP.....operational reports
OPSEC.....operational security
OPTASKLINK.....operational tasking link
PA.....public affairs
PACAF.....Pacific Air Forces
PAG.....public affairs guidance
PAR.....post-attack reconnaissance

PCN.....pavement classification number
PERSCO .....personnel support for contingency operations
PIR .....priority intelligence requirement
PLANORD.....planning order
PMESII-PT .....political, military, economic, social, information, infrastructure, physical environment, time
POD .....port of debarkation
POL.....petroleum, oil, and lubricants
PSAB .....Prince Sultan Air Base
QRF.....quick reaction force
RDT.....rapid deployment team
RED HORSE .....rapid engineer deployable heavy operational repair squadron engineer
RF.....radio frequency
RFF .....request for forces
RFI .....request for information
RM .....risk management
ROE .....rules of engagement
RPOE .....rapid port opening element
SAA.....senior airfield authority
SADL .....situation awareness data link
SAR.....satellite access request
SARC .....sexual assault response coordinator
SIPRNET .....SECRET Internet Protocol Router Network
SITREP .....situation report
SJA.....staff judge advocate
SME .....subject matter expert
SOFA.....status of forces agreement
SPINS.....special instructions
TASKORD.....tasking order
TERPS .....terminal instrument procedures
TO .....technical order
TOC.....tactical operations center
TPFDD.....time-phased force and deployment data
TSWG M.....Tri-Service Pavements Working Group manual
TTP.....tactics, techniques, and procedures
TWG .....threat working group
UCMJ.....Uniform Code of Military Justice
UFC.....Unified Facilities Criteria
US .....Untied States
USAF .....United States Air Force
USAFE-AFAFRICA .....United States Air Forces in Europe-Air Forces Africa
USCENTCOM.....United States Central Command
USTRANSCOM .....United States Transportation Command
USTRANSCOMI.....United States Transportation Command instruction
UTC .....unit type code
UXO.....unexploded explosive ordnance

VA .....victim advocate
VOCO .....verbal order
VOSIP .....voice over internet protocol
WARNORD .....warning order
WG.....working group
WMOG .....working maximum on ground
WOC .....wing operations center
ZAR .....zone availability report

Attachment 2

MISSION PLANNING CELL

"*In preparing for battle, I have always found that plans are useless but planning is indispensable.*"— Dwight D. Eisenhower.

A2.1. Introduction. MPCs are responsible for the planning and execution of CR force missions. Their purpose is to process verbal or written higher headquarters orders into streamlined mission planning information for CR forces during deployment and redeployment operations in a contingency or exercise environment. This attachment outlines the objectives, personnel requirements, duties, and processes in which the MPC derives information and develops plans for CR forces. For additional information on MPC operations, refer to AFTTP 3-1, *Integrated Planning and Execution*, Chapter 3, Mission Planning Cell Operations; AFTTP 3-4, *Contingency Response Forces*, Chapter 2, Mission Preparation; and AMCI 11-207, *Weapons and Tactics Program*, Chapter 5, Deployed Weapons and Tactics Flight Organization and Employment Considerations. See **Table A2.2**, Mission Planning Checklist.

A2.2. Focus. The MPC's primary focus is the delivery of a thorough, high-quality mission plan that CR forces can successfully accomplish. With this focus, MPC planners work in a prioritized order to develop the plan. The mission, environment, enemy, effects, capabilities, plan, phasing, contracts and contingencies (ME3C(PC)^2) planning methodology described in AFTTP 3-1 provides guidance on establishing planning priorities. ME3C(PC)^2 provides the foundation for the tactical plan and dictates what options are available during mission planning through examination of several factors: (1) mission requirements (commander's intent); (2) mission environment (terrain, weather, political); (3) enemy (capabilities, intentions, and likely/most-lethal COAs); (4) effects (to mitigate threats); and (5) capabilities (blue force assets to achieve effects). With this foundation, planners can begin planning from the objective area backwards. As planning commences, planners should consider the various phases of the mission, the contracts required to support effective package integration and the contingencies operators may face in execution. This methodology provides the proper context for planning and helps planners work from broad aspects of the mission (e.g., phasing and integration) to the finer details needed for proper execution (e.g., M&M, force protection force protection).

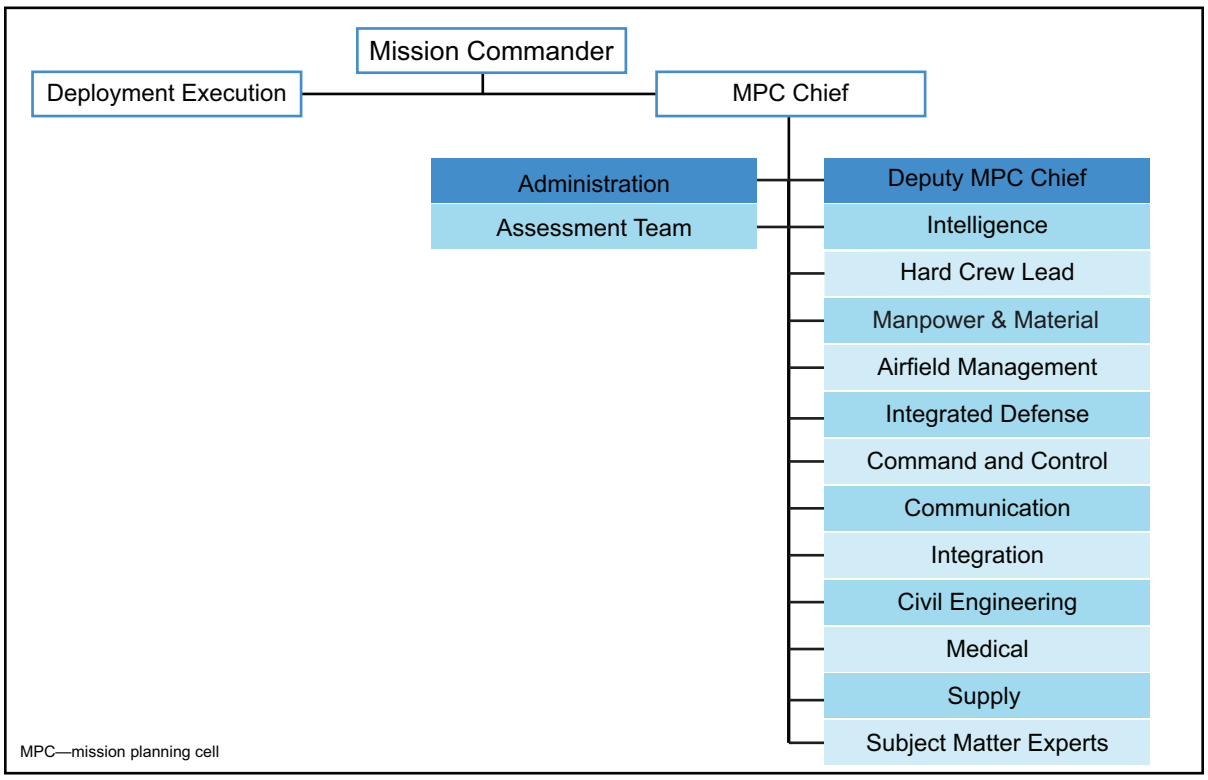
A2.3. Functions and Objectives. The main functions of an MPC are to break out and analyze the published order, determine the unit's ability to meet given tasking, recommend alternatives when not able to comply, publish directives (SPINS/ROE), and generate mission materials for the deploying forces. The main objectives of an MPC are to determine manpower and equipment required to meet specified and implied tasks, develop and brief the tasked mission and to provide deploying forces with a complete set of materials needed to execute the plan successfully. In time critical contingency planning the adherence to standard MPC organization and guidance is critical. The discipline built through training and knowledge of guiding publications is a foundation that will be used by members to enable them to swiftly but expertly form an MPC and begin developing plans and products for deploying forces. It is also important that the discipline that comes from adherence to published guidance will keep the MPC focused on important tasks and not distracted by the rush of events. Remember that "*slow is smooth—smooth is fast*."

A2.4. Organization. The MPC should be led by a single mission planning cell chief and two shifts (as required) of mission planners. Each shift should be led by its own deputy MPC chief

who is responsible to the MPC chief for their shift's work. The MPC coordinates with, and is answerable to the deploying mission commander but should not be staffed by any deploying forces. This protects deploying members from the demands of mission planning during their deployment preparation. It also protects the MPC from losing critical personnel in the middle of the mission planning process. For alert, the MPC staff should be identified on the alert support roster and recalled per local alert recall guidance.

A2.4.1. Structure. Actual structure will depend on availability of MPC members. Multiple MPC positions may be filled by a single member based on planning priorities, expertise, workload, and availability. Positions may also be eliminated or consolidated as mission requirements dictate. See **Figure A2.1**, MPC Structure.

Figure A2.1. MPC Structure



A2.5. Roles and Responsibilities.

A2.5.1. Mission Planning Cell Chief. The mission planning cell chief (MPCC) is the Airman in command of the MPC. The MPCC is responsible for ensuring that planning is thorough, accurate, and timely. The MPCC has authority for coordinating actions required to plan and execute CR force taskings. The MPCC should be the most qualified individual available, regardless of seniority; however, seniority and maturity are critical to the MPCC's success and should be factors in this appointment.

A2.5.2. Deputy Mission Planning Cell Chief. The deputy mission planning cell chiefs (DMPCC) assist the MPCC with the operation of the MPC and ensures compliance with the vision for the overall mission planning process. There should be one DPMCC per MPC shift. These individuals serve as the supervisor of the MPC, ensuring time lines are met, products are

well integrated and executable and that mission planning remains well guided and focused. The DMPCC steps up to run the MPC when the MPCC is occupied with extensive coordination/liaising. The DMPCC should be highly experienced in both MPC and operations.

A2.5.3. Intelligence. The Intelligence planning representative will keep the MPC aware of pertinent intelligence data and updates the MPC to any changes in threats, and so forth. The intelligence planning rep will prepare intelligence briefings for deploying CR forces. They will develop the periodic and relevant intelligence updates at the deployed location.

A2.5.4. Hard Crew Lead. The hard crew lead will match required personnel with trained/qualified personnel available to the CR force commander/chief.

A2.5.5. M&M. The manpower and materials lead will develop the M&M from COAs developed by the MPC. This member is responsible for ensuring that the M&M is compliant with the unit's deployment process.

A2.5.6. Airfield Operations. The airfield operations lead will gather information about the airfield and develop the parking plan and vehicle control plan, provide information to the airfield brochure, and assist with development of the beddown and emergency action plan.

A2.5.7. Integrated Defense Plan. The integrated defense planner will normally be an experienced security forces member. They will develop the integrated defense plan and coordinate all security requirements.

A2.5.8. Subject Matter Experts. The SMEs will usually be the equipment leads from the alert support roster. This can include, but is not limited to aerospace ground equipment (AGE), aerial port, aircraft maintenance, vehicle maintenance, and all other specialties available or required by the mission. SMEs should also include members of the RPOE, DLA, AFOSI, and any supported or supporting agencies (e.g., CCDR staff, AMC, 18 AF) when they are available. They will advise the MPC on UTC capabilities and requirements, be available to answer any UTC specific questions, and participate in all murder boards. SMEs may also be called in from the RPOE, DLA, and any other organization who will be serving with the deploying CR force.

A2.5.9. Recording and Administration. The recording and administration member will have two primary responsibilities. First, they are responsible for collecting any products that leave the MPC to either the wing operations center (WOC), DET, or deploying forces and maintaining version control over those products. Second, they will maintain and events log to assist the after action review. For insight and experience, reachback to MAJCOM lessons learned offices, Air Force Lessons Learned, or engage with on site active collection SMEs. Normally, this member should be a 1C3, but can be filled by a CRE/operations officer candidate or experienced CRT chief.

A2.5.10. Command Control. The command and control member will be a 1C3 who will be responsible for determining command relationships (COMREL), reporting, and other requirements. They will then turn that research into products to be provided to the deploying forces. They will also assist in determining the number of command post members who will need to deploy.

A2.5.11. Communication. The communications member will determine communications requirement in accordance with tasking, SPINS, and threats. They will ensure that deploying

forces have adequate communications equipment, personnel, and information. They will also ensure deploying forces have the correct cryptographic requirements.

A2.5.12. Assessment Team. The AT will have a limited role in the MPC. Generally, the AT or designated members will collect as much information as possible about the objective area, develop COAs, and ensure the AT is ready to deploy. They should also ensure the MPC has a means of communicating with the AT once it is at the deployed location to ensure the MPC receives any airfield assessment information and the AT's feedback on actual conditions on the field and any unforeseen or changed requirements as a result of the assessment.

A2.5.13. Integration. The integration member is responsible for reaching out to the other organizations who will be participating in an exercise or operation, especially the supported command or organizations. They will develop avenues of communication with supported commands or organizations as well as any other players in the operational area (OA). They will also identify any capabilities or shortfalls that other organizations will deploy with and ensuring the CR MPC can fill any gaps of the supported commands or organizations.

A2.5.14. Civil Engineer/Camp Layout. The civil engineering team is responsible for building the camp layout/bed down plan in accordance with CE regulations.

A2.5.15. Medical. Medical members will identify any medical threats to deploying CR forces, develop a mitigation plan, and identify medical support requirements at the deployed location. They will serve as the primary liaison between the CR forces and home station medical group.

A2.5.16. Supply. The supply member will determine the required number of consumables (e.g., meals, ready to eat (MRE), water, ammunition, fuel, insect repellent, sunscreen) deploying forces will require for the first 5-days of operations. They will also develop the resupply plan to ensure supplies are flowing to deployed forces before their stocks reach critical levels.

A2.6. Predeployment Planning.

A2.6.1. Initial Actions. Immediately after receipt of a verbal or published order (e.g., WARNORD, planning order [PLANORD], EXORD) the MPC will stand up and assemble in a predetermined location. The MPCC will be identified and will ensure MPC members are called up and assigned specified roles, either off of the alert support roster or as the MPCC determines necessary if not an alert call up. If necessary the MPCC will also develop a manning plan for sustained 24/7 operations. The entire MPC will then determine specified and implied tasks from the orders. Next, they should determine known (facts), assumed (assumptions), unknown information (e.g., RFI), and identify applicable lessons learned. The MPCC will determine mission commander's requirements and then break the MPC out to their specified roles. The MPCC will also finalize the MPC's battle rhythm at this time.

A2.6.2. Progress Checks. The DMPCC should hold a brief progress check meeting with the MPC to pass information and determine the current status of the plan. Then, the DMPCC should confirm the time and task completion requirements for the next progress check. It should come about 2 hours later and last 10 to 15 minutes. When gathering the MPC and asset representatives is difficult, meetings of the whole group should be minimized and the DMPCC should work one on one to coordinate requirements. The exact progress check time and task completion requirements will vary depending on the missions assigned.

A2.6.3. Murder Board. The murder board is held at a pre-established time. This meeting gives all members present the opportunity to what if the plan and identify critical LIMFACs and shortfalls. It is not intended as a progress check where planners simply brief the status of their work. It is intended as a forum for members to critically analyze all aspects of the plan to ensure it is integrated and executable. Murder boards should be attended by all SMEs. This is their forum to advocate for or against their UTC's inclusion in any given plan. An effective means of conducting the murder board is to analyze the mission chronologically to identify gaps where critical phases of the mission merge. However, the chosen format will depend on the operational situation and how much mission information is available at the time. It should take no more than 30 minutes, but may vary depending on the complexity of the mission objectives. Enemy most likely and most dangerous courses of action should be used as the yardstick for plan effectiveness.

A2.6.4. Contingency Planning. Planning is still critical to identifying capabilities, gaps, weaknesses and LIMFACs. Contingency plans must be developed to meet both the enemy's most likely and most dangerous courses of action. They should also be developed for aircraft delays, any vehicle or aircraft breakdowns, changes in FPCON, and so forth. By developing these plans the MPC will create a framework to deal with enemy action and can use that framework even if the enemy surprises them. Contingency planning is not a prescription that must be strictly followed but a means of thinking through potential scenarios. A review of lessons learned from similar past events should be preformed to assist with contingency planning.

A2.6.5. Sustained Operations. A deployment may take several days to accomplish due to the size of the deploying forces, distance of the deployment and available airlift. As deploying forces arrive at the deployed location, they will gain further insights into the operating environment that will modify the MPC's initial plans. As soon as an MPCC sees that planning will require several days to complete, they should divide the MPC into shifts to sustain 24-hour coverage for several days. It is also critical to ensure that lines of communication are formed between the deployed forces and the MPC to ensure planning meets operational and tactical requirements.

A2.6.6. General Actions Checklists. Checklists can serve as both a starting point to ensure planning requirements are being met in a timely manner and as a quality control measure to ensure all planning factors have been accounted for. Do not use checklists as a replacement for thorough understanding and planning in a scenario. Use the checklists below to form an MPC. See **Attachment 4**, Functional Checklists for specific mission planning checklists and product checklists. See **Table A2.1**, General Actions.

Table A2.1. General Actions

Task	Office of Primary Responsibility (OPR)	Time Assigned	Time Completed
Receive orders.	Control Center		
Determine mission planning cell commander (MPCC).	Mission Commander		
Recall mission planning cell (MPC) staff.	MPCC		
Stand up MPC work area.	MPCC		
Determine specified and implied tasks.	MPCC		
Determine MPC structure and manning.	MPCC		
Determine MPC battle rhythm.	MPCC		
Determine MPC sustained operations plan.	MPCC		
Begin mission planning.	MPCC		

A2.7. Product Specifications. .

A2.7.1. Mission Folder. Consolidates information and products, digital or physical, for deploying CR forces.

A2.7.2. Products for Individuals. Individual deployers should be provided with their team's initial work plan, area brochures to include nearest emergency services, security procedures, their force protection roles, tailored communication plans, and escape and evasion plans. These products should be developed with OPSEC as a primary consideration. Products should not provide the full plan, but information that will supplement a thorough mission briefing to include applicable lessons learned.

A2.7.3. Deployment Process Products. The MPC will deliver deployment processing products as required by their unit and host base deployment functions.

A2.7.4. Mission Brief. The mission briefing will be delivered to deploying forces by the MPCC, DMPCC, and intelligence. This briefing will cover the deployment schedule of events, facts and assumptions on the ground, primary course of action, contingency plans, contracts, communication plan, SPINS, ROE, enemy capabilities and intent, most likely COA and most dangerous COA, as well as any other information that deploying forces will need to know before they depart home station.

A2.7.5. After Action Report Documentation. The MPC will accomplish their own internal AAR. The MPC should maintain an events log to assist in development of both AARs and hot washes. The administrative member of the MPC will normally maintain these items and the MPCC and DMPCC will be ready to speak to them during hot washes and AARs. The MPCC is responsible for conducting or delegating debrief with deployed forces. Reachback as needed

to Air Force Lessons Learned and MAJCOM lessons learned offices for AAR development assistance.

A2.8. Redeployment Planning. Redeployment planning will begin as soon as deployed forces arrive at their deployed location. This planning is generally accomplished by the deployed forces. An MPC can be stood up at home station either to assist the deployed forces or to serve as the primary redeployment MPC. In either case, strong communication is necessary to ensure the home station has a clear picture of the facts on the ground and that MPC products meet a high standard.

A2.8.1. Battle Rhythm. Redeployment mission planning will not operate on the same battle rhythm as deployment mission planning. MPC members will likely also have primary duties in the deployed location and not be able to work the MPC full time. Instead, the MPCC should develop a schedule that balances primary mission accomplishment and ensures a plan is in place prior to beginning the redeployment process.

A2.8.1.1. Initial Actions. Upon arrival at the deployed location the mission commander (MC) will stand-up their redeployment MPC. The MC should identify an MPCC and fill out the standard structure with available members. The MPCC will then reach back to home station for any additional support required from the deployment MPCC. The MPCC will follow MPC guidance from AFTTP 3-1, *Integrated Planning and Execution*, especially in regards to planning in a deployed environment.

A2.8.1.2. Progress Checks. Because redeployment planning will occur simultaneously with operations the MPCC may set planning suspense's over a number of days. The progress check then becomes much more important as an opportunity to bring all MPC members into a single location to discuss planning progress.

Table A2.2. Mission Planning Checklist

☐ Appoint lead mission planner/troop commander (TC) and functional leaders.
☐ Command relationships (COMREL) of the deployed contingency response (CR) force.
☐ Identify senior airfield authority (SAA).
☐ Review all deployment and/or tasking orders.
☐ Validate mission requirements.
☐ Review the supported combatant commander (CCDR) reporting instructions and concept of operations (CONOPS).
☐ Establish commander's intent.
☐ Brief/update leadership: ☐ Course of action (COA). ☐ Mission analysis brief.
☐ Establish general planning timeline and required update times.
Mission Planning Checklist (1 of 4)

- ☐ Determine deliverables, task to appropriate individual, and determine approximate time in the N+12 sequence for delivery. Typical deliverables include:
  - Manpower and material listing, hard crew, Excel manifest (XMAN).
  - Ammunition request.
  - Load plans
  - Limiting factors (LIMFAC) or shortfall letter.
  - Communications plan.
  - Force protection plan.
  - Aircrew brochure
  - Parking plan.
  - Concept plan (scheme of maneuver or overview of movements).
  - Predeparture briefing.
  - Operational Risk Management (ORM).
  - Common operating picture template.
  - Mission binder.
  - Medical health plan and sexual assault prevention and response (SAPR) capability.
  - Phone/contact directory of points of contact (POC).
- ☐ Complete HN Integration/First Contact Checklist.
- ☐ Mission folder products:
  - ☐ Manpower and materiel (M&M).
    - ☐ Forward approved M&M package to 618th Air Operations Center (AOC)/XOPM or theater-specific controlling agency.
  - ☐ Build load plans:
    - ☐ Develop personnel/equipment priority, bump plan, chalks.
    - ☐ Identify troop commanders.
  - ☐ Build parking plan.
  - ☐ Personnel roster:
    - ☐ Review go/no-go.
    - ☐ Medical clearance (e.g., physicals, dental appointments, eye wear).
    - ☐ Deployment availability code (DAV) codes (e.g., permanent change of station [PCS]/permanent change of assignment [PCA], retirement/separation).
    - ☐ Testing (e.g., Weighted Airman Promotion System [WAPS], physical fitness).
    - ☐ Mission capability (MISCAP) substitutions.

Mission Planning Checklist (2 of 4)

- ☐ Hazardous diplomatic (HAZ DIP) clearance worksheet sent to 618 AOC/XOPM or theater-specific controlling agency.
- ☐ Shipper's Declaration for Dangerous Goods (SDDG).
- ☐ Frequency request.
- ☐ Communications plan.
- ☐ Emergency action procedure (EAP).
- ☐ Satellite access request (SAR)/gateway access request (GAR).
- ☐ Reports:
  - ☐ On-/off-station.
  - ☐ Situation report (SITREP).
  - ☐ Deployed personnel and equipment (DP&E).
  - ☐ Operational reports (OPREP).
- ☐ Aircrew brochure.
- ☐ Personnel support for contingency operations (PERSCO) documents.
- ☐ Entry authorization list (EAL).
- ☐ Giant report.
- ☐ Air mobility tasking (AMT).
- ☐ Special instructions (SPINS).
- ☐ Aircraft and Personnel Automated Clearance System (APACS):
  - ☐ Review general entry and personnel entrance requirement.
- ☐ Locally directed products.

☐ Submit requests for information (RFI).

☐ Determine weapons/ammo requirements.

☐ Determine water/meal, ready to eat (MRE) requirements.

☐ Determine medical requirements.

☐ Determine personnel/equipment transportation mode/itinerary (e.g., commercial air, military airlift [MILAIR], line haul).

☐ Force protection considerations:

- ☐ Use of force.
- ☐ Intelligence brief.
- ☐ Threat working group (TWG).
- ☐ Force protection plan.

Mission Planning Checklist (3 of 4)

☐ Population at risk (PAR) routes.
☐ Establish deployed battle rhythm: ☐ Work priorities. ☐ Work/rest cycle. ☐ Commander's brief cycle.
☐ Complete risk management (RM) checklist.
☐ Redeployment plan.
☐ Conduct final predeparture brief: ☐ Commander. ☐ Team.
Mission Planning Checklist (4 of 4)

Attachment 3

QUICK REFERENCE GUIDE

—FOR REFERENCE USE ONLY—

A3.1. Reports. At a minimum, all reports should be handled as controlled unclassified information (CUI) in accordance with guidance provided in Department of Defense Instruction (DODI) 5200.48, *Controlled Unclassified Information* and Air Force Guidance Memorandum *(*AFGM) 2020-16-01, *Air Force Guidance Memorandum for Controlled Unclassified Information* in order to protect sensitive and critical information. See **Table A3.1**, Reports for a list of reports a CR force member may use while deployed.

Table A3.1. Reports

Report	Submission Requirement	Source	Secure/ Unsecure*
On Station	60 minutes after arrival, 120 minutes after airborne insertion.	AFI 10-202	Unsecure
Beyond Line of Sight (BLOS) Secure Voice	1 hour after arrival (Joint Port Opening Capability [JPOC)].	USTRANSCOMI 10-27, Volume 2 V2	Secure
Go/No-Go Recommendation	4 hours after arrival (AT).	USTRANSCOMI 10-2 7, Volume 2/AFI 10-202	Secure
Assessment Team (AT) Report	24 hours after arrival (AT).	USTRANSCOMI 10-27, Volume 2/AFI 10-202	Secure
Augmentation Forces Request	As soon as possible (JPOC).	USTRANSCOMI 10-27, Volume 2	Secure
Deployed Personnel and Equipment (DP&E)	Within 24 hours of arrival and any changes.	AFI 10-202/USTRANSCOMI 10-27, Volume 2	Secure
Situation Report (SITREP)	Daily per higher headquarters (HHQ) direction or not later than (NLT) 0800Z (current as of 0600Z).	AFMAN 10-206/AFI 10-202	Secure
Sustainment	Within SITREP or when a status changes.	USTRANSCOMI 10-27, Volume 2	Unsecure

Operational Reports (OPREP)/ Commander's Critical Information Requirements (CCIR)	As required.	AFMAN 10-206/AFI 10-202 OPREP Matrix SharePoint® https://intelshare.intelink.gov/sites/afcommandpost/reports/forms/allitems.aspx	Secure
Casualty Report	As required.	AFI 36-3002	Secure
Redeployment Plan	As soon as possible upon arrival.	AFI 10-202/USTRANSCOMI 10-27, Volume 2	Secure
Request for Forces (RFF) Requirement	As soon as possible upon arrival.	USTRANSCOMI 10-27, Volume 2	Secure
Off Station	Prior to departing.	AFI 10-202/USTRANSCOMI 10-27, Volume 2	Secure
After Action Report (AAR)	Per wing/ command guidance.	AFI 10-202/USTRANSCOMI 10-27, Volume 2	Unsecure
*Denotes standard report submission process. Mission requirements / HHQ may dictate otherwise.			

A3.2. Advisement of Rights. If prior to questioning or during questioning of a civilian witness (who is in a contingency environment and subject to the Uniform Code of Military Justice [UCMJ]) or a military witness (at any time or location) you come to suspect them of a criminal offense, halt the questioning and contact the local staff judge advocate (SJA). The AFOSI or the Federal Bureau of Investigation (FBI) may be called in regarding the criminal investigation. However, if you are advised to speak with the individual, read the following rights for military personnel, to advise them of their rights under Article 31, *Uniform Code of Military Justice*, or civilian personnel, to advise them of their Fifth Amendment rights. See **Table A3.2**, Advisement of Rights for military and civilian advisements.

Table A3.2. Advisement of Rights

For Military Personnel
I am _____(grade, name) a member of (squadron, base, deployed with _____, team member of _____). I am investigating the alleged offenses of _____, which you are suspected. I advise you that under the provisions of Article 31 of the Uniform Code of Military Justice, you have the right to remain silent, that is, to say nothing at all. Any statement you make, oral or written, may be used as evidence against you in a trial by court martial, or in other judicial or administrative proceedings. You have the right to consult with a lawyer, if you desire, and to have a lawyer present during this interview. You have the right to military legal counsel free of charge. In addition to military counsel, you are entitled to civilian counsel of your own choosing, at your own expense. You may request a lawyer at any time during this interview. If you decide to answer questions without a lawyer present, you may stop the questioning at any time.
Do you understand your rights? Do you want a lawyer?
(If the answer is yes, cease all questions at this point.) Do you wish to remain silent or are you willing to answer questions?
For Civilian Personnel
I am _____ (grade, name) a member of (squadron, base, deployed with_____, team member of_____. I am investigating the alleged offenses of _____, which you are suspected. I advise you that under the 5th Amendment to the Constitution, you have the right to remain silent, that is, to say nothing at all. Any statement you make, oral or written, may be used as evidence against you in a trial or in other judicial or administrative proceedings. You have the right to consult with a lawyer, if you desire, and to have a lawyer present during this interview. You may obtain a civilian lawyer of your own choosing at your own expense. If you cannot afford a lawyer, and want one, one will be appointed for you by civilian authorities before any questioning. You may request a lawyer at any time during this interview and, if you decide to answer questions without a lawyer present, you may stop the questioning at any time.
Do you understand your rights? Do you want a lawyer?
(If the answer is yes, cease all questions at this point). Are you willing to answer my questions?

A3.3. Force Protection Condition (FPCON). Commanders at all levels use terrorism threat assessments plus their own threat analyses as a basis for developing plans and programs to protect assets within their AOR. These are called force protection conditions. FPCONs describe progressive levels of terrorist threats and initiate preplanned defensive or mitigation actions. FPCON declarations are normally provided through the chain-of-command, public address system, and other available resources. See **Table A3.3**., Force Protection Condition (FPCON).

Table A3.3. Force Protection Condition (FPCON)

CONDITION	DESCRIPTION
FPCON NORMAL	This condition applies when a general global threat of possible terrorist activity exists and warrants a routine security posture. At a minimum, access control will be conducted at all Department of Defense (DOD) installations and facilities.
FPCON ALPHA (Air Force Modified)	This condition applies when there is an increased general threat of possible terrorist activity against personnel or facilities, the nature and extent of which are unpredictable, and circumstances do not justify full implementation of FPCON BRAVO measures. However, it may be necessary to implement certain measures from higher FPCONs resulting from intelligence received or as a deterrent. The measures in this FPCON must be capable of being maintained indefinitely.
FPCON BRAVO	This condition applies when an increased or more predictable threat of terrorist activity exists. Sustaining BRAVO measures for a prolonged period may affect operational capability and military-civil relationships with local authorities.
FPCON CHARLIE	This condition applies when an incident occurs or intelligence is received indicating that some form of terrorist action or targeting against personnel or facilities is likely. Prolonged implementation of CHARLIE measures may create hardship and affect the activities of the unit and its personnel.
FPCON DELTA	This condition applies in the immediate area where a terrorist attack has occurred or when intelligence has been received that terrorist action against a specific location or person is imminent. FPCON DELTA is usually declared as a localized condition. FPCON DELTA measures are not intended to be sustained for an extended duration.

A3.4. Health Protection. The health protection condition (HPCON) framework stratifies health-protection measures into categories beginning with simple standard precautions and gradually increasing the level of effort and expense. Standardizing responses within categories ensures a measured local response, understood by all, up, down, and across command chains—just like Force Protection Condition levels. See **Table A3.4**, Health Protection Conditions (HPCON).

Table A3.4. Health Protection Conditions (HPCON)

Situation	HPCON	Example Health Protection Measures
Normal Baseline	0	Routine: Standard precautions such as routine hand washing, cough on sleeve, diet, exercise, vaccinations, education, stockpiling, planning, routine health alerts, etc.
Report of unusual health risk or disease	A	Limited: Health Alert, communicate risk and symptoms, review plans, verify preparation: training, stocks, posture, prepare to diagnose, isolate, and report new cases
Outbreak or heightened exposure risk	B	Moderate: Strict hygiene (no handshaking, wipe common- use items); if exposed, self-isolate (wear mask of remain home); avoid contaminated water/food or risk area; vector control
High morbidity epidemic or contamination	C	Substantial: Social distance (limit: meetings, socials, TDYs); shelter in-place indoors; or, if directed, don respirators; mass distribution of medical countermeasures, if applicable
High mortality epidemic or containment	D	Severe: Restrict movement (quarantine), mass evacuation, mass decontamination, subsist on secure food/water sources

A3.5. Attack Warning Signals. Attack warning signals are used to posture an air base for attacks, warn of attacks in progress, initiate attack recovery actions, and return the air base to a normal wartime state of readiness. See **Figure A3.1**., Attack Warning Signals.

Figure A3.1. Attack Warning Signals

ALARM	CONDITION	ACTIONS	SIGNAL
GREEN	ATTACK IS NOT PROBABLE	• MOPP 0 or As Directed • Normal Wartime Condition • Resume Operations • Continue Recovery Actions	VOICE ANNOUNCEMENT
YELLOW	ATTACK IS PROBABLE IN LESS THAN 30 MINUTES	• MOPP 2 or As Directed • Protect and Cover Assets • Go to Protective Shelter or Seek Best Protection with Overhead Cover	VOICE ANNOUNCEMENT
RED	AIR: AIR ATTACK IS IMMINENT OR IN PROGRESS GROUND: GROUND FORCES ATTACK IS IMMINENT OR IN PROGRESS	AIR: • Seek Immediate Protection with Overhead Cover • MOPP 4 or As Directed • Report Observed Attacks GROUND: • Take Immediate Cover • MOPP 4 or As Directed • Defend Self and Position • Report Activity	AIR: WAVERING SIREN GROUND: BUGLE CALL - "TO ARMS"
BLACK	CBRN CONTAMINATION AND/OR UNEXPLODED EXPLOSIVE ORDNANCE (UXO) HAZARDS ARE SUSPECTED OR PRESENT	• MOPP 4 or As Directed • Perform Self-Aid/Buddy Care • Remain Under Overhead Cover or within Shelter Until Directed Otherwise	STEADY SIREN

NOTE: Alarm signals may vary depending on location (e.g., Osan AB, RK has Alarm Blue instead of Red). See local instructions for further guidance.

MOPP—Mission-Oriented Protective Posture

A3.6. Emergency Notification Signals. Emergency notification signals are used to warn of emergencies other than an attack. See **Table A3.5**., Emergency Notification Signals.

Table A3.5. Emergency Notification Signals

Warning	If You Hear	This Indicates	Individual Actions
Disaster	3-5 Minute Steady Tone.	A disaster/incident is imminent or in progress.	• Be alert. • Take cover or evacuate to safety. • Follow instructions. • Account for personnel.
Attack	3-5 Minute Wavering Tone.	An attack/hostile act is imminent or in progress.	• Be alert. • Execute security measures. • Follow instructions. • Account for personnel.
Shooter	LOCKDOWN LOCKDOWN [Location] LOCKDOWN (phase repeats 3 times).	Active shooter incident is in progress.	• Remain calm. • Implement lock-down procedures based on your location.
All Clear	Voice Announcement.	Immediate disaster or threat has ended.	• Remain alert. • Account for personnel. • Report hazards, injuries, and damage.

A3.7. Arriving Aircraft Information Worksheet. See **Table A3.6**, Arriving Aircraft Information Worksheet and retrieve this information (as a minimum) for all arriving aircraft.

Table A3.6. Arriving Aircraft Information Worksheet

Aircraft tail number	
Mission number	
Landing time	
Block in	
Call sign	
Aircraft commander name	
Last International Civil Aviation Organization (ICAO)	
Depart last ICAO	
Cargo weight offload	
Passenger offload	
Fuel onboard	
Fuel required	
Destination ICAO	
Estimated time of arrival (ETA) to ICAO	
Maintenance (MX) status	
** Note any problems/concerns—get crew orders (if needed) **	

A3.8. Aircraft Information. For more military aircraft information, refer to the weapons systems TOs and AFIs. See **Table A3.7**, Aircraft Information, **Table A3.8**, Mission Planning Ground Times**, and **Table A3.9**, Loading Times**. For more information on civilian aircraft, refer to the following sites:

- Federal Aviation Administration (FAA): http://www.faa.gov/aircraft/
- Aircraft Information: http://www.aircraftinformation.info/
- The Wings of the Web: http://www.airliners.net/aircraft-data

Table A3.7. Aircraft Information (1 of 2)

	C-130H	C-130J	C-130J-30	C-17	C-5	KC-10	KC-135R
Wingspan	132’7	132’7	132’7	169’	222’	165’4	130’10
Length	99’6	97’9	112’9	174	247’1	181’7	128’10
Max height	38’3	38’11	38’10	55’1	65’1	57’7	41’8
Minimum runway takeoff with max load	5,450*	2,225	3,325	6,800*	9,752*	11,600	10,900
Tread centerline	14’3	14’3	14’3	33’8	36’	34’8	22’1
Outboard main ground clearance (wing tip)	8’9	12’	12’	12’6**	14 ‘6	13’2	11’9
Ground clearance (outboard nacelle/prop)	6’8	6’8	6’8	7’8	8’8	3’4	3’4
Paved turn area for 180-degree turn	85’	63’6	78’	116’	150’	147’	130’
Minimum runway width	80’	80’	80’	90’	147’	147’	147’
Minimum taxi width	30’	30’	30’	50’	75’	75’	75’
Maximum takeoff weight	155,000	155,000	164,000	585,000	769,000	590,000	322,500
Operating weight	86,500	83,000	87,000	282,500	380,000	248,000	122,000
Maximum usable fuel	57,364	43,560	43,560	(Note 1)	332,500	355,472	209,543
Average fuel burn per hour	4,500	4,000	4,000	19,643	24,000	18,000	10,000
Maximum passenger seats	92	92	128	102	73	65	57

Table A3.7. Aircraft Information (2 of 2)

	C-130H	C-130J	C-130J-30	C-17	C-5	KC-10	KC-135R
Maximum allowable cabin load (ACL)***	42,000	42,000	44,000	170,900 (Note 2)	285,000	60,000	73,000
Maximum number of pallets	6	6	8	18	36	25	6

* Minimum runway takeoff with maximum load assumes standard day (50 degrees Fahrenheit [F]/15 degrees Celsius [C] at sea level).

** C-17 clearance is with a "wet" wing (full of fuel).

*** (C-5/C-17) For specific aircraft, maximum payload is maximum zero fuel weight minus operating weight.

NOTE 1: (C-17) Non extended range (ER) Jets: ~180,000 pounds; ER Jets: ~243,000 pounds

- 180 degree turn: C-130E/H number uses nose-wheel radius X 2: This number for the J = 74', J-30 = 93'4"
- C-130J and J-30 operating weight numbers are without armor.

NOTE 2: Maximum ACL for C-17 is 170,900 lbs if aircraft is without ER; maximum ACL is 164,900 lbs with ER.

Table A3.8. Mission Planning Ground Times**

	C-5	C-17	C-130	KC-10	KC-135
Basic Crew Duty Day (CDD)	16+00	16+00	16+00	16+00	16+00
Augmented CDD	24+00	24+00	18+00	24+00	24+00
Crew Alert	4+15	3+45	3+15	4+15	4+15
Minimum crew rest	17+00	16+30	16+00	17+00	17+00
Minimum Crew Rest Cargo	17+00	16+30	16+00	18+15	18+15
Refuel Only	3+15	2+15	1+30	3+15	3+15
Onload/Offload/Refuel	4+15	3+15	2+15	4+15	4+15
J-Divert	18+15	17+45	17+15	18+15	18+15
K-Divert	17+00	16+00	16+15	17+00	17+00

**Extracted from AMCI 10-2102, Volume 6, *Mission Management and Reliability Reporting System (MMRRS).*

Table A3.9. Loading Times**

Aircraft	Onload	En Route	Offload	Expedited Offload
C-5	4+15	3+15	4+15	2+00
C-17	3+15	2+15	3+15	1+45
C-130	2+15	1+30	2+15	0+45
KC-10	4+15	3+15	4+15	3+15
KC-135	4+15	3+15	4+15	3+15
** Extracted from AFPAM 10-1403, *Air Mobility Planning Factors.*				

A3.9. ERO Distances. An engine running on/offload (ERO) expedites the flow of aircraft through airfields during all airland operations where the reduction of ground time warrants a departure from normal operating procedures. EROs will only be used for validated operational requirements after prior coordination through appropriate channels (e.g., air military control center [AMCC], 618 AOC, AMD). See **Table A3.10**, ERO Distances.

Table A3.10. ERO Distances

Aircraft Type	Distance Aircraft (*cargo and passengers*)	Distance Right or Left (*along wings*)
C-130	50 feet	300 feet
C-17	25 feet	200 feet
C-5	200 feet	300 feet

NOTE: Do not use ERO procedures when explosive cargo is involved (with the exception of small arms ammunition—class/division 1.4) unless authorized by the joint airborne and air transportability training (JA/ATT) exercise operations order or contingency air tasking orders. Refer to Defense Transportation Regulation, Part III, Appendix Y for detailed ERO procedures.

Table A3.11. Joint Staff Organization

Directorates	Description
J-1 Manpower and Personnel	This J-1 division manages personnel and administration, develops personnel policies, administers military and civilian personnel within the command, and administers prisoners of war.
J-2 Intelligence	The J-2 division ensures the availability of reliable intelligence and timely indications and warnings on the characteristics of the area of operations and the location, activities, and capabilities of the enemy. J-2 emphasis is on the enemy. Activities may include human intelligence (HUMINT) and counterintelligence, target identification and selection, and electronic intelligence gathering and analysis.
J-3 Operations	The J-3 division assists the joint force commander (JFC) in the direction and control of operations. Its work begins with the initial planning and extends through the integration and coordination of joint operations.
J-4 Logistics	The J-4 division develops logistics plans and coordinates and supervises supply, maintenance, repair, evacuation, transportation, construction, and related logistics activities. Responsibilities may include weapons surety, civil engineering support, transportation management, and so forth. Because logistics support is primarily a Service responsibility, the thrust of joint logistics operations may be to coordinate Service programs and integrate them with the joint commander's concept of support. Knowledge of Service policies and doctrine is essential.
J-5 Plans and Policy	The J-5 division does the long-range planning. It prepares campaign, concept, and operation plans, and the associated commander's estimate of the situation. The J-5 is often responsible for special weapons planning. In commands without a separate J-5 division, the operations division performs the function.
J-6 Command, Control, Communications, and Computer Systems	The J-6 division may be found with a variety of names and designators. The functions of the division include handling command responsibilities for communications and frequency control, tactical communications planning and execution, and management and development of electronics and automatic information systems.

A3.10. Advisories, Watches, and Warnings. See **Table A3.12**, Weather Advisories, Watches, and Warnings. For further weather information, refer to AFMAN 15-129, *Air and Space Weather Operations*.

Table A3.12. Weather Advisories, Watches, and Warnings

Weather	Flight line	Installation
20-Knot Wind.	No maintenance on T-Tails	N/A
25-Knot Wind Advisory.	Lay down fire bottles when not in use. Consult applicable technical orders (TO).	Ensure all equipment is secure (i.e., tents, antennas). Lower antenna masts as required.
35-Knot Wind Warning.	Consult applicable TOs.	Ensure all equipment remains secured. Lower antenna masts as required.
50-Knot Wind Warning.	Mooring and veining of all aircraft. Consult applicable TOs.	Lower antennas. Ensure all equipment remains secured.
70-Knot Winds.	Evacuate all aircraft. Consult applicable TOs.	Seek hardened shelter if possible.
LIGHTNING WATCH: Lightning within 5 nautical miles (nm) is forecast to occur within 30 minutes.	Prepare to take immediate action when lightning warning is issued.	Prepare to take immediate action when lightning warning is issued.
LIGHTNING WARNING: Lightning is occurring within 5 nm.	Immediately seek shelter.	Immediately seek shelter.
SEVERE THUNDERSTORM WARNING: A severe thunderstorm with 50 knots of wind and or ¾-inch hail is forecasted.	Be prepared to evacuate flightline and seek shelter. Moore aircraft or evacuate to alternate airfield if possible.	Ensure all equipment is stowed and tied down and seek shelter.
TORNADO WATCH: Conditions are favorable for tornado development.	Be prepared to evacuate flightline and seek shelter. Moore aircraft or evacuate to alternate airfield if possible.	Ensure all equipment is stowed and tied down. Park vehicles in valley or lower lying terrain if possible
TORNADO WARNING: A tornado has been identified and is expected to occur.	Evacuate flightline and seek immediate shelter.	Seek immediate shelter.

HEAVY RAIN WARNING: 2-inches of rain is forecast within 12 hours.	Ensure aircraft and vehicles are not in flood prone location. Park equipment of pavement if possible.	Analyze encampment and use sand bags and trenches to divert water from potentially flooding tents. Monitor inside of tents for flooding and cut power if flooding begins to occur.
BELOW FREEZING TEMPERATURES: Temperature below 40 degrees Fahrenheit.	Consult applicable TOs for deicing procedures.	Continuously check tent roofs clearing any excess snow to prevent possible collapse.
FREEZING RAIN WARNING.	Airfield closed due to Severe Icing.	Use caution in all outdoor activities.
Visibility below ½ mile.	Airfield may need to close due to approach minimums.	Use extreme caution when driving or walking around encampment.
Temperature above 82 degrees Fahrenheit.	Implement work rest cycle as required per AFI 48-151.	Implement work rest cycle as required per AFI 48-151.
Wind chill below +40 degrees Fahrenheit.	Implement work warm cycle as required per AFI 48-151.	Implement work warm cycle as required per AFI 48-151.

A3.11. ARFF Requirements/Capabilities. See **Table A3.13**, Minimum ARFF Requirements, based on Air Force pamphlet (AFPAM) 32-2004, *Aircraft Fire Protection for Exercises and Contingency Response Operations*. The OPR for ARFF requirements is HQ AMC/A7XF, Fire and Emergency Services Branch, DSN 779-0705. For imperial and metric conversions, see **Table A3.14**, Conversion Factors.

Table A3.13. Minimum ARFF Requirements

Aircraft Type		Optimum Level of Service (OLS)		Reduced Level of Service (RLS)		Critical Level of Service (CLS)		Inadequate Level of Service (ILS)	
Aircraft	Air Force (AF) Vehicle Set	OLS Firefighters	OLS Gallons Q1+Q2+Q3	RLS Firefighters	RLS Gallons Q1+Q2	CLS Firefighters	CLS Gallons Q1	ILS Firefighters	ILS Gallons
A-10, C-21, F-15, F-16, F-22, F-35, F-117, T- 37B, BQM-34, MQ-1A/B, T-38, AT-38, MQM- 107, T-6A, UV-18, QF-4, CV-22, UH-1N, C-38A, T-1, RQ-4, and C-12	1	14	2,500-1,340	13-8	1,339-513	7	512-325	6 or below	324
C-20	2	14	4,000-2,760	13-8	2,759-1,316	7	1,315-752	6 or below	751
C-9, C-22, C-32, C-37, C-40, C-130, E-3, E-8, T-43, MH-53, and RC-135	3	14	5,000-4,880	13-8	4,879-3,027	7	3,026-1,322	6 or below	1,321
B-1, B-2, B-52, C-17, KC-46, and KC-135	4	16	8,000-7,780	15-8	7,779-4,364	7	4,363-1,732	6 or below	1,731
E-4 (747), KC-10, and VC-25	5	17	10,000-9,570	16-8	9,569-6,292	7	6,291-2,330	6 or below	2,329
C-5	6	18	13,000-12,626	17-8	12,625-7,508	7	7,507-2,589	6 or below	2,588
* Firefighter numbers are on a per shift basis.									
** Below Optimum Level of Service—Aircrew awareness (notice to airman [NOTAM]).									
** Below Reduced Level of Service—Mission commander or operations group commander approval.									
** At or below critical level of service—Waiver approval as specified in paragraph 7.1.									

Table A3.14. Conversion Factors

To Convert	To	Multiply By
Length		
inch (in)	millimeter (mm)	25.4
inch (in)	meter (m)	0.0254
foot (ft)	meter (m)	0.305
yard (yd)	meter (m)	0.915
mile (mi)	kilometer (km)	1.609
Area		
square inch (in2)	square mm (mm2)	645.2
square inch (in2)	square meter (m2)	0.0006452
square foot (ft2)	square meter (m2)	0.093
square yard (yd2)	square km (km2)	0.8361
square mile (mi2)	square km (km2)	2.59
acres		0.004046
Volume		
cubic inch (in3)	cubic mm (mm3)	16487 0
cubic foot (ft3)	cubic meter (m3)	0 028
cubic yard (yd3)	cubic meter (m3)	0 7646
Mass		
pound (lb)	kilogram (kg)	0.454
Force		
pound (lb-f)	Newton (n)	4.448
kip (1,000 lb-f)	kilogram (kg)	453.6
Degrees		
degrees Fahrenheit (0F)	degrees Celsius	5(Fo-32)/9)
Density		
pounds per cubic foot	kilogram per cubic	16.052
Capacities		
US gallons	Liters	3.785
Imperial gallons	US gallons	1.201
Imperial gallons	Liters	4.546
Liters	US gallons	0.264
Liters	Imperial gallons	0.220
US gallons	Imperial gallons	0.833

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Attachment 4

FUNCTIONAL CHECKLISTS

A4.1. Purpose. This chapter contains functional specific checklists and guides covering predeparture, arrival, sustainment, transfers of authority, and redeployment actions.

NOTE: These checklists are also available as attachments to this PDF.

- See **Table A4.1**, CRE Commander Checklist.
- See **Table A4.2**, CRE/Operations Officer Checklist.
- See **Table A4.3**, CRT Checklist.
- See **Table A4.5**, Airfield Operations Officer Checklist.
- See **Table A4.5**, Airfield Management Checklist.
- See **Table A4.6**, ATC Checklist.
- See **Table A4.7**, DATCALS Checklist.
- See **Table A4.8**, Weather Checklist.
- See **Table A4.9**, Aerial Port Checklist.
- See **Table A4.10**, AGE/Power Pro Checklist.
- See **Table A4.11**, Aircraft Maintenance Checklist.
- See **Table A4.12**, CE Checklist.
- See **Table A4.13**, Communications Checklist.
- See **Table A4.14**, Comptroller Checklist.
- See **Table A4.15**, Contracting Checklist.
- See **Table A4.16**, Intel Checklist.
- See **Table A4.17**, JA/Legal Checklist.
- See **Table A4.18**, Logistics Readiness Officer Checklist.
- See **Table A4.19**, Medical Checklist.
- See **Table A4.20**, Mobile C2 Controller Checklist.
- See **Table A4.21**, PERSCO Checklist.
- See **Table A4.22**, POL Checklist.
- See **Table A4.23**, PA Checklist.
- See **Table A4.24**, Operations Expeditor Checklist.
- See **Table A4.25**, Security Forces Checklist.
- See **Table A4.26**, Supply Checklist.
- See **Table A4.27**, Vehicle Management Checklist.
- See **Table A4.28**, Assessment Team (AT) Checklist
- See **Table A4.29**, Assessment Team Execution Brief.
- See **Table A4.30**, AT to Main Body Functional Handover Checklist.
- See **Table A4.31**, HN Integration/First Contact Checklist.

- See **Table A4.32**, Typical Requests for Information.
- See **Table A4.33**, TOC Emergency Evacuation.
- See **Table A4.34**, Handoff Checklist for Seizure Force to CR Force.
- See **Table A4.35**, Transition of CR Forces to Follow-On Forces Checklist.
- See **Table A4.36**, Airfield Operations Transfer of Authority.
- See **Table A4.37**, Redeploy/Roll-Up Plan Timeline Guide.
- See **Table A4.38**, Redeployment/Roll-Up Checklist.
- See **Table A4.39**, Reconstitution Checklist.

Table A4.1. CRE Commander Checklist

Predeparture
☐ Perform cursory mission analysis.
☐ Appoint lead mission planner and provide initial direction: ☐ Establish commander's intent. ☐ Establish general timeline and required update times.
☐ Receive mission analysis brief.
☐ Approve course of action (COA) and/or manpower and materiel (M&M).
☐ Consider sending an advanced echelon (ADVON) team (if possible).
☐ Determine command and control relationships for deploying contingency response (CR) force.
☐ Coordinate with threat working group (TWG) to determine chemical, biological, radiological, and nuclear (CBRN) threat and weapons requirements.
☐ Review planning order (PLANORD)/tasking order (TASKORD)/deployment order (DEPORD).
☐ Begin coordination for resupply.
☐ Work shortfalls/limiting factors (LIMFAC).
☐ Plan initial arrival actions and requirements: ☐ Ensure beddown issues have been identified and elevated. ☐ Ensure communications plan has been developed and reviewed. ☐ Establish deployed battle rhythm. ☐ Ensure medical plans have been developed and reviewed.
☐ Ensure completion of risk management (RM) checklist.
☐ Conduct predeparture brief.
Arrival Actions
☐ Immediately establish contact with the assessment team and seizure forces (if present) or host base/nation personnel for situation update (contingency response group [CRG] only).
☐ Submit an initial verbal on-station report to the controlling agency: ☐ Send written on-station report. ☐ Submit a revised on-station report as soon as CR forces are prepared to begin operations.
CRE Commander Checklist (1 of 5)

- ☐ Establish contact with host base commander/agencies to coordinate support requirements:
  - ☐ Coordinate communications support with coalition and/or host nation (HN) counterparts.
  - ☐ Determine operating hours based on manning levels, mission requirements, and airfield capabilities.
  - ☐ Confirm approval for use of all operating facilities, and work/living areas.
  - ☐ Establish petroleum, oil, and lubricants (POL) support.
  - ☐ Determine the need for and attendees of host base and user coordination meetings.
  - ☐ Conduct an initial airfield inspection with host airfield management, deployed additional duty safety representative, and selected members of the CRG/contingency response element (CRE).
- ☐ Establish the primary and alternate tactical operations center (TOC).
- ☐ Establish communications and conduct operational checks:
  - ☐ Radios, satellite communications (SATCOM), etc.
  - ☐ Giant Voice or alternative system for rapid notification and alert of CR force personnel throughout the CR force operating area.
- ☐ Nominate contracting officer's representatives to oversee contractor's performance, review contract changes, and accept or reject contract deliverables for each organization.
- ☐ Arrange for a secure area to brief incoming personnel—briefing should include:
  - ☐ Work schedule (shifts/changeover time).
  - ☐ Functional work areas.
  - ☐ Force protection condition (FPCON).
- ☐ Update, finalize, and implement the force protection (FP) plan in conjunction with TWG:
  - ☐ Emergency notification procedures.
  - ☐ Duress codes.
  - ☐ Security response actions and emergency combat actions.
  - ☐ Rules of engagement (ROE) and use of deadly force.
  - ☐ Higher headquarters (HHQ) notification procedures.
  - ☐ Emergency destruction plan for classified materials.
  - ☐ Tactical ballistic missile warning plan.
  - ☐ CBRN defense plan.
  - ☐ Establish a perimeter defense plan with deployed/HN security forces.
  - ☐ Implement hardening plan and dispersal options, if the need exists.

CRE Commander Checklist (2 of 5)

- ☐ Review/approve:
  - ☐ Events log.
  - ☐ Stand-up of air mobility support operations (e.g., maintenance, aerial port, command and control [C2]).
  - ☐ Stand up of airfield operations.
  - ☐ Force health protection measures.
  - ☐ Safety assessment of operating areas.
  - ☐ Risk mitigation measurements.
  - ☐ Antihijacking plan.
- ☐ Verify location/procedures for weapons/ammunition storage.
- ☐ Assume senior airfield authority (SAA) duties when directed (normally CRG commander).
- ☐ Verify and publish a signed aircraft parking plan.
- ☐ Determine LIMFACs for the operation and report to HHQ.
- ☐ Ensure that all sections complete arrival checklists and are operational.
- ☐ Establish clinic area and medical operations:
  - ☐ Casualty collection point (CCP).
  - ☐ Higher level of care.
  - ☐ Patient movement plans.
  - ☐ Coordinate with International SOS (ISOS) for patient movement.
  - ☐ Coordinate with Theater Patient Movement Requirements Center (TPMRC).
  - ☐ Ensure force health protection measures are in place.
  - ☐ Ensure pandemic preparation and mitigation efforts are established for deployed force.
- ☐ Assemble team or functional leads for staff meeting/update/operations review:
  - ☐ Tasked mission(s).
  - ☐ Personnel, equipment, and weapons accountability.
  - ☐ Work schedule/shift changeover times.
  - ☐ Internal operating procedures.
  - ☐ C2 concept of operations.
  - ☐ Airflow schedules and ground times.
  - ☐ Local conditions and points of contact.
  - ☐ Airfield status overview.

CRE Commander Checklist (3 of 5)

- ☐ Ramp coordination.
- ☐ Medical.
- ☐ Communication (type and use).
- ☐ Sanitation requirements.
- ☐ Billeting/messing plan.
- ☐ Use of available transportation.
- ☐ Safety policies.
- ☐ FP situation.
- ☐ All applicable items not covered in the predeparture briefing at home station.

Sustainment
☐ Ensure shift change briefs cover all pertinent information.
☐ Ensure daily situation report (SITREP) is transmitted as directed by HHQ.
☐ Ensure deployed personnel and equipment (DP&E) report is updated when changes occur.
☐ Conduct checks of personnel and equipment accountability.
☐ Review and submit operational reports (OPREP).
☐ Ensure quick reaction checklists (QRC) are executed, when required.
☐ Monitor air tasking order (ATO) and special instructions (SPINS) for changes.
☐ Monitor communications security (COMSEC) and tactical radio net procedures.
☐ Inspect beddown site and CR force equipment regularly for issues.
☐ Review and update FP, communication, antihijacking, and emergency action plans.
☐ Review events log.
☐ Forward the updated redeployment plan and associated deliverables to HHQ as soon as possible after arrival at the deployed location.
Redeployment
☐ Provide overall control of roll-up plan execution.
☐ Ensure that the host base commander is informed of the proposed roll-up date/time of the last redeploying aircraft.
☐ Determine order in which CRG/CRE equipment is returned to home station.
☐ Develop a redeployment schedule for personnel and equipment by priority.
☐ Ensure that all reports are complete/sent.

CRE Commander Checklist (4 of 5)

- ☐ Arrange/verify airlift transportation from the theater with 618th Air Operations Center (AOC)/Mission Support Cell (MSC) or theater-specific controlling agency, in accordance with Defense Transportation Regulation (DTR) 4500.9R, *Defense Transportation Regulation.*
- ☐ Ensure a chain of command and leadership succession is established so roles and responsibilities can be quickly assumed should the assessment team be tasked to forward deploy (CRG only).
- ☐ Command USAF follow-on or sustainment forces until the transfer of authority to the designated commander (normally CRG commander).
- ☐ Ensure transfer of authority checklist is completed.
- ☐ Ensure a seamless transition from seizure forces (when present) to CRG forces and from CRG forces to follow-on sustainment forces (normally CRG commander).
- ☐ Pay off all financial obligations of the US Government or make satisfactory arrangements to ensure that obligations will be taken care of in an appropriate and timely manner.
- ☐ CR forces must comply with host nation diplomatic and security requirements during roll-up.
- ☐ Functions to remain intact during unit roll-up:
  - ☐ All TOC personnel and equipment.
  - ☐ Procurement function continues until all contracts are terminated.
  - ☐ CRG/CRE equipment custodian remains until mission completion.
  - ☐ Transportation requirements, as a rule, do not diminish during the phase down due to increased roll-up activities (transportation personnel should be among the last to leave).
- ☐ Functions to phase down during unit roll-up.
- ☐ Depending on remaining airflow, terminate service-oriented support agencies (e.g., finance, administration, public affairs, medical support, host base communication support).
- ☐ Depending on remaining airflow, reduce maintenance, supply, and aerial port functions.
- ☐ Reduction in food service, housing, and civil engineer personnel on bare base operations should be considered in relation to reduction in tent facilities.
- ☐ Coordinate with the aerial port and transportation functions for pick-up of equipment and personnel.
- ☐ Ensure all billets have been cleared.
- ☐ Provide any after action items that may be better resolved through appropriate major command (MAJCOM) channels.
- ☐ Send off-station report.
- ☐ Ensure all reconstitution actions are completed in accordance with local guidance.

CRE Commander Checklist (5 of 5)

Table A4.2. CRE/Operations Officer Checklist

Predeparture
☐ Lead/direct mission-planning process.
☐ Develop course of action (COA) brief in accordance with mission-planning guidance.
☐ Coordinate required personnel and equipment unit type codes (UTC) to complete manpower and materiel (M&M).
☐ Develop deploying personnel roster. ☐ Identify shortfalls/augmentees to in-garrison and deploying contingency response (CR) leadership and supporting units.
☐ Review personnel/team deployment eligibility: ☐ Submit waiver letters as required. ☐ Review *DOD Foreign Clearance Guide* located online at https://www.fcg.pentagon.mil/fcg.cfm and/or theater reporting instructions and ensure compliance. ☐ Review air expeditionary force (AEF) online and local training data systems for training currency of all personnel selected to deploy. ☐ Review medical clearance items (e.g., physicals, dental appointments, eyewear). ☐ Review deployment availability (DAV) codes (e.g., permanent change of station [PCS]/permanent change of assignment [PCA], retirement/separation). ☐ Review testing issues (e.g., Weighted Airman Promotion System [WAPS], physical fitness). ☐ Review mission capability (MISCAP) substitutions.
☐ Submit required manpower and material, limiting factors (LIMFAC), and request for forces (RFF) to tasking authority.
☐ Request/confirm airlift.
☐ Review load plans and submit for commander approval.
☐ Coordinate for interpreter (as required).
☐ Build point of contact (POC) list.
☐ Develop personnel/equipment priority, bump plan, chalk order.
☐ Identify troop commanders, increment monitors, chalk bosses, and other deployment support personnel.
☐ Determine/schedule deployment-processing requirements: ☐ Ensure mobility folder scrub. ☐ Validate/approve deployment schedule of events (DSOE) and have it published.
CRE/Operations Officer Checklist (1 of 5)

- ☐ Ensure deployments requirements manning document (DRMD) scrub.
- ☐ Ensure equipment is marshaled in accordance with DSOE.
- ☐ Assist commander with preparing/conducting predeparture brief.

Arrival Actions

- ☐ Assist the contingency response group (CRG)/contingency response element (CRE) commander as necessary.
- ☐ Set up the tactical operations center (TOC) and establish communications:
  - ☐ Ensure TOC entry authorization list (EAL) is posted.
  - ☐ Review/exercise TOC evacuation procedures.
- ☐ Establish TOC shift schedules and put opposite shift to bed.
- ☐ Coordinate quick reaction checklist (QRC) procedures with all deployed functional areas and host base representatives.
- ☐ Order computer flight plans from 618 AOC or theater-specific controlling agency:
  - ☐ Have Air Mobility Command (AMC) or appropriate major command (MAJCOM) flight planner put in remarks: “Pass to AMC (or appropriate MAJCOM) CRG/CRE”.
- ☐ Review on-station report and situational reports (SITREP).
- ☐ Establish aircrew management procedures (stage posture) and alert time for inbound aircrew if tasked.
- ☐ Assist in developing antihijacking plan:
  - ☐ Distribute to required functional areas.
- ☐ Ensure airflow information is current:
  - ☐ Publish airflow schedule.
  - ☐ Notify functional areas and user of any changes in a timely manner.
- ☐ Ensure an events log that documents all completed actions and checklists accomplished is created and updated regularly.
- ☐ Query CRG/CRE commander or advanced echelon (ADVON) team chief for all pertinent information that was coordinated with host base/nation representatives (e.g., parking plan, host base/nation airflow, holidays).
- ☐ Oversee TOC hardening, counter-chemical, biological, radiological, and nuclear (CBRN) planning, and dispersal plan preparation.
- ☐ Ensure all personnel comply with established safety policies and employ risk management (RM) techniques.
- ☐ Ensure other functions begin arrival checklists.

CRE/Operations Officer Checklist (2 of 5)

- ☐ Ensure functional leads provide TOC with a copy of personnel and equipment lists under their control:
  - ☐ For personnel, include full name, rank, Social Security number (SSN), billeting assignment, and shift.
  - ☐ For equipment, include description and registration number. Break equipment lists up into CRG/CRE-owned and host nation.
- ☐ Establish ground transportation/vehicle plan.
- ☐ Review and post special instructions (SPINS) updates/brevity codes.
- ☐ Brief safety/engine running on/offload (ERO)/personal protective equipment (PPE) checks/antihijack plan/defense plan.
- ☐ Establish alternate TOC location.
- ☐ Establish QRC, bug out, security (designate security POC if not assigned), and accountability plans.
- ☐ Post signed aircraft parking plan.
- ☐ Ensure an operational check is performed of all communication systems.
- ☐ Ensure all other equipment is operationally checked as required (e.g., vehicles, materials handling equipment [MHE], lights).
- ☐ Establish regular status checks (e.g., fuel, water, consumable items).
- ☐ Report any limiting factors (LIMFACS) identified during arrival checklist completion.
- ☐ Send initial or updated SITREP and deployed personnel and equipment (DP&E) reports.
- ☐ Begin draft roll-up plan.
- ☐ Establish procedures to regularly collect inputs for after action review/report (AAR).

Sustainment

- ☐ Shift change:
  - ☐ Personnel support for contingency operations (PERSCO).
  - ☐ Security forces/intelligence.
  - ☐ Medical.
  - ☐ Vehicle maintenance.
  - ☐ Aerospace ground equipment (AGE)/power pro/fuels.
  - ☐ Communications.
  - ☐ Maintenance.
  - ☐ Aerial port.
  - ☐ Airfield manager.

- ☐ Command and control (C2).
- ☐ Operations.
  - ☐ Safety.
  - ☐ Priorities.
  - ☐ Brief any changes to previous plans/schedules.

☐ Update LIMFACs and deployed personnel and equipment (DP&E) when changes occur.

☐ Review/send daily SITREP.

☐ Update roll-up plan.

☐ Update AAR.

☐ Monitor unit morale.

☐ Coordinate support airlift from 618 AOC or theater-specific controlling agency for redeployment/forward deployment.

Redeployment

☐ Monitor and control overall roll-up plan execution.

☐ Ensure all host base/nation assets are accounted for and returned in good condition.

☐ Designate an individual to supervise host base facility cleanup and return of host nation equipment.

☐ Coordinate support airlift from 618 AOC or theater-specific controlling agency.

☐ Order flight plans for final aircraft from 618 AOC or theater-specific controlling agency.

☐ Ensure that the host base is informed of the proposed roll-up date/time of the last redeploying aircraft.

☐ Assist in determining order in which CRG/CRE equipment is returned to home station.

☐ Monitor host base facility cleanup.

☐ Ensure all CRG/CRE equipment is prepared for shipment.

☐ Ensure that final SITREP, DP&E, and off-station reports are complete/sent.

Reconstitution

☐ Ensure all equipment is reconstituted for redeployment within tasked unit timelines:

- ☐ Coordinate with supporting unit for any MHE required to reposition equipment.
- ☐ Ensure all functional leads are aware of their equipment reconstitution requirements and identify any equipment damage, missing parts, or items that prevent immediate redeployment of the UTC.

☐ Collect all after action inputs and submit report for CRG/CRE commander review and approval in accordance with unit policies.

CRE/Operations Officer Checklist (4 of 5)

- ☐ Ensure functional leads supervise completion of personnel post deployment actions to include, but not limited to:
  - ☐ DD Form 2796, *Post Deployment Health Assessment (PDHA).*
  - ☐ Inprocessing with unit deployment manager (UDM)/host base personnel.
  - ☐ Filing travel vouchers prior to compensatory time off (CTO).

CRE/Operations Officer Checklist (5 of 5)

Table A4.3. CRT Checklist

Predeparture
☐ Lead/direct mission-planning process.
☐ Receive mission analysis brief: ☐ Establish general timeline and required update times.
☐ Complete manpower and materiel (M&M), identify shortfalls/limiting factors (LIMFAC), and submit.
☐ Build personnel roster.
☐ Identify unit type code (UTC) equipment required.
☐ Identify initial arrival actions and requirements: ☐ Ensure beddown issues have been identified and elevated. ☐ Ensure communications plan has been developed and reviewed. Submit frequency requests to meet required higher headquarters' (HHQ) timeline.
☐ Review all orders (warning order [WARNORD], execute order [EXORD]), and any other theater-specific requirements.
☐ Review *Foreign Clearance Guide* and/or theater reporting: ☐ Submit Aircraft and Personnel Automated Clearance System (APACS) request for team. ☐ Passports.
☐ Develop load plans: ☐ Personnel/equipment chalk order. ☐ Hazardous diplomatic (HAZ DIP) clearance worksheet. ☐ Shipper's Declaration for Dangerous Goods (SDDG).
☐ Request/confirm airlift, track in Global Decision Support System (GDSS).
☐ Determine/schedule deployment-processing requirements.
☐ Review aircrew brochure.
☐ Ensure completion of risk management (RM) checklist.
☐ Conduct predeparture brief.
Arrival Actions
☐ Establish contact with the assessment team/advanced echelon (ADVON) and seizure forces (if present) or host base/nation personnel for situation update.
☐ Submit an initial on-station report: ☐ Send written on-station report when time permits.
CRT Checklist (1 of 4)

- ☐ Submit a revised on-station report as soon as contingency response (CR) forces are prepared to begin operations.

☐ Establish contact with host base commander/agencies to coordinate support requirements:

- ☐ Coordinate communications support with coalition and/or host nation counterparts.
- ☐ Determine operating hours based on manning levels, mission requirements and airfield capabilities.
- ☐ Confirm approval for use of all operating facilities, and work/living areas.
- ☐ Establish petroleum, oils, and lubricants (POL) support.
- ☐ Determine the need for and attendees of host base and user coordination meetings.
- ☐ Conduct an initial airfield inspection with host airfield management, deployed additional duty safety representative, and selected members of the CR force.

☐ Establish the primary and alternate tactical operations center (TOC).

☐ Establish communications and conduct operational checks (e.g., radios, satellite communications [SATCOM]).

☐ Establish aircrew management procedures (stage posture) and alert time for inbound aircrew.

☐ Establish deployed battle rhythm.

☐ Arrange for a secure area to brief incoming personnel—briefing should include:

- ☐ Work schedule (shifts/changeover time).
- ☐ Functional work areas.
- ☐ Force protection condition (FPCON).

☐ Update, finalize, and implement the force protection plan in conjunction with threat working group (TWG).

☐ Review/approve:

- ☐ Events log.
- ☐ Stand up of air mobility support operations (e.g., maintenance, aerial port, command and control [C2]).
- ☐ Stand up of airfield operations.
- ☐ Force health protection measures.
- ☐ Safety assessment of operating areas.
- ☐ Risk mitigation measurements.
- ☐ Antihijacking plan.

☐ Verify location/procedures for weapons/ammunition storage.

CRT Checklist (2 of 4)

- ☐ Verify and publish a signed aircraft parking plan.
- ☐ Ensure that all sections complete arrival checklists and are operational.
- ☐ Assemble team or functional leads for staff meeting/update/operations review:
  - ☐ Tasked mission(s).
  - ☐ Personnel, equipment, and weapons accountability.
  - ☐ Work schedule/shift changeover times.
  - ☐ Internal operating procedures.
  - ☐ C2 concept of operations.
  - ☐ Airflow schedules and ground times.
  - ☐ Local conditions and points of contact
  - ☐ Airfield status overview.
  - ☐ Ramp coordination.
  - ☐ Communication (type and use).
  - ☐ Sanitation requirements.
  - ☐ Billeting/messing plan.
  - ☐ Use of available transportation.
  - ☐ Safety policies.
  - ☐ Force protection (FP) situation.
  - ☐ All applicable items not covered in the predeparture briefing at home station.
- ☐ Brief safety/engine running on/offload (ERO)/personal protective equipment (PPE) checks/antihijack plan/defense plan.
- ☐ Send situational reports (SITREP), deployed personnel and equipment (DP&E), and any other required reports.
- ☐ Log all items in the events log.

Sustainment

- ☐ Conduct shift change briefs.
- ☐ Conduct accountability checks of personnel and equipment.
- ☐ Review and submit operational reports (OPREP) in accordance with theater and major command (MAJCOM) directives, special instructions (SPINS), and AFMAN 10-206, *Operational Reporting*.
- ☐ Quick reaction checklists (QRC) execution.
- ☐ Monitor air tasking order (ATO) and SPINS for changes.

CRT Checklist (3 of 4)

☐ Monitor communications security (COMSEC) and tactical radio net procedures.
☐ Ensure that inspection of the beddown site and CR force equipment are checked regularly for issues.
☐ Review and update force protection, communication, antihijacking, and emergency action plans.
☐ Create redeployment plan: ☐ Forward the updated redeployment plan and associated deliverables to higher headquarters (HHQ).
☐ Coordinate support airlift.
☐ Review events log.
☐ Daily SITREP.
☐ Update deployed personnel and equipment (DP&E) as changes occur.
Redeployment
☐ Execute roll-up plan.
☐ Ensure that the host base commander is informed of the proposed roll-up date/time of the last redeploying aircraft.
☐ Determine chalk order for personnel and equipment.
☐ Ensure that all reports are complete/sent.
☐ Arrange/verify airlift transportation for go-home from 618th Air Operations Center (AOC)/Mission Support Cell (MSC) or theater-specific controlling agency, in accordance with DTR 4500.9R, *Defense Transportation Regulation.*
☐ Functions to phase down during unit roll-up: ☐ Depending on remaining airflow, terminate service-oriented support agencies (e.g., finance, administration, public affairs, medical support, host base communication support). ☐ Depending on remaining airflow, reduce maintenance, supply, and aerial port functions. ☐ Reduction in food service, housing and civil engineer personnel, on bare base operations, should be considered in relation to reduction in tent facilities.
☐ Coordinate with the aerial port and transportation functions for pick-up of equipment and personnel.
☐ Ensure all billets have been cleared.
☐ Send off-station report.
☐ Ensure all reconstitution actions are completed in accordance with local procedures.
CRT Checklist (4 of 4)

Table A4.4. Airfield Operations Officer Checklist

Predeparture
☐ Collect all pertinent airfield data: ☐ Global Decision Support System (GDSS) Supplemental Theater Information File (STIF) information (AF Form 1174*;* aeronautical information publication [AIP] information). ☐ Flight information publications (FLIP). ☐ Airspace information. ☐ Approach procedures (Department of Defense [DOD], host nation [HN], or Jeppesen). ☐ AF Form 3822, *Landing Zone Survey* (Zone Availability Report, landing zones [LZ] only).
☐ Determine air traffic control (ATC) requirements: ☐ HN ATC availability. ☐ Waiver required for 12-hour surge operations.
☐ Determine initial airfield suitability: ☐ Are there major issues that would drive selecting another airfield?
Arrival Actions
☐ Meet with on-site airfield operations (AO) personnel, if present: ☐ Accompany O-6 to meet with HN personnel (HN airfield manager/chief controller). ☐ Meet with special tactics squadron (STS)/seizure force personnel—refer seizure force to contingency response group (CRG) checklist. ☐ Establish local/HN points of contact (POC) for air operations (AO).
☐ Perform airfield inspection/assessment: ☐ Major criteria/obstacle/imaginary surface issues. ☐ Runway/taxiway/apron suitability for the intended mission. ☐ Suitability of ATC/airfield manager facilities.
☐ Relay airfield information to contingency response element (CRE) commander for inclusion in ***stoplight slide.***
☐ Advise O-6 on airfield status, limiting factors (LIMFAC), waivers, and give appropriate recommendations.
☐ Complete applicable sections of airfield assessment/joint assessment team (JAT) report (24-hour report).
☐ Create parking plan to meet follow-on force/tasking authority directed requirements.
Airfield Operations Officer Checklist (1 of 2)

☐ Place panels/lights and provide landing zone safety officer (LZSO)/landing zone control (LZC) services to receive initial airflow (if required).
Sustainment
☐ Shift change: ☐ Airfield status. ☐ Bird/wildlife aircraft strike hazard (BASH). ☐ Parking plan changes.
☐ Meet with all main body AO personnel and perform AO Transfer of Authority Checklist.
☐ Oversee all airfield operations (e.g., ATC, airfield management, weather, Deployable Air Traffic Control and Landing Systems [DATCALS]): ☐ Review daily flying schedule/air tasking order (ATO)/special instructions (SPINS)/notice to airmen (NOTAM). ☐ Report airfield status to CRG commander.
☐ Perform ATC or airfield manager duties and checklists as required if ATC/airfield management personnel are not present.
☐ Complete AF Form 1174, if directed by 618th Air Operations Center (AOC) or theater-specific controlling agency, time permitting.
☐ Work with ATC/airfield management personnel to create ATC and airfield management facility operating instructions (OI) directing AO procedures.
☐ Advise CRG commander regarding AO requirements for follow-on forces (personnel and training).
Redeployment
☐ Perform AO Transfer of Authority Checklist with follow-on forces.
☐ Ensure follow-on forces receive required local training.
☐ Send all paperwork/electronic files to applicable agencies.
Airfield Operations Officer Checklist (2 of 2)

Table A4.5. Airfield Management Checklist

Predeparture
☐ Inventory and operations check all items for tasked unit type code (UTC).
☐ Review and print giant/suitability report and airfield survey.
☐ Get flight information publications (FLIPS) via: ☐ National Geospatial Agency website https://www.nga.mil/Pages/Default.aspx (military server required).
☐ Review current notice to airmen (NOTAM).
☐ Create/update quick reaction checklist (QRC) binder (airfield specific items).
☐ Review/create bird/wildlife aircraft strike hazard (BASH) plan.
☐ Conduct airfield driving brief (verify all required personnel have current AF Form 483, *Certificate of Competency*).
☐ Review/coordinate aircraft rescue and firefighting (ARFF) availability (AFPAM 32-2004, *Aircraft Fire Protection for Exercises and Contingency Response Operations*).
☐ Brief leadership on airfield limiting factors (LIMFAC).
Arrival Actions
☐ Receive initial airfield brief from assessment team.
☐ Meet with host airfield manager to receive airfield brief.
☐ Conduct initial joint airfield inspection: ☐ Airfield criteria and obstruction review.
☐ Establish/develop: ☐ Airfield inspection/check schedule. ☐ Airflow control procedures. ☐ Local airfield driving rules and procedures. ☐ Parking plan—coordinate with operations expeditor and maintenance (MX) personnel. ☐ Flight planning procedures. ☐ NOTAM procedures. ☐ Airfield status board. ☐ Foreign object damage (FOD) prevention measures. ☐ BASH mitigation.
Sustainment
Airfield Management Checklist (1 of 2)

☐ Shift change: ☐ Airfield status. ☐ BASH. ☐ Parking plan changes.
☐ Complete AF Form 1174, *Airfield Survey*.
☐ Update airfield suitability information.
Redeployment
☐ Inventory/repack equipment for redeploy.
☐ Complete turnover with follow-on forces.
Airfield Management Checklist (2 of 2)

Table A4.6. ATC Checklist

Predeparture
☐ Determine air traffic control (ATC) capacity required (can be combined/phased): ☐ Liaison. ☐ Landing zone safety officer (LZSO)/landing zone controller (LZC). ☐ Visual flight rules (VFR) tower services.
☐ Tailor manning/equipment to meet specific requirement.
☐ Review/disseminate most current: ☐ Global Decision Support System (GDSS) Supplemental Theater Information File (STIF) information (AF Form 1174, *Airfield Survey,* aeronautical information publication [AIP] information). ☐ Flight information publications (FLIP). ☐ Airspace information. ☐ Approach procedures (Department of Defense [DOD], host nation [HN], or Jeppesen). ☐ AF Form 3822, *Landing Zone Survey* (Zone Availability Report, landing zone [LZ] only).
☐ Determine operating frequencies: ☐ Air-to-ground. ☐ Ground-to-ground. ☐ Adjacent facilities/airspace.
☐ Establish and/or review: ☐ Traffic pattern/altitude. ☐ Go-around procedures. ☐ Holding areas. ☐ VFR reporting points. ☐ Adjacent facilities/special use airspace. ☐ Control points (e.g., tower, abandoned structure). ☐ Call signs.
Arrival Actions
☐ Liaison with appropriate host nation ATC to ensure safe and compliant operations.
☐ Receive contingency response group (CRG) checklist/turnover from combat control team (CCT)/seizure force (if applicable).
ATC Checklist (1 of 3)

☐ Request Airfield Operations Transfer of Authority Checklist from appropriate assessment team member (13M/1C1/1C7).
☐ Validate information collected during mission planning.
☐ Implement controlled movement area (CMA) procedures.
☐ Determine additional adjacent airspace concerns.
☐ Create checklists to include but not limited to: ☐ No radio (NORDO) procedures. ☐ Crew relief. ☐ Emergency. ☐ Crash/mishap. ☐ Antihijack. ☐ Bird strike. ☐ Observed surface-to-air fire. ☐ Evacuation/bug-out.
☐ Implement initial VFR control tower capability.
☐ Coordinate with major command (MAJCOM) terminal instrument procedures (TERPS) for data collection and terminal instrument procedures development.
☐ Coordinate for flight fly-ability checks.
☐ Establish instrument flight rules (IFR) approaches (if applicable).
Sustainment
☐ Provide positive control of air traffic in VFR/IFR terminal airspace, including precision/non-precision approach capability.
☐ Establish facility operating instruction (OI) that encompasses: ☐ Airfield information. ☐ HN agreements. ☐ ATC procedures.
☐ Determine personnel and equipment requirement for air expeditionary forces (AEF) airfield sustainment after contingency response (CR) forces redeploy.
☐ Identify follow-on forces equipment/training limiting factors (LIMFAC) (e.g., LZ lighting, night vision equipment [NVE], LZSO certs) and engage with owning MAJCOM to fill potential shortfalls.
ATC Checklist (2 of 3)

Redeployment
☐ Perform Airfield Operations Transfer of Authority Checklist with follow-on forces.
☐ Turnover working copy of facility OI.
☐ Identify actual equipment LIMFACs and fill with CR force equipment (as approved by CRG commander).
☐ Inventory/repack equipment for redeploy.
ATC Checklist (3 of 3)

Table A4.7. DATCALS Checklist

Predeparture
☐ Complete system operational check (TO 31R4-2TRN41-6WC-1, *Sched Periodic Inspection Workcards--TACAN Navigational Set--ANTRN-41*).
☐ Submit frequency request.
☐ Review airfield data, if available.
Arrival Action
☐ Coordinate with airfield management for site survey (TO 31R4-2TRN41-2, *Organizational Maintenance Instructions--Navigational Set, TACAN, ANTRN-41,* and AFI 13-217, *Drop Zone and Landing Zone Operations*).
☐ Set up equipment (TO 31R4-2TRN41-2).
☐ Establish reference data and equipment status tracking procedures (Methods and Procedures Technical Order (MPTO) 00-33A-1001, *Methods and Procedures--General Cyberspace Support Activities Management Procedures and Practice Requirements*).
☐ Establish preventive maintenance inspection (PMI) schedule (TO 31R4-2TRN41-6WC-1).
☐ Coordinate equipment outage reporting procedures with air traffic control.
Sustainment
☐ Daily generator/system fault checks.
☐ Complete PMIs as needed.
Redeployment
☐ Post deployment operational check (TO 31R4-2TRN41-6WC-1).
☐ Inventory/repack equipment for redeploy.

Table A4.8. Weather Checklist

Predeparture
☐ Determine indigenous weather capability.
☐ Contact 618th Air Operations Center (AOC)/XOW or theater-specific controlling agency and inform them of the deployment.
☐ Request a tactical location identifier (KQ).
☐ Submit a support assistance request (SAR).
☐ Collect go/no-go thresholds for the deployed location using deployed mission and operational requirements, rules of engagement, and theater specific environmental impacts of the supported unit.
☐ Participate in predeployment planning, if required, to theater-specific environmental impacts are factored into supported unit deployment activities.
☐ Review standard operating procedures (SOP) that incorporate major functions of daily supported activities.
☐ Perform an operations check and inventory tactical weather system. Immediately notify the major command (MAJCOM) weather division and 557th Weather Wing Fleet Surveillance Support Command (FSSC) of any shortfalls.
☐ Review information about the deployed site on 14th Weather Squadron (WS) request weather package be emailed.
☐ Initiate a formal SAR request through the appropriate operational weather squadron (OWS).
☐ Prepare a predeparture weather briefing.
☐ At a minimum, briefings will include the following: ☐ Climatology: ☐ Extreme maximum temperature. ☐ Average maximum temperature. ☐ Average low temperature. ☐ Extreme low temperature. ☐ Average precipitation. ☐ Extreme precipitation. ☐ Any climatology information that may impact the mission (e.g., region notorious for sand storms). ☐ Five-day forecast for location (if departing immediately).
☐ Upon completion, email to the contingency response group (CRG) commander and find out if they would like you to brief the slides.
Weather Checklist (1 of 3)

- ☐ Prepare weather equipment:
  - ☐ Check out weather laptop, Iridium phone, and secure phone sleeve (if required).
  - ☐ Perform an inventory check of weather equipment/supplies.
  - ☐ Ensure all weather equipment is operational.
  - ☐ Calibrate barometer on hand-held weather device with weather station barometer.
  - ☐ Determine if there is a need for the deployable meteorological equipment (ensure to bring all parts, including metal legs).
  - ☐ Make sure that you have enough consumable goods for longer deployment (e.g., pens, pencils, batteries).
- ☐ Pack equipment.

Arrival Actions

- ☐ Survey the area for best location in which you can take observations, and if applicable, set up the deployable meteorological equipment.
- ☐ Keep area as close as possible to the tactical operations center (TOC), but far enough away to ensure the following:
  - ☐ Ensure observation area is 2½ times farther away than the highest building, tent or tree line.
  - ☐ Equipment will not be in low-lying area.
  - ☐ Location is easily accessible.

NOTE: It is better to wait for all tents to be erected before choosing a permanent location.

  - ☐ Setup deployed weather station and mark observing location.
- ☐ Disseminate first observation within one hour of arrival.
- ☐ Contact 21 OWS, 618 AOC/XOW, United States Air Forces in Europe-Air Force Africa (USAFE-AFAFRICA) A-3/A3AW, or theater-specific controlling agency and notify them of arrival on-station.
- ☐ Accomplish pilot-to-metro-service (PMSV) radio check with air traffic control (ATC):
  - ☐ Reinventory equipment after arrival on-station.
- ☐ Notify 15 OWS/WXM when observation capability exists:
  - ☐ Inform them of scheduled observation times.
  - ☐ Inform them of any mission critical problems.
  - ☐ Test two-way communications.
  - ☐ Contact regional OWS:
    - ☐ Inform them of your arrival and confirm mission support.

- ☐ Test two-way communications.
- ☐ Give them your KQ identifier (if applicable).
- ☐ Inform them of scheduled observation times.
- ☐ Request any support you may need.
- ☐ Ask if they need any support from you.

☐ Establish environmental situational awareness and review any available weather data.

Sustainment

☐ Employ the ***provide or arrange for*** concept for aircrew flight weather briefings.

☐ Provide ***eyes forward*** concept to the 21 OWS, 618 AOC/XOW, or theater-specific controlling agency.

☐ Take and disseminate weather observations according to basic meteorological watch (METWATCH) procedures as outlined in AFMAN 15-111, *Surface Weather Observations*.

☐ Respond to aircraft/ground emergencies.

☐ Support airborne aircraft via PMSV or radio phone patch.

☐ Perform severe weather action process (swap) procedures.

☐ Issue observed weather warnings or advisories.

☐ Augment tactical meteorological observing system observation for mandatory elements. Take and record manual surface weather observations.

☐ Disseminate urgent/routine pilot reports (PIREP).

☐ Perform Mission-Scale Meteorological Watch (MISSIONWATCH)/METWATCH.

☐ Collaborate with the 21 OWS on deployed location terminal aerodrome forecasts (TAF).

☐ Accomplish basic weather watch (BWW) and continuous weather watch (CWW) (as/if required).

Redeployment

☐ Inventory and pack deployed weather station equipment.

☐ Contact 21 OWS, 618 AOC/XOW, USAFE-AFAFRICA A-3/A3CW, or theater-specific controlling agency and notify them of departure from deployed location.

Weather Checklist (3 of 3)

Table A4.9. Aerial Port Checklist

Predeparture
☐ The senior representative is responsible for ensuring the following actions are accomplished prior to departure: ☐ Assign work/shift schedules based on established maximum (aircraft) on ground (MOG). ☐ Assign work center leads/supervisors based on mission requirements. ☐ Coordinate materials handling equipment (MHE) allocations with the contingency response group (CRG)/element (CRE) (as directed). ☐ Prepare equipment and documentation for deployment/redeployment: ☐ Ensure MHE is inspected and fully operational. ☐ Ensure all hazardous diplomatic (HAZ DIP) clearance worksheets are coordinated while establishing load plans (for air movements only). ☐ Ensure personnel have all required personal protective equipment (PPE). ☐ Assign load teams for equipment offload. ☐ Implement work shifts/beddown for aerial port personnel as appropriate: ☐ Brief personnel on shift schedule and beddown opposite shift.
☐ Ensure Global Air Transportation Execution System (GATES) Aerial Port Code (APC) has been coordinated and established through Remote Manifesting Resource Center (RMRC) at Scott AFB. 1. Contact RMRC (DSN: 312-778-0045/ COM: 618-229-0045), give APC for deployed location. 2. Submit DD Form 2875, *System Authorization Access Request (SAAR)* for workstation area security officer (WASO) or team lead of deployed APC. 3. WASO/team lead will build GATES accounts for all team members that need access. 4. Prior to departure ***or*** on arrival to deployed APC call RMRC to activate the site/location. ***NOTE:*** GATES users can verify and test accounts prior to deployment
Arrival Actions
☐ The senior representative is responsible for ensuring the following actions are accomplished upon arrival: ☐ Account for personnel: ☐ Ensure weapons are issued to personnel (as required). ☐ Coordinate with security forces for defensive fighting position (DFP) assignments (as required).
Aerial Port Checklist (1 of 4)

- ☐ Provide personnel for tent build-up (if available).
- ☐ Establish marshalling area, cargo yard, special handling, and passenger holding areas.
- ☐ As soon as possible, establish contact and rapport with the user and/or arrival/departure airfield control group (A/DACG) at the employment site:
  - ☐ During coordination, establish documentation and data transfer requirement, chalk arrival times, joint inspection (JI) sequence and location, classification of mission planning details, and determination of customer assistance.
- ☐ Confirm MOG, parking plan, and time sensitive nature of missions to be worked (e.g., multiple aircraft airdrop formation).
- ☐ Establish air terminal operations center (ATOC) work center:
  - ☐ Maintain AMC Form 68, *Aerial Port Movement Log*, display mission board, and ensure every aircraft departs with a validated load plan, accurate cargo and/or signed passenger manifest.
- ☐ Brief personnel on airflow and mission arrival times.
- ☐ Ensure in-transit visibility (ITV) team has equipment and connection within four hours of arrival.
- ☐ Establish communication capability with appropriate work centers.
- ☐ Coordinate a vehicle-parking plan, on and off the flight line/ramp.
- ☐ Establish/coordinate with security forces for an amnesty box for arriving/departing passengers (if applicable).
- ☐ Establish procedures with services representative/unit for rules for handling human remains and perishable food shipments (if applicable).
- ☐ Establish procedures for medical shipments (e.g., blood, refrigerated medicines) with medical representative/unit (if applicable).
- ☐ Establish plans to support unit move and sustainment operations simultaneously if necessary.

Sustainment

- ☐ Supervisors are responsible for the following daily actions:
  - ☐ Conduct shift briefing with oncoming supervisor:
    - ☐ Cargo yard status.
    - ☐ MHE Status.
    - ☐ User Problems.
    - ☐ Incoming missions.
    - ☐ ITV status.
    - ☐ Safety brief.
    - ☐ Verify AMC Form 68.

- ☐ Ensure all team members use PPE.
- ☐ Assign positions and responsibilities to each member prior to shift.
- ☐ Ensure AF Form 1800, *Operator's Inspection Guide and Trouble Report* has been signed for all MHE (equipment checkout at beginning of shift).
- ☐ Ensure proper completion of all documents (e.g., DD Form 2133, *Joint Airlift Inspection Record/Checklist* including AMC Form 68 [as required]).

- ☐ Ensure the supported force representative provides sufficient copies of cargo/passenger manifests.
- ☐ Ensure aircraft package is delivered to the aircraft and aircrew briefings are being conducted (duty may be assigned to operations expediter).
- ☐ Ensure that all terminating cargo is only released to authorized personnel.
- ☐ Ensure reports are submitted to alternate processing and correlation center (APCC) (or if in use submit to RMRC/Automated Information for Movements System [AIMS]).
- ☐ Maintain the aerial port shift events log.

☐ Load team chiefs are responsible for the following daily actions:

- ☐ Coordinate with ATOC for inbound aircraft information.
- ☐ Assign responsibilities to the load team/conduct safety briefing using applicable checklist(s).
- ☐ Ensure all team members use PPE.
- ☐ Select appropriate MHE to meet arriving aircraft.
- ☐ Coordinate with loadmaster regarding specific on/offloading procedures.

☐ The passenger service representative is responsible for the following daily actions (as required):

- ☐ Conduct antihijacking inspections and briefings (as required).
- ☐ Ensure adequate passenger manifests are provided to ATOC for the aircraft package.
- ☐ Determine passenger eligibility.
- ☐ Coordinate with security forces to claim contents of amnesty box/dispose of items in accordance with local/host nation (HN) laws (if applicable).

Redeployment

☐ JI redeploying cargo/equipment, if no other agency is available.

☐ Prepare load plans/HAZ DIP (usually completed during predeparture actions).

☐ Designate load team members for redeploying missions.

☐ Provide baggage collection area for outbound passengers.

Aerial Port Checklist (3 of 4)

- ☐ Provide antihijacking inspection and passenger escort to awaiting aircraft.
- ☐ Prepare/wash borrowed vehicles used by aerial port for return to HN (if applicable).
- ☐ Provide personnel for area cleanup.
- ☐ Turn in land mobile radios (LMR) to the tactical operations center (TOC).
- ☐ Process all personnel, as required, to meet outbound sequence of events (SOE).
- ☐ Provide TOC with manifests for outbound missions.
- ☐ Upon arrival at home station:
  - ☐ Process to decommission deployed APC/GATES site.
    1. Process/truck-out all cargo from APC site.
    2. Close all missions and manifests from APC site.
    3. WASO/team lead will delete all team members from APC site.

NOTE: Do not delete RMRC members from the APC site.

    4. Contact RMRC (DSN: 312-778-0045/COM: 618-229-0045) prior to departure ***or*** after return to home station. RMRC will verify site has been cleared and will close the APC site down.

  - ☐ Meet the trucks/aircraft and provide assistance in downloading equipment (as required).
  - ☐ Reconstitute MHE and turn in for maintenance (as required).
  - ☐ Assist with buildup, cleaning, and repacking of 7E1BD unit type code (UTC) package.
  - ☐ Inventory and replenish ***all*** aerial port UTCs.
  - ☐ Inventory JI kits and replenish contents.
  - ☐ Verify accuracy/finalize all AMC Forms 68 and prepare after action report.
  - ☐ Assist other functions with equipment reconstitution (as needed).

Aerial Port Checklist (4 of 4)

Table A4.10. AGE/Power Production Checklist

Predeparture
☐ Coordinate with contingency response group (CRG) civil engineer (CE) personnel for bare base layout.
☐ Ensure qualified personnel accompany Hardside Expandable Light Air-Mobile Shelters (HELAMS) for offloading at deployed location.
7E1CC ☐ Prepare HELAMS generators and corresponding Shipper's Declaration for Dangerous Goods (SDDG) for deployment. ☐ Prepare fuel pallet and corresponding SDDG for deployment (if required). ☐ Ensure seals on internal storage units (ISU) (i.e., ISU90) are intact and serial number matches inventory. ☐ Pack food/water in ISU90 (opposite side of fuel). ☐ Ensure equipment custodian signs out and packs war readiness spares kit (WRSK) in ISU90 for generator servicing and field maintenance. ☐ Fill jerricans (diesel) and repack in ISU90 (ensure SDDG/labels are in place) ☐ Ensure equipment/pallets are properly weighed and marked.
7E1BC ☐ Sign for 7E1BC unit type code (UTC) from UTC management section. ☐ Fill jerricans (diesel) and repack on pallet (ensure SDDG/labels are in place). ☐ Ensure equipment/pallets are properly weighed and marked.
7E1BD ☐ Sign for 7E1BD UTC from UTC management section. ☐ Prepare generators and corresponding SDDG for deployment. ☐ Prepare fuel pallet and corresponding SDDG for deployment. ☐ Ensure seals on ISU90 are intact and serial number matches inventory. ☐ Ensure meals, ready to eat (MRE)/water are packed (as needed). ☐ Ensure equipment custodian signs out and packs WRSK in ISU90 for generator/environmental control unit (ECU) servicing and field maintenance. ☐ Ensure water bladders are filled and the pallets prepared for shipment (if required). ☐ Ensure equipment/pallets are properly weighed and marked.
Arrival Actions
☐ Complete HELAMS offload.
AGE/Power Production Checklist (1 of 3)

- ☐ Complete site survey for HELAMS, equipment, and camp.

7E1CC

- ☐ Assist communications personnel in HELAMS setup.
- ☐ Ensure HELAMS ground is accomplished.
- ☐ Prepare/deploy HELAMS air conditioners for operation.
- ☐ Set up, ground, parallel generators; attach to external fuel supply (if applicable).
- ☐ Attach power to HELAMS and turn on internal air conditioners.

7E1BC

- ☐ Set up and ground generator and lay out power distribution boxes and cables; attach to external fuel supply (if applicable).
- ☐ Attach ECUs to tents and prepare units for operation.
- ☐ Attach power distribution cables, boxes, and so forth, to tents and air conditioners, and apply power from generator.

7E1BD

- ☐ Set up and ground generator and lay out power distribution boxes and cables; attach to external fuel supply (if applicable).
- ☐ Ensure ECUs are attached to tents and prepared for operation.
- ☐ Attach power distribution cables, boxes, and so forth, to tents, air conditioners, and shower tent/accessories, and apply power from generator.
- ☐ Install shower tent plumbing and connect pumps and water heater to water supply.
- ☐ Ensure latrine tents are constructed.
- ☐ Construct lighting around tent city (if required).

Sustainment

- ☐ Maintain deployed equipment.
- ☐ Shift change:
  - ☐ Equipment/fuel status.

Redeployment

- ☐ Ensure SDDGs are complete and installed; equipment palletized, weighed and marked.

7E1CC

- ☐ Turn off and prepare HELAMS internal air conditioners for shipment.
- ☐ Disconnect power from HELAMS and prepare generators for shipment.
- ☐ Assist communications in removing braces, folding HELAMS, and repacking for shipment.

AGE/Power Production Checklist (2 of 3)

- ☐ Ensure fuel bladders/generators/jerricans are empty and fuel bladder pallet is built for redeployment.

7E1BC

- ☐ Disconnect generator power and prep generator for shipment.
- ☐ Disconnect power distribution boxes and cables.
- ☐ Disconnect ECUs from tents, stow ducts, and panel unit for shipment.
- ☐ Build 7E1BC UTC pallets for return shipment.

7E1BD

- ☐ Disconnect generators and prepare pallets for shipment.
- ☐ Disconnect and stow all power distribution boxes and cables in ISU90.
- ☐ Teardown and repack any lighting constructed and repack in ISU90.
- ☐ Disconnect ECUs from tents, stow ducts, and panel unit for shipment.
- ☐ Ensure tent/ECU pallets are built for return shipment.
- ☐ Disconnect and repackage all shower tent plumbing, pumps, heater, etc.
- ☐ Dispose of all water supply bladders as they are one-time use items.
- ☐ Drain, rinse, and repack reusable gray water bladder.
- ☐ Teardown and repackage latrine tents.
- ☐ Repackage shower pallet for return shipment.
- ☐ Ensure fuel bladders are empty and build fuel bladder pallet for redeployment.

AGE/Power Production Checklist (3 of 3)

Table A4.11. Aircraft Maintenance Checklist

Predeparture
☐ Determine crew size based on airflow expectations and projected shift schedule.
☐ Determine equipment requirements based on host base capabilities/airflow/tasking requirements and determine prepositioned aerospace ground equipment (AGE) availability and storage plan: ☐ Fly away kits (FAK). ☐ Night vision goggles (NVG). ☐ Tow vehicles. ☐ Deicers/high-reaches/cherry pickers.
☐ Determine/develop aircraft parking plan—acquire parking ramp measurements (coordinate with transient alert [TA], if available/necessary): ☐ Parking spots, engine power run, hot cargo pad, hot brake holding area, etc.
☐ Identify radio requirements.
☐ Validate technical order (TO) account to ensure it meets in-place and deployment requirements. ☐ Ensure required/necessary documents are updated not later than (NLT) 3 days prior to departure.
☐ Determine hangar availability/facility capabilities for major maintenance, flight control changes, washes, jacking, isochronal inspection, etc.
☐ Coordinate with operations expeditor to determine availability of liquid oxygen (LOX), gaseous oxygen (GOX), and liquid nitrogen (LN2).
☐ Coordinate with petroleum, oil, and lubricants (POL) to determine the availability of fuel.
☐ Hand carry special certification roster and pro-superintendent kit including quick reaction checklists and mission essential systems listing.
Arrival Actions
☐ Establish radio communications.
☐ Acquire/inspect/position/operations check all AGE.
Aircraft Maintenance Checklist (1 of 3)

- ☐ Validate/initiate aircraft parking plan:
  - ☐ Mark and designate parking area.
  - ☐ Determine possible hazards, obstructions, and fire hazards to be roped off.
  - ☐ Establish follow-me service, and towing procedures.
  - ☐ Establish crossing procedures for runway and perimeter roads.
  - ☐ Determine hot cargo pad location.
  - ☐ Establish ramp driving routes and restrictions.
  - ☐ Define specific parking locations for hot brake aircraft.
  - ☐ Confirm power run/hot cargo pad/hot brake parking spots.
  - ☐ Post aircraft parking plan.
- ☐ Coordinate antihijacking plan with tactical operations center (TOC):
  - ☐ Ensure aerial port, operations expeditor, and operations officer know antihijacking procedures and the equipment required to accomplish runway/taxiway obstruction placement.
- ☐ Establish hazardous materials disposal procedures (if required).
- ☐ Determine/establish grounding points for aircraft.

Sustainment

- ☐ Accomplish daily foreign object damage (FOD) walk.
- ☐ Monitor daily flight operations for aircraft arrivals and departures.
- ☐ Periodically meet with aerial port and operations expeditor to discuss aircraft parking, ground handling, cargo, on/offload procedures and aircraft/cargo flow operations and ensure all personnel working on the flight line are aware of any changes.
- ☐ Determine daily hangar availability/facility capabilities (if needed).
- ☐ Conduct shift turnover to include briefing on:
  - ☐ Mission impaired capability awaiting parts (MICAP) status.
  - ☐ AGE status (as required).
  - ☐ Safety issues.
  - ☐ Supplies and availability of supplies.
  - ☐ Changes in maintenance duties (e.g., bus driver, expediter).
  - ☐ Hot cargo status.

Redeployment

- ☐ Prepare all on-loan host nation/base equipment for turn-in.

Aircraft Maintenance Checklist (2 of 3)

☐ Coordinate turn-in of all land mobile radio (LMR) equipment.
☐ Inventory and seal FAK/toolboxes for shipment.
☐ Prepare all home station AGE for shipment: ☐ Ensure all fuel-powered vehicles/AGE/MHE contain less than ½ tank of fuel. ☐ Break down maintenance stands and prep for shipment. ☐ Prepare/clean maintenance vehicle for shipment. ☐ Complete a Shipper's Declaration for Dangerous Goods (SDDG) for each equipment group/item to be shipped (three copies required).
☐ Inventory and prepare equipment kit for departure.
☐ Inventory and prepare night vision equipment for storage/shipment.
☐ Ensure handover checklist is completed.
Aircraft Maintenance Checklist (3 of 3)

Table A4.12. CE Checklist

Predeparture
☐ Obtain airfield info (emphasis on imagery and existing airfield pavement evaluation [APE] reports): ☐ Contact airfield civil engineer (CE) representative for latest APE report, airfield imagery, topographical map, utility map, and request dig permit. ☐ Pull airfield information from available source (e.g., Air Force Civil Engineer Center [AFCEC], Global Decision Support System [GDSS]). ☐ Download road maps and all applicable topographical information within 50 miles of aerial port of debarkation (APOD).
☐ Prepare pavement evaluation/airfield assessment equipment: ☐ Inventory, function check, and load for transportation.
☐ Develop preliminary plans with assessment team and main body (if time allows): ☐ Establish airfield pavement evaluation priorities (e.g., runway, taxiway, aprons that will be used). ☐ Establish draft beddown, aircraft parking plan, and force protection plan.
☐ Contact follow-on force CE representatives and establish reach-back communication.
☐ Determine ability to survive and operate (ATSO) requirements.
Arrival Actions
☐ Execute commander airfield pavement evaluation priorities and prepare APE report (Tri-Service Pavements Working Group Manual (TSWG M) 3-260-03.02-19, *Airfield Pavement Evaluation, Standards and Procedures*): ☐ Establish pavement classification number (PCN) for go/no-go report. ☐ Identify airfield limiting factors (LIMFAC) for minimum operating strip and aircraft parking plan with airfield manager.
☐ Determine suitable operation and beddown site (AFPAM 10-219, Volume 5, *Bare Base Conceptual Planning* and Volume 6, *Planning and Design of Expeditionary Airbases*): ☐ Evaluated feasible locations on drainage, safety, and airfield clear zones factors. ☐ Locate potable water source(s).
☐ Establish liaison with host nation (HN) or joint CE for contingency response (CR) force: ☐ Coordinated with aircraft rescue and firefighting (ARFF), explosive ordnance disposal (EOD), and chemical, biological, radiological, and nuclear (CBRN) units.
☐ Survey beddown site and place survey flags to facilitate desired site development: ☐ Obtain dig permit for beddown grounding.
CE Checklist (1 of 2)

☐ Provide oversight of tent erection and force beddown.
☐ Provide security forces support of integrated defense plan (IDP).
Sustainment
☐ Shift change: ☐ Building/bare base status. ☐ Infrastructure status.
☐ Collect/upload site geodata and build/expand communications on installation picture for Air Mobility Command (AMC) or appropriate major command (MAJCOM) GeoBase data share site.
☐ Provide oversight for facility and infrastructure issues.
☐ Provide engineering and mapping support.
☐ Provide contracting officer support: ☐ Establish service contracts (e.g., sanitation/trash disposal). ☐ Establish construction contracts (e.g., airfield and facility repair/maintenance).
☐ Coordinate follow-on force requirements and respond to requests for information as necessary.
☐ Provide reports on ARFF, EOD, and CBRN.
☐ Ensure continuous evaluation of airfield surfaces. If forward deployed, provide turnover to landing zone safety officer (LZSO).
Redeployment
☐ Inventory pavement evaluation/airfield assessment kit and prepare for shipment.
☐ Provide oversight for site teardown and packing.
☐ Submit final pavement evaluation reports and geodata to AMC (or appropriate MAJCOM), AFCEC, and other commander approved parties upon arrival at home.
CE Checklist (2 of 2)

Table A4.13. Communications Checklist

Predeparture
☐ Verify communications requirements: ☐ Check beddown plan for site survey issues. ☐ Verify if there are any usable facilities and if power is available.
☐ Submit the frequency request (Command and Control System Integration Directorate [C2SID]). ***NOTE:*** Contact host command for submission timeline requirements.
☐ Submit site access request (SAR)/gateway access request (GAR)/communications security (COMSEC) callout (use secure networks): ☐ SAR—https://jist.afspc.af.smil.mil/jist. ☐ GAR—contact host command for submission procedures. ☐ Callout—jcmp@jcse.smil.mil.
☐ Ensure personnel verify their accounts are up to date (e.g., SECRET Internet Protocol Router Network [SIPRNET], Defense Connect Online [DCO], virtual private network [VPN]).
☐ Operations check all deploying communications equipment: ☐ Complete all predeployment inspections. ☐ Verify precision measurement equipment laboratory (PMEL) calibration dates are good on all test equipment.
☐ Create communications plan: ☐ Contains frequencies, points of contact (POC), telephone numbers, call sign, email addresses, etc.
☐ Establish/assist an entry authorization list (EAL): ☐ Ensure all personnel have appropriate security clearances and are up to date on COMSEC/secure voice training.
☐ Program radios prior to departure if frequencies are available.
☐ Create required documentation: ☐ Shipper's Declaration for Dangerous Goods (SDDG) for Hardside Expandable Light Air-Mobile Shelters (HELAMS) support pallet internal storage units (ISU) (i.e., ISU90). ☐ Signature service DD Form 1387-2, *Special Handling Data/Certification* (required when flying mil-air with controlled cryptographic item [CCI]).
Communications Checklist (1 of 3)

☐ Accomplish COMSEC request. ***NOTE:*** When possible, submit COMSEC request at least two weeks in advance. This allows proper coordination of any necessary requirements.
☐ Ensure COMSEC package has an updated courier letter with the commander's signature block (or designated representative). ***NOTE:*** COMSEC material in transit must be kept on the courier at all times, unless it is stored in a General Services Administration (GSA) approved safe. The safe must be located inside a locked facility or shelter. During transit through other bases, temporary storage may be coordinated according to AFMAN 17-1302-O, *Communications Security (COMSEC) Operations*.
☐ Verify/pickup/hand carry items: ☐ COMSEC package. ☐ C2SID. ☐ Air card. ☐ Iridium sat phone. ☐ Historical records (deployed copy for every equipment item maintained in Integrated Maintenance Data System [IMDS]).
Arrival Actions
☐ Provide Iridium phone/secure sleeve to commander for on station report (within 30 minutes).
☐ Coordinate with contingency response group (CRG)/element (CRE)/team (CRT)/airfield manager (unit type code [UTC]) commander on the site survey: ☐ Consider high frequency (HF) antenna locations, look angles of the satellite dish, tactical operations center (TOC) location, fuel containment/safety, grounding locations, rain accumulation, power lines, and generator placement.
☐ Set up TOC/joint operations center (JOC)/HELAMS/small portable initial communications equipment (SPICE) or other suitable wideband satellite communications (SATCOM) suite.
☐ Post EAL.
☐ Operations check all communications equipment: ☐ Ensure radio frequency hazard perimeter is marked off with flagging tape. ☐ Encrypt communications equipment (if secure communications are required). ☐ Properly ground all equipment in accordance with TO 31-10-24, *Communication Systems Grounding, Bonding and Shielding*, Chapter 10.
☐ Distribute programmed land mobile radios (LMR).
Communications Checklist (2 of 3)

☐ Provide Nonsecure Internet Protocol Router Network (NIPRNET)/SIPRNET drops once SATCOM services are available.
☐ Complete/brief necessary personnel on emergency action plans.
☐ Create master station log.
☐ Create radio sign-out log.
Sustainment
☐ Shift Change: ☐ Equipment status. ☐ Inventory safe. ☐ Review/initial events log.
☐ Safeguard/maintain/destroy/inventory COMSEC as directed by applicable Air Force instructions (AFI).
☐ Accomplish AFCOMSEC Form 16, *COMSEC Account Daily Shift Inventory*/Standard Form 701, *Activity Security Checklist*/Standard Form 702, *Security Container Check Sheet*.
☐ Enforce EAL procedures.
☐ Keep/maintain sign-out log for distributed radios.
☐ Maintain master station log.
☐ Check antenna alignment and guy rope tension each shift.
☐ Assist/troubleshoot any communications issues.
Redeployment
☐ Complete and update inventory for all equipment.
☐ Zeroize all COMSEC equipment.
☐ Verify all communications equipment is accounted for prior to packing.
☐ Complete SDDG for required UTC (HELAMS).
☐ Remove COMSEC from GSA approved safe.
NOTE: COMSEC cannot be left in the safe during transit. COMSEC must remain with the courier until they have reached another location that allows proper storage (e.g., home station COMSEC office, command post).
Communications Checklist (3 of 3)

Table A4.14. Comptroller Checklist

Predeparture
☐ Determine if a paying agent required. Paying agents can be a SSgt or above with the required training from the local finance office. Having a finance specialist assigned is preferable, if applicable. There are many rules and guidelines that need to be followed. A new agent will need to take the time to research each item requested to buy or procure.
☐ Obtain funding documents.
☐ Obtain funds from comptroller squadron (if necessary).
☐ Identify local banking establishments: ☐ Hours of operation? ☐ What are their policies?
☐ Determine how purchased items will be paid for (e.g., government purchase card, check, cash).
☐ Determine local vendor requirements.
☐ Obtain foreign currency.
☐ Determine need of establishment of a limited depository account.
☐ Determine need to hand carry US currency.
☐ Determine plan to replenish currency.
☐ Determine if there is adequate security for escort of funds (office of collateral responsibility [OCR]: security forces) (AFI 31-101, *Integrated Defense [FOUO]*).
☐ Determine if funds may be secured on site (OCR: security forces) (AFI 31-101).
☐ Safeguard funds in approved General Services Administration (GSA) safe in accordance with AFI 31-101 (This is part of the agent's logistics detail [LOGDET] kit. If the agent does not have a safe, they may be able to acquire one from local finance office—there is no guarantee of availability). Prepare Standard Form 700, *Security Container Information Form* and give it to the deployed commander or security officer to store the combination.
☐ Use Standard Form 44, *US Government Purchase Order-Invoice-Voucher* (Storage Safeguard Form) as payment documents, but as an attachment to a Standard Form 1034, *Public Voucher for Purchases and Services Other Than Personal*.
☐ All authorized military personnel who request check cashing privileges must consent, in writing, to immediate collection against their pay for total of check. Maintain detailed records of all instruments negotiated.
☐ Maintain accountability on a DD Form 2665, *Daily Agent Accountability Summary*. For detailed explanation in completing DD Form 2665, refer to Department of Defense Financial Management Regulation (DODFMR) 7000.14-R, Volume 5, *Dispersing Policy and Procedures*.
Comptroller Checklist (1 of 2)

☐ Follow AFPAM 65-110, *Deployed Agent Operations* and DODFMR 7000.14-R, V5 and protect the collection and maintenance of information by the *Privacy Act of 1974*.
☐ Coordinated with the deployed contracting representative.
☐ Comptroller Site Survey Checklist (to be completed on advanced echelon [ADVON] team item).
Arrival Actions
☐ Set up workspace should have a facility that can be locked. The reason is for the safety of the funds and agent. A workspace should be created for the agent to work undisturbed. Security of the funding is the agent's responsibility and they are solely responsible for what is lost.
☐ Exchange funds for foreign currency.
☐ Secure funds in approved GSA safe.
Sustainment
☐ Pay completed obligations.
☐ Balance daily.
☐ Prepare turn-in reports.
☐ Secure funds.
Redeployment
☐ Secure follow-on funding.
☐ Turn-in all local currency to bank for credit.
☐ Contact disbursing officer with information on redeploy site.
☐ Work with contracting officer to close and pay any outstanding contracts.
☐ Coordinate with follow-on forces on any continuing contract payments.
Comptroller Checklist (2 of 2)

Table A4.15. Contracting Checklist

Predeparture
☐ Obtain and execute deployed commander designated requirements.
☐ Determine if contracting requirements are identified and prioritized.
☐ Establish source lists at deployed location.
☐ Establish funding procedures with deployed paying agent.
☐ Review host nation support, status of forces and acquisition cross-servicing agreements.
☐ Determine if contracting will need to be escorted based on the threat (office of collateral responsibility [OCR], security forces, Air Force Office of Special Investigations [AFOSI]).
☐ Determine if an interpreter will be required—identify who will provide this service.
☐ Maintain mission trip file to include all trip related documentation.
☐ Brief contingency response (CR) force commander on local contracting status.
Arrival Actions
☐ First priority is basic life support requirements (e.g., billeting, food service [including potable water], transportation, refuse and sanitation services).
☐ Coordinate all contracted deliveries/services with deployed security forces.
☐ Ensure payments are being made in a timely manner and vendors are being cooperative.
☐ Ensure adequate prioritization and validation of contracting requirement processes.
☐ Establish contact with local embassy and responsible sources.
☐ Secure transportation and communication for mobile status.
☐ Establish requirement protocol with CR force commander.
Sustainment
☐ Meet with vendors on a regular, or as-needed basis, and establish productive business relationships.
☐ Continuously search for new responsible sources within local area.
☐ Build and update source list.
☐ Brief deployed commander or designated representative on requirement and budget status.
Redeployment
☐ Contract closeout.
☐ Receiving reports.
☐ Settle contractor claims.
☐ Process final payments.
Contracting Checklist (1 of 2)

☐ Dispose of purchased assets.
Contracting Checklist (2 of 2)

Table A4.16. Intel Checklist

Predeparture
☐ Begin intelligence preparation of the battlespace: ☐ Run predeployment intelligence preparation of the battlespace (IPB) checklist: ☐ Specific actions: ☐ Download airfield/regional imagery. ☐ Download assessment reports. ☐ Determine number/dispersion of American citizens (AMCITS) in country (when appropriate). ☐ Determine threat levels (e.g., terrorist, criminal, foreign intelligence, medical). ☐ Research primary threats/incident/attack history. ☐ Conduct open source research. ☐ Refer to JP 2-01.3, *Joint Intelligence Preparation of the Operational Environment* for additional intelligence preparation of the operational environment (IPOE) guidance.
☐ Determine deployed threat working group (TWG) members (e.g., intelligence, security forces, Air Force Office of Special Investigations (AFOSI), commanders or designated representative): ☐ Conduct initial TWG. ☐ Begin coordination with in-country defense attaché and regional security officer.
☐ Determine priority intelligence requirements (PIR) and essential elements of information (EEI): ☐ Provide updated PIRs and EEIs to higher headquarter.
☐ Prepare initial situation brief: ☐ Brief will include, at minimum: ☐ Airfield imagery and specification. ☐ Threat levels. ☐ Enemy (or potential hostile force) disposition, known tactics, techniques, and procedures (TTP), and possible courses of action (COA). ☐ Force protection recommendations (based on TWG input). ☐ Area friendly force disposition and commander's objectives/intent. ☐ Political situation/significant developments. ☐ EEI/PIR overview. ☐ Build appropriate indications and warnings (I&W) for base/area/region.
Intel Checklist (1 of 3)

- ☐ Download digital terrain elevation data (DTED)/map data for country/region.
- ☐ Function check and secure PFCRG unit type code (UTC) equipment and inventory.
- ☐ Obtain classified courier letter from security manager (if necessary).
- ☐ Prepare PFCRG UTC internal storage units (ISU) (i.e., ISU90) for joint inspection (JI):
  - ☐ Check PFCRG UTC inventory.
  - ☐ Coordinate with increment monitor for equipment staging and transportation.
- ☐ Establish procedures for disseminating critical/perishable intelligence to the following:
  - ☐ Contingency response group (CRG) commander.
  - ☐ Security forces.
  - ☐ Joint/coalition forces.
  - ☐ Higher headquarters.

☐ Establish deployed TWG.

Arrival Actions

☐ Establish a secure workspace.

☐ Establish secure connectivity.

☐ Establish situational awareness displays for incident tracking and current intelligence.

☐ Begin coordination with airfield/joint/coalition stakeholders (when appropriate).

Sustainment

☐ Shift change:
- ☐ Brief intel updates:
  - ☐ Threat levels.
  - ☐ Enemy (or potential hostile force) disposition, known tactics, techniques, and procedures (TTP), and possible courses of action (COA).
  - ☐ Force protection recommendations (based on TWG input).
  - ☐ Area friendly force disposition and commander's objectives/intent.
  - ☐ Political situation/significant developments.
  - ☐ EEI/PIR overview.

☐ Update indications and warnings (I&W) (if appropriate).

☐ Disseminate critical/perishable intelligence as appropriate.

☐ Produce intelligence updates (if applicable) for CRG commander and security forces.

☐ Produce daily intelligence report for higher headquarters.

☐ Debrief aircrews as required in accordance with theater or Air Force Transportation Component (AFTRANS) reporting directives (as applicable).

Intel Checklist (2 of 3)

☐ Debrief personnel with likely access to information of an intelligence value in accordance with local procedures and annotate observations in event log.
☐ Convene TWG at least once a day or immediately when intelligence indicates potential increased threat to base.
☐ Provide force protection recommendations to CRG commander.
☐ Revise PIRs/EEIs as required and provide to appropriate intelligence support organizations.
Redeployment
☐ Inventory/repack equipment for redeploy.
☐ Complete turnover with follow-on forces.
Intel Checklist (3 of 3)

Table A4.17. JA/Legal Checklist

Predeparture
☐ Verify G-series orders authority and review applicable command relationships.
☐ Provide team members with legal assistance (e.g., power of attorney [POA], will).
☐ Review logistical support requirements.
☐ Review existing or planned acquisition and cross-servicing agreements (ACSA).
☐ Brief lead planner of status-of-forces agreement (SOFA), diplomatic notes, etc.
☐ Assist security forces, Air Force Office of Special Investigations (AFOSI), and intelligence personnel with their force protection plan: ☐ Rules of engagement (ROE)/rules for the use of force (RUF), SOFA, local laws, law of war (LoW), and other legal considerations.
☐ Prepare and deliver a predeparture brief for contingency response (CR) leadership and main body.
☐ Identify/retrieve: ☐ Single service claims responsibility point of contact (POC) for the destination country. ☐ Legal POCs for the destination geographic combatant command and appropriate component commands. ☐ Copies of relevant General Order-1 (GO-1), ROE/RUF, SOFAs, diplomatic notes, bilateral immunity agreements (entered into for purposes of Article 98, of the Rome Statute, concerning the International Criminal Court). ☐ Other legal documents as necessary.
☐ Inventory/verify unit type code (UTC) and other items needed.
☐ Create logistical plan for ensuring the legal readiness of the contingency response group (CRG) in the deployed environment.
☐ Coordinate with logistics readiness to ensure proper workspace with access to computer, printer, and other resources needed to provide proper legal support to the command.
☐ Coordinate with logistics readiness and plans teams to ensure workplace includes area to provide confidential legal assistance.
☐ Ensure logistics plan includes portable judge advocate (JA) materials/equipment/resources as needed: including but not limited to hard copy reference materials and/or fillable legal assistance forms, laptop/tablet computers, electronic media/reference material, common access card readers, external power supplies, and compact printers/scanners.
Arrival Actions
☐ Establish working area(s) consistent with logistical plan to advise command and provide confidential legal assistance.
JA/Legal Checklist (1 of 2)

Sustainment
☐ Provide issue spotting assistance.
☐ Provide command advice on the administration of military justice/Uniform Code of Military Justice (UCMJ) action.
☐ Provide command advice on any administrative investigations that may arise (be familiar with commander-directed investigations [CDI] and sister-Service investigative processes).
☐ Coordinate with contracting/finance personnel.
☐ Participate in the threat working group (TWG).
☐ Provide refresher ROE, GO-1, and local laws briefs.
☐ Coordinate with the single service claims responsibility POC.
☐ Coordinate with and advise AFOSI and/or intelligence for any interrogation operations.
☐ Coordinate with AFOSI to report any asylum or temporary refuge requests; advise the senior commander of the Air Force element receiving the request as to what measures are appropriate, pending Department of State resolution of the request.
☐ Provide members with legal assistance/full range of justice (e.g., fiscal, international, operational, ethics).
☐ Work with leadership to ensure all *Posse Comitatus Act* principles are followed.
☐ Ensure uses of unmanned aerial systems or other domestic imagery capabilities are executed lawfully.
Redeployment
☐ Identify and accomplish final on-the-ground tasks for documenting/assist in claims processing.
JA/Legal Checklist (2 of 2)

Table A4.18. Logistics Readiness Officer Checklist

Predeparture
☐ Coordinate with the host base (if able) to identify any concerns, restrictions, and/or special permissions required that may impact contingency response group (CRG) logistics operations.
☐ Ensure supplies, meals, ready to eat (MRE) and water to sustain minimum five days initial operations. Verify with supply requirements.
☐ Ensure load plans are finalized (aerial port).
☐ Ensure equipment custodians prepare all cargo, including requisite placards, Shipper's Declaration for Dangerous Goods (SDDG), and marshal it for joint inspection (JI) no later than six hours prior to aircraft arrival.
☐ Coordinate with the supported forces and establish a continuous liaison.
NOTE: It is strongly advised that the logistics readiness officer (LRO) bring a government laptop computer with compact disc (CD) writing capability for their dedicated use, an ample supply of compact discs-recordable (CD-R), and an external floppy disk drive, if not built into the laptop, to ensure utility with all available media. The redeployment letter and all updates must be sent to Air Mobility Command (AMC)/A-4 (or through appropriate major command [MAJCOM]) via secure Internet. Therefore, unless the letter can be saved on a secure computer to which the LRO has uninterrupted access for updates, the LRO will need to transfer the file from a non-secure computer to a secure one for transmission. The transferring medium is itself then classified to the security level of the system used and cannot be reused in an unclassified computer. Coordinate all communications requirements through squadron communications.
Arrival Actions
☐ Forward redeployment message and load plans to 618th Air Operations Center (AOC)/XOP Mission Support Cell (MSC) or theater-specific controlling agency (inform air mobility division [AMD], if established) as soon as possible.
☐ Establish initial supply inventory and implement a tracking system.
☐ Identify any additional vehicle requirements, and with assistance from the contracting and finance representatives as needed, secure additional vehicles from the host base or rental agencies.
☐ Allocate vehicles and maintain vehicle accountability.
☐ Develop and implement the vehicle-parking plan.
☐ Identify fuel requirements and secure adequate refueling support with host base petroleum, oils, and lubricants (POL).
☐ Establish air terminal operations center (ATOC), marshalling yard, and passenger holding area.
☐ Initiate roll-up planning with functional leads:
Logistics Readiness Officer Checklist (1 of 3)

- ☐ Establish notional, outbound chalk order with the assumption of redeploying the CRG to home station. The CRG redeploys essentially in the reverse order of deployment, with adjustments as coordinated by functional leads.
- ☐ For preliminary planning, define passengers for each chalk by numbers of personnel from each functional area (assigning specific names to the positions is unnecessary until final planning).

☐ Validate that the supply, vehicle maintenance, fuels, and aerial port checklists are completed.

☐ Develop and provide a daily update to the ***days of supply*** for food, water, fuel and consumables.

Sustainment

☐ Oversee aerial port operations to include: ATOC, load planning, cargo processing, JI, passenger service, and aircraft loading/offloading.

☐ Oversee supply operations to ensure adequate levels of materiel, food, and water.

☐ Oversee fuels operations to maintain sufficient refueling availability and support for all CRG operations.

☐ Oversee all transportation functions to optimize vehicle accountability and utility.

☐ In coordination with functional leads, adapt the roll-up plan responsively to reflect the most current information/situation.

☐ Retransmit the updated redeployment message and load plans to 618 AOC/XOP MSC or theater-specific controlling agency (inform AMD, if established) whenever there are pertinent changes to the plan.

☐ Facilitate hand-over of operational control of all logistics functions to supported forces.

Redeployment

☐ Finalize the roll-up plan and redeployment load plans in coordination with functional leads.

☐ For redeployment to home station, reverse the sequence of initial deployment; for a forward deployment order, use the same sequence as the initial deployment—tailor as necessary.

☐ Assign specific personnel to chalk assignments and post/distribute lists to functional leads.

☐ Retransmit the finalized redeployment message and load plans to 618 AOC/XOP MSC or theater-specific controlling agency (inform AMD, if established).

NOTE: Once the forward/redeployment order is issued, airlift cannot be allocated until the final redeployment message is transmitted, including accurate load plans and the airlift/itinerary request.

☐ Ensure equipment custodians prepare all cargo, including requisite placards, SDDG, and marshal all cargo for JI, no later than six hours prior to aircraft arrival.

Logistics Readiness Officer Checklist (2 of 3)

☐ Ensure all vehicles/materials handling equipment (MHE) are returned to the sub-motorpool for cleaning and turn-in.
☐ Ensure all equipment custodians marshal their equipment for cleaning and reconstitution (as directed) and turn-in all checked-out items.
☐ Notify unit type code (UTC) management of any lost, damaged, or unserviceable equipment.
Logistics Readiness Officer Checklist (3 of 3)

Table A4.19. Medical Checklist

Predeparture
☐ Identify nearest medical facility: ☐ Verify adequate conditions. ☐ Identify capabilities. ☐ Get distance, response time, emergency numbers, and directions.
☐ Gather medical intelligence data: ☐ Endemic diseases. ☐ Illnesses. ☐ Local flora and fauna. ☐ Local industrial facilities.
☐ Evaluate public health threat from disease vectors/possible contaminations sources: ☐ Military International Quarantine Operations.
☐ Identify physical and/or environmental health hazards.
☐ Recommend health hazard controls.
☐ Provide brief on health considerations, medication access, bioenvironmental.
☐ Review applicable laboratory analyses results.
☐ Provide health risk inputs.
☐ Identify pandemic preparation and mitigation recommendations to chain of command.
Arrival Actions
☐ Initial medical chemical, biological, radiological, and nuclear (CBRN) monitoring, surveillance, threat, detect, and consequence.
☐ Management (office of primary responsibility [OPR]: all).
☐ Prepare samples for transport to continental United States (CONUS) reach-back facility.
☐ Select and monitor safe food sources (OPR: public health) with bioenvironmental engineering (BEE) officer evaluate the public health risk, vulnerability of local food supplies (Military Standard (MIL STD) 3006A, *Sanitation Requirements for Food Establishments*).
☐ Recommend local sources to the commander for approval.
☐ Select and monitor safe drinking water sources (OPR: bioenvironmental) with public health (PH) evaluate the public health risk of local water supplies (MIL STD 3006A).
☐ Maintain a local approved source listing (US Army Veterinary Command and commander).
☐ Sample reverse osmosis water purification unit (ROWPU) product water.
Medical Checklist (1 of 2)

☐ Provide initial force health protection capability, bioenvironmental.
☐ Recognize and recommend health hazard controls.
☐ Provide health risk input.
☐ Develop waste management plan.
☐ Manage hazardous materials.
☐ Complete field investigation checklist for each area of concern (AOC).
☐ Complete initial screening of beddown location.
☐ Perform health risk assessment.
☐ Prioritize/evaluate secondary AOCs.
Sustainment
☐ Shift change: ☐ Brief medical risk to force changes.
☐ Provide medical care to deployed contingency response group (CRG) personnel (OPR: flight surgeon).
☐ Coordinate appropriate aeromedical evacuation.
☐ Provide health hazard surveillance.
☐ Monitor disease and injury rates.
Medical Checklist (2 of 2)

Table A4.20. Mobile C2 Controller Checklist

Predeparture
☐ Collect the following documents for the mission binder, continuously update as mission progresses: ☐ Tab 1 (Orders): ☐ Air mobility tasking (AMT). ☐ Execute order (EXORD). ☐ Operation order (OPORD). ☐ Special instructions (SPINS). ☐ Tab 2 (Airfield): ☐ *Foreign Clearance Guide*. ☐ Giant report for location. ☐ Parking plan. ☐ Airflow (GDSS Station Workload). ☐ Aircrew Brochure. ☐ Tab 3 (Personnel): ☐ Manpower and materiel (M&M). ☐ Alpha roster. ☐ Tab 4 (Communications): ☐ Deployed communication listing. ☐ AF Form 4377, *Events Log*.
☐ Coordinate with communications personnel and build deployed communication listing for location. Verify Command and Control System Integration Directorate (C2SID) has been published. Identify phone numbers for the following agencies: ☐ Applicable command centers. ☐ 618th Air Operations Center (AOC) or theater-specific controlling agency. ☐ Air mobility division (AMD). ☐ Mission support cell (MSC). ☐ US Embassy. ☐ Host nation (HN) or International Civil Aviation Organization (ICAO) airfield manager. ☐ HN or ICAO fire department. ☐ HN or ICAO security police.
Mobile C2 Controller Checklist (1 of 4)

- ☐ HN or ICAO air terminal operations center (ATOC)/mobility operations center (MOC) controllers.
- ☐ Billeting or hotel phone number.
- ☐ Iridium (the same one being deployed).
- ☐ Broadband global area network (BGAN)/Global Rapid Response Intelligence Package (GRRIP) (the same one being deployed).
- ☐ Hospital.
- ☐ Users (e.g., arrival/departure airfield control group [ADAG], civilian contractors, joint task force [JTF]).
- ☐ Function chiefs cell phone numbers.
- ☐ Any other contingency response group (CRG)/Department of Defense (DOD) agencies phone numbers within the area of responsibility (AOR).

☐ Entry authority list for tactical operations center (TOC) /Hardside Expandable Light Air-Mobile Shelters (HELAMS)/trailer.

☐ AMC Form 356, *Movement Flow Chart*.

☐ Draft reports:

- ☐ On-station report.
- ☐ Deployed personnel & equipment (DP&E).
- ☐ Situation report (SITREP).
- ☐ Off-station report.
- ☐ Operational reports (OPREP) (as applicable).

☐ Ensure you have electronic or hardcopy of publications and forms in accordance with AFI 10-202, *Contingency Response Forces*.

☐ Ensure accessibility for the following command and control (C2) systems:

- ☐ Single Mobility System (SMS).
- ☐ Global Decision Support System (GDSS) II.
- ☐ SECRET Internet Protocol Router Network (SIPRNET) Defense Collaboration Services (DCS) Transverse.
- ☐ Air Force Operational Reporting Intelink site.

☐ Identify communications security (COMSEC) required for duration of deployment.

- ☐ Check with communication planner to ensure all mission COMSEC material is packaged (e.g., Iridium secure sleeve, required COMSEC keys).

☐ Complete inventory of assigned 7E1AE unit type code (UTC) trailer.

Mobile C2 Controller Checklist (2 of 4)

Arrival Action
☐ Submit on-station report by voice within 30 minutes of arrival. Send written on-station report when time permits. Submit a revised on-station report as soon as contingency response (CR) forces are prepared to begin operations.
☐ Establish AF Form 4377.
☐ Distribute radios to appropriate functionals and agencies (as required).
☐ TOC set up/establish communications.
☐ Begin to track all airflow using GDSS II Station Workload and AF Form 356.
☐ Draft required reports in accordance with AFI 10-202 for CRG commander or team chief approval.
☐ Create mission status boards at the discretion of the CRG/contingency response element (CRE) commander.
☐ Submit deployed personnel & equipment (DP&E) report to the controlling agency and info copy to the Air Force forces (AFFOR)/A-1 within 24 hours.
Sustainment
☐ Shift change: ☐ Review events log for signification events. ☐ Review fragmentary order (FRAGORD) changes for significant messages. ☐ Brief: ☐ Airflow schedule. ☐ Distinguished visitor (DV) status.
☐ Operations check and operate the radio net.
☐ Maintain AF Form 4377.
☐ Complete required reports in accordance with AFMAN 10-206 for CRG commander or team chief approval.
☐ Complete OPREPs in accordance with AFMAN 10-206 and AFMAN 10-206 AMCSUP, *Operational Reporting* as required, for CRG commander or team chief approval. Complete commander's critical information requirements (CCIR) in accordance with contingency response wing (CRW) matrix as required, for CRG commander and team chief approval.
☐ Conduct mission monitoring and facilitate mission management in accordance with AMCI 10-2101, Volume 6.
☐ Publish and update daily airflow schedule: ☐ As a minimum, include mission number, scheduled arrival and departure time, aircraft type, number of passengers, and load type (pallets/rolling stock); include other information as directed by the CRE/operations officer. ☐ Ensure updates are pushed to applicable team members (as required).
Mobile C2 Controller Checklist (3 of 4)

☐ Maintain airflow information on AMC Form 356 and mission paperwork (e.g., crew orders, DD Form 365-4, *Weight and Balance Clearance Form F - Transport /Tactical*, manifests, load plans).
☐ Maintain mission status boards at the discretion of the CRG/CRE commander (e.g., parking plan, weather, notice to all airmen [NOTAM]).
☐ Operate the Giant Voice notification system.
☐ Execute quick reaction checklists (QRC) (as required).
☐ Submit daily situation report (SITREP) unless otherwise directed by the controlling agency, SITREPs should be sent by CR forces no later than 0800Z daily and reflect current data as of 0600Z.
☐ Submit DP&E report when manpower and equipment changes occur or when requested by the controlling agency.
Redeployment
☐ Verify redeploy airlift.
☐ Prepare/send SITREP and off-station report.
☐ Prepare all CRG/CRE equipment for shipment.
☐ Complete inventory of assigned 7E1AE UTC trailer: ☐ Document any used, broken or missing items. ☐ Coordinate COMSEC turn-in.
☐ Provide AAR to the controlling agency in accordance with MAJCOM guidance.
Mobile C2 Controller Checklist (4 of 4)

Table A4.21. PERSCO Checklist

Predeparture
☐ Orders:
☐ Ensures reporting instructions are received if Defense Travel System (DTS) orders are required.
☐ If tasked via air mobility tasking (AMT), coordinate with personnel readiness flight (PRF) for orders, and obtain mini-records.
☐ Contingency response group (CRG) planner.
☐ Ensures the CRG planner is populated with all the names that have been identified to deploy.
☐ Lead planner is point of contact (POC).
☐ Do all members have the required retainability to complete the length of the temporary duty (TDY)? All members must have a date of separation (DOS), retirement date, or permanent change of station (PCS) date, at least 30 days beyond the expected TDY return date (unless approved by waiver).
☐ Are all security clearances current?
☐ Do all members possess country clearances (if required by foreign clearance guide or reporting instructions)?
☐ Do all members possess a current leave and earnings statement (LES)?
☐ Do all members possess weapons qualifications records (AF Form 522, *USAF Ground Weapons Training Data*)?
☐ Have all members received proper immunizations and medical/dental clearances for the deployed location?
☐ Does each member have an DD Form 2766, *Adult Preventative and Chronic Care Flowsheet* (replaced AF Form 1480), and PHS Form 731, *International Certificate of Vaccination* (signed by medical authority), for hand-carrying to deployed location?
☐ Do all members who require enlisted specialty training (on-the-job training [OJT]) records have them?
☐ Do all members who require upgrade and Weighted Airman Promotion System (WAPS) training materials have them?
☐ Have members scheduled for WAPS testing completed their tests prior to departure?
NOTE: Commanders may request a waiver for study time authorizing member to test within 60 days of return.
☐ Have emergency data cards been updated?
PERSCO Checklist (1 of 4)

- ☐ Have deploying members been given the opportunity to obtain required legal documents (e.g., power of attorney, wills)?
- ☐ Are identification cards current with an expiration date 30 days after the TDY completion date?
- ☐ Do all members possess current dog tags with AF after their Social Security number (SSN)?
- ☐ Do all members have a current military/civilian passport?
  - ☐ Establish accountability plan.

Arrival Actions

- ☐ Coordinate with deployed support agencies (e.g., lodging, security forces, finance, traffic management office [TMO], air tasking order [ATO], deployed leadership) to establish reception/departure processing procedures for all personnel deployed to the location.
- ☐ Develop manual files to manage collected contingency, exercise, deployment (CED) orders and AF Form 245, *Employment Locator and Processing Checklists.*
- ☐ Update Duty Status Change Report daily and submit to AFFOR/A-1R by established suspense.
- ☐ Identify and report any choke points/limiting factors affecting collection of accountability information from deployed personnel in the PERSCO Team Status Report in accordance with AFI 36-3802, *Force Support Readiness Programs*, paragraph 6.5.
- ☐ Forward location information to AMC/A1XR or through appropriate MAJCOM for developing deployed location reporting instructions/processing guidance.
- ☐ Implement a duty status program according to AFI 36-3802.
- ☐ Implement a casualty program according to AFI 36-3002, *Casualty Services*.
- ☐ Identify computer/Internet/network requirements and any special program(s) required to accomplish duties at deployed location to communications section/squadron.
- ☐ Identify to deployed civil engineer agency the need for the following:
  - ☐ Adequate power supply.
  - ☐ Classified operating environment (e.g., secure tent, operating facility).
  - ☐ If possible, locate personnel support for contingency operations (PERSCO) operating environment as close as possible to the reception/departure facility.
- ☐ Identify to deployed supply agency the need for the following:
  - ☐ Field safe or classified (SECRET) storage capability.
  - ☐ Office equipment (e.g., desk, chairs, file system).
  - ☐ Requirement for resupply capabilities; PERSCO will identify resupply needs after their arrival.
- ☐ Build a key personnel listing/POC list (for internal use).

PERSCO Checklist (2 of 4)

- ☐ Reception facilities:
  - ☐ Coordinate with logistics/transportation agencies to allot time for PERSCO to collect a CED TDY order and complete an AF Form 245 from each passenger.
  - ☐ Reception processing/accountability data collection.
    - ☐ Identifying entry choke points, identifying forces who bypass designed arrival/in-processing points, and coordinating facilities to accommodate reception activities.
    - ☐ Another reception facility that can be used is deployed billeting/lodging.
    - ☐ Coordinate with deployed billeting/lodging to collect CED TDY orders and AF Form 245.
    - ☐ Brief members of current conditions.
- ☐ Non-CRG personnel:
  - ☐ Must be loaded onto CRG planner using information from AF Form 245.
- ☐ Accountability cards:
  - ☐ Cards are developed by the tactical operations center (TOC) and distributed to each deployed personnel.
  - ☐ Numeric and contains the member's personal identity for accountability/force protection (FP) procedures.

Sustainment

- ☐ Shift change:
  - ☐ Accountability (personnel departures/arrivals).
- ☐ Reception:
  - ☐ Receive all inbound personnel, add to roster and issue accountability card.
- ☐ Reports:
  - ☐ Assist command and control (C2) with Duty Status Change Report—personnel numbers will be given for submission.
- ☐ Casualty—accomplish as required in accordance with AFI 36-3002:
  - ☐ Must use Defense Casualty Information Processing System (DCIPS)—Forward, for casualty messages.
  - ☐ Request for replacements (accomplish as required).
  - ☐ Transmit casualty reports/status of casualties in accordance with AFI 36-3002.
- ☐ Post-attack accountability:
  - ☐ Accomplished when alarm condition ***Black*** is declared.

PERSCO Checklist (3 of 4)

- ☐ Personnel with radios call in accountability status to the tactical operations center (TOC).
  - ☐ C2 will assist in collecting the information.
- ☐ Provide personnel program advice to deployed commanders and limited support to all deployed personnel.

Redeployment

- ☐ Maintain or transfer accountability in accordance with component command J-1 guidance or to the incoming PERSCO team.
- ☐ Coordinate with arriving PERSCO team on CR force departure accountability.

PERSCO Checklist (4 of 4)

Table A4.22. POL Checklist

Predeparture
☐ Alert notification and predeparture briefing.
☐ Determine fuel requirements for mission and coordinate with Defense Logistics Agency-Energy (DLA-E) and contingency response (CR) contracting.
☐ Review information on deployed location; determine in-place fuel capabilities.
☐ Verify fuels equipment unit type codes (UTC) are prepared for shipment.
☐ Contact local logistics readiness squadron (LRS)/LGRM to have equipment items placed in deployed status.
Arrival Actions
☐ In coordination with civil engineering (CE), establish suitable location to place fuels equipment: ☐ Ensure enough space is available to allow approach/departure of heavy equipment. ☐ Place a safe distance from living quarters.
☐ In coordination with contracting officer, contact local fuel suppliers: ☐ Make fuel resupply arrangements. ☐ Determine capability of local suppliers to deliver jet fuel.
☐ Determine, in consultation with CE, a suitable location for follow-on fuel equipment and storage facility, if applicable: ☐ Ensure location has easy access to flight line location.
☐ Determine if jet fuel supply is available at location: ☐ Perform initial quality assessment of on-hand fuel ensure supply is within specifications as required.
☐ Compile and send reporting emergency petroleum, oils, and lubricants (REPOL).
☐ Establish working hours, location, and duties to be performed with deployed commander.
☐ Review airfield planning documents and notices to airmen (NOTAM) for fuel specific information.
☐ Assist other functions when necessary.
Sustainment
☐ Shift change: ☐ Equipment/fuel status. ☐ Resupply status. ☐ Specialized fuel operations.
☐ Ensure quality of fuels through period testing in accordance with technical orders (TO).
POL Checklist (1 of 2)

☐ Compile and send REPOL as required.
Redeployment
☐ If forward deploying by air, ensure AFMAN 24-206, *Preparing Hazardous Materials for Military Air Shipments,* Chapter 3 requirements have been met—refill fuel blivet once airlift if confirmed.
☐ Inventory, clean, and account for all UTC equipment.
☐ If returning home, remove as much fuel as possible.
POL Checklist (2 of 2)

Table A4.23. PA Checklist

Predeployment
☐ Respond to battle staff.
☐ Read Annex F to operations order to determine proposed public affairs (PA) guidance.
☐ Develop proposed PA guidance (if not provided): ☐ Message development plan. ☐ Proposed PA posture (response to query/active).
☐ Contact supported combatant commander PA: ☐ Determine release authority/public affairs guidance (PAG).
☐ Contact Air Mobility Command (AMC) or appropriate major command (MAJCOM) PA, host nation (HN) PA, Defense Attaché (DATT)/Embassy Public Information Office, joint public affairs support element (JPASE) if joint task force (JTF), or joint service PA counterpart.
☐ Determine PA support package: ☐ PA officer/specialist. ☐ Photographer. ☐ Combat correspondent. ☐ Coordinate additional support through AMC or appropriate MAJCOM.
☐ Verify equipment package: ☐ Logistics detail (LOGDET) checklist. ☐ Operations check. ☐ Deploy assets in Automotive Information Module (AIM2).
☐ Prepare/execute PA briefing.
☐ Determine force protection (FP) objectives.
Arrival Actions
☐ Establish joint information bureau/media operations center.
☐ Gain authority to photograph/video on flight line from HN (if necessary).
☐ Community engagement: ☐ Prepare commander and supervise HN counterpart interactions. ☐ Determine community influencers and attempt to engage.
☐ Arrival press release.
☐ Establish contact with local embassy and responsible sources.
☐ Secure transportation and communication for mobile status.
PA Checklist (1 of 2)

Sustainment
☐ Attend changeover briefing and daily commanders meetings.
☐ Public information: ☐ Keep international/national/local media informed through press releases: ☐ Notify any major development with release/photos/video. ☐ Continue to develop messages as operation matures.
☐ Basic shooting script.
Redeployment
☐ Deliver cleared/released imagery to involved members.
☐ Coordinate media return with AMC or appropriate MAJCOM (if needed).
☐ Keep equipment available for documentation.
☐ Out brief JTF command leadership.
☐ Develop redeployment press release.
PA Checklist (2 of 2)

Table A4.24. Operations Expeditor Checklist

Predeparture
☐ Ready unit type code (UTC) equipment:
☐ Review airfield suitability and identify any possible limitations correlating to planned airflow.
☐ Draft parking plan.
☐ Draft aircrew brochure.
☐ Develop/assist load plans.
☐ Perform increment monitor and/or equipment custodian duties (as required).
☐ Assist team leader (as required).
Arrival Actions
☐ Complete/verify parking plan.
☐ Parking spot markings.
☐ Foreign object damage (FOD) walk.
☐ Ensure/assist cargo yard set up.
☐ Establish coordination between airfield/user/aerial port.
☐ Update/notify changes to aircrew brochure.
☐ Establish follow-me procedures.
☐ Complete functional radio check: ☐ Assist radio programming/sign out. ☐ Ensure line of sight radio connection on ramp perimeters.
☐ Assist all other functional areas (where needed).
Sustainment
☐ Manage flight line ramp operations: ☐ Personal protective equipment (PPE). ☐ Aircraft parking. ☐ Follow-me driver. ☐ Marshaller. ☐ Ensure personnel in place not later than (NLT) 15 minutes prior to arrival.
☐ Attend engine running on/offload (ERO)/combat on/offload team brief.
☐ Complete aircraft ramp coordinator operations expeditor data collection form (locally driven).
Operations Expeditor Checklist (1 of 2)

☐ Observe passenger/cargo loading/unloading to ensure safety.
☐ Provide aircrew support.
☐ Assist AT leader (as required).
Redeployment
☐ Ready UTC equipment.
☐ Develop/assist load plans.
☐ Perform increment monitor and/or equipment custodian duties (as required).
☐ Assist all other functional areas (where needed).
☐ Assist team leader (as required).
Operations Expeditor Checklist (2 of 2)

Table A4.25. Security Forces Checklist

Predeparture
☐ Receive mission tasking:
☐ Initial assessment of area of operations to anticipate force protection (FP) requirements.
☐ Define commander's intent (e.g., key tasks, end state).
☐ Coordinate with host nation, local/joint forces on the following:
☐ Area security operations (if additional forces need to be requested) and where the base security operations will be located.
☐ Authorized weapons (lethal/non-lethal).
☐ Gear requirements (vests/helmets authorized).
☐ Identify/designate qualified weapon and ammunition couriers and review requirements.
☐ Review AFI 31-117, *Arming and Use of Force Policy by Air Force Personnel* for maintaining a field armory, individual issue, and transportation.
☐ Issue warning order (WARNORD) to security forces team:
☐ The mission or nature of the operation.
☐ Who is participating in the operation.
☐ Time/date of the operation.
☐ Time and place for issuing the operation order (OPORD).
☐ Create tentative plan:
☐ Detailed mission analysis:
☐ Analyze mission to determine specified/implied/essential tasks.
☐ Review manpower/equipment requirements and shortfalls.
☐ Determine limiting factors (restrictions/constraints).
☐ Identify critical facts/assumptions.
☐ Analyze situation and develop courses of action.
☐ Analyze and compare each course of action.
☐ Decide on course of action (tentative plan).
☐ Begin deployment preparation:
☐ Prepare individual equipment and unit type code (UTC) equipment.
☐ Designate personnel to inspect weapons.
☐ Designate personnel to draw ammunition.
☐ Individual/team deployment-processing actions.
Security Forces Checklist (1 of 3)

- ☐ Conduct map reconnaissance and gather information:
  - ☐ Coordinate with intelligence personnel for friendly and threat information.
  - ☐ Review maps and imagery.
  - ☐ Confirm terrain/enemy analysis and tactical options.
- ☐ Complete the plan:
  - ☐ Develop operations order using five-paragraph format.
  - ☐ Satisfy commander's mission and intent.
  - ☐ Brief plan to commanders (revise as necessary).
  - ☐ Develop augmentation plan with other flights.
  - ☐ Get rules of engagement briefing from legal.
- ☐ Issue the complete order:
  - ☐ Orally or written.
  - ☐ Ensure all personnel understand the plan and their responsibilities/tasks.
- ☐ Rehearse and inspect:
  - ☐ Rehearse crucial tasks in the scheme of maneuver.
  - ☐ Inspect personnel and equipment (bag drag).

Arrival Checklist

- ☐ Execute initial security according to OPORD:
  - ☐ Complete immediate visual assessment (IVA) before personnel or equipment are offloaded.
  - ☐ Establish 360-degree security, response teams and entry/circulation control.
  - ☐ Set up tactical operations center (TOC) and supply point.
- ☐ Coordinate with HN, coalition, and other US forces for mutual support.
- ☐ Assess security/vulnerabilities and adjust as necessary.
- ☐ Finalize and brief contingency response group (CRG) FP plan, weapon status, and (in cooperation with JA) rules of engagement (ROE)/rules for the use of force (RUF).
- ☐ Brief duress words, chemical codes, challenge/response, and running password.
- ☐ Establish communications.
- ☐ Establish defensive fighting positions (DFP).
- ☐ Position key weapons.
- ☐ Coordinate with adjacent units for interlocking fields of fire.
- ☐ Prepare range cards.

Security Forces Checklist (2 of 3)

☐ Prepare sector sketches.
☐ Site final protective line and principle direction of fire.
☐ Emplace obstacles.
☐ Establish fire control measures.
☐ Establish alternate positions.
☐ Improve primary positions.
☐ Stockpile/distribute ammunition, food, and water.
☐ Establish sleep/rest cycle.
☐ Rehearse actions on contact.
☐ Continue to improve positions.
Sustainment
☐ Shift change: ☐ Brief FPCON changes. ☐ Security posture. ☐ DFP status. ☐ Equipment/vehicle status.
☐ Mission, enemy, terrain and weather, troops and support available-time available, and civil considerations (METT-TC) will dictate what actions will be taken during each situation. Refer to unit specific special operating procedures for up-to-date tactics and procedures for specific scenarios.
Redeployment
☐ METT-TC will dictate the actions of redeploying.
Reconstitution
☐ Reconstitute equipment.
☐ Repack containers and reaccomplish packing lists.
☐ Resupply perishable items.
☐ Determine and coordinate lessons learned.
☐ Submit through chain of command.
☐ Coordinate with other contingency response (CR) force/security forces teams to advise on lessons learned (LL).
Security Forces Checklist (3 of 3)

Table A4.26. Supply Checklist

Predeparture
☐ Establish logistics support for bare base operations.
☐ Obtain logistics readiness officer (LRO) intent on food/water requirements and obtain food/water resources for shipment (if needed).
☐ Identify data/voice requirements and any special program(s) required to accomplish duties at deployed location to communications section/squadron.
☐ Determine any additional items specific to the mission that unit will require prior to departing and obtain/issue to unit.
☐ Contact supporting regional supply squadron prior to deploying to establish initial lines of contact, create a Department of Defense activity address code (DODAAC) and reporting organization file.
☐ Check out unit type code (UTC) equipment (operationally check equipment).
Arrival Actions
☐ System check computers, programs/accounts, and network access.
☐ Establish communication with organizational/sectional requisitions point of contact (POC).
☐ Determine location for warehouse/covered storage area if deemed necessary for the following types of items: ☐ Subsistence (food/water) (e.g., unitized group rations, meals, ready to eat [MRE]). ☐ Due in from maintenance/consumable items that were mission impaired capability awaiting parts (MICAP) requisitioned needed for repair on major end items or items that will impact a mission's capabilities.
☐ Ensure accountability of deployed equipment/accountable items with equipment custodians.
Sustainment
☐ Ensure real-time tracking of on-hand supplies and update leadership as required/necessary.
☐ Use the base operating support (BOS) reporting tool to keep track of supplies.
Redeployment
☐ Ensure accountability for all UTCs/kits equipment/parts.
Reconstitution
☐ Ensure applicable UTCs/kits are replenished with required items.
☐ Log and submit an after action report (AAR) to identify successes, deficiencies, or short falls while deployed.

Table A4.27. Vehicle Management Checklist

Predeployment
☐ Prepare temporary mission support kits (TMSK) for shipment (for applicable vehicles).
☐ Conduct limited technical inspections (LTI) on all deploying vehicles and prepare deployment package.
☐ Brief vehicle increment monitors on vehicle predeployment inspection requirements.
☐ Personnel with 2T3XXX United States Air Force Specialty Codes (AFSC) check out individual tool kits (ITK) (as required) and perform inventory; ensure ITKs include AFSC-specific tools as required to fulfill mission capability (MISCAP) requirements.
☐ Brief contingency response forces members about use of AF Form 1800, *Operator's Inspection Guide and Trouble Report* before and after use inspections, and waiver requirements.
☐ Obtain vehicle serial numbers for all deploying vehicles.
☐ Refer to vehicle listing by unit type code (UTC).
☐ Complete a virtual vehicle dispersal plan and chart on airfield map created by civil engineering.
☐ Forecast petroleum, oils, and lubricants (POL) requirements for all vehicles in coordination with POL personnel.
Arrival Actions
☐ Account for vehicles coming off plane by registration number, type and user, augment/swap UTC equipment (as needed), per local mission requirements.
☐ Establish vehicle-parking plan with security forces.
☐ Recover/secure toolkit.
☐ Establish vehicle control noncommissioned officer (VCNCO) program with vehicle maintenance personnel as primary and alternate representatives.
☐ Ensure AF Form 1800 is correct and current for each vehicle.
☐ Recover/secure all vehicle TMSK.
☐ Receive and approve/deny all additional vehicle authorization requests and coordinate with contracting officer and local vendors to arrange acceptance of approved vehicles/parts ordered.
☐ Allocate vehicles.
☐ Identify VCNCOs within each functional area.
☐ Forecast POL requirements for all vehicles in coordination with POL personnel.
☐ Coordinate vehicle-parking plan (on and off the flight line/ramp).
Vehicle Management Checklist (1 of 2)

☐ Conduct vehicle maintenance.
☐ Assist with driver assignments and briefings.
☐ Assist/direct vehicle preparation and distribution.
☐ Coordinate with airfield management for host nation permission to operate vehicles on the flight line/ramp.
☐ Other tasks as determined by the contingency response (CR) force combatant commander.
Sustainment
☐ Shift change: ☐ Vehicle status.
☐ Monitor vehicle status and report changes to operations center.
☐ Manage vehicle utilization plan.
☐ Conduct/direct daily vehicle inspections: ☐ Conduct additional vehicle inspections (as required). ☐ Ensure users wash vehicles regularly (or when required); if vehicles are shared between multiple users, establish a rotating schedule between users.
☐ Monitor and/or implement vehicle dispersal plan (when directed).
Redeployment
☐ Inventory toolkit.
☐ Conduct LTI on all redeploying vehicles and prepare redeployment package.
☐ Brief home station VCNCO/vehicle control officer (VCO) of vehicle discrepancies/vehicles left behind, and if necessary, assist in vehicle turn-in procedures to base maintenance.
☐ Inspect TMSKs (as necessary).
Vehicle Management Checklist (2 of 2)

Table A4.28. Assessment Team (AT) Checklist

Airfield Manager (AM)/Joint Assessment Team (JAT)/Assessment Commander (1 of 2)
Predeparture
☐ Review orders/voice command (VOCO) documentation/operation plans (OPLAN).
☐ Establish contact with higher headquarters (HHQ) and determine: ☐ Mission intent. ☐ Command relationships (command relationships [COMREL] or joint task force-port opening [JTF-PO] organizational structure if activated). ☐ Reporting requirements. ☐ Identify directed mission partners (e.g., host nation [HN], Defense Logistics Agency [DLA], forward arming and refueling point [FARP], agile combat employment [ACE]). ☐ Existing and required authorities.
☐ Establish contact with mission partners (agile combat employment [RPOE], DLA, FFGRL, etc.).
☐ Establish contact with supported geographic combatant commander (GCC) (J-3, air operations center [AOC], air mobility division [AMD], deployment and distribution operations center [DDOC], etc.).
☐ Review typical request for information (RFI) checklist (located later in this section).
☐ Request initial contacts list (after direct liaison authorized [DIRLAUTH] is approved).
☐ Determine force protection condition (FPCON).
☐ AT forces prepared to deploy within 12 hours (joint mission-essential task [JMET] M11).
☐ Determine HN integration requirements/priorities.
☐ Develop commander's intent, commander's critical information requirements (CCIR), and priority intelligence requirements (PIR), in coordination with HHQ and supported agencies.
☐ Provide mission planning cell (MPC) guidance.
☐ Request intelligence update.
☐ Request/hand-off plan.
☐ Submit limiting factors (LIMFAC)/shortfalls to tasking authority as required.
☐ Operation check beyond line-of-sight (BLOS) and line of sight communications capabilities (team and distant end).
☐ Confirm transportation plans/requirements.
☐ Pare/tailor team (personnel and equipment) as mission requires.
☐ Other consideration may include: senior airfield authority (SAA) information.
☐ Base operating support (BOS) order by GCC.
☐ Communication methods with HN or supported.
☐ Begin force protection (FP) planning.

Airfield Manager (AM)/Joint Assessment Team (JAT)/Assessment Commander (2 of 2)
☐ Provide oversight of RFI process.
Arrival/Execution Actions
☐ Contact HHQ/supported command for any updates and to ensure two-way communication.
☐ Ensure team accountability and security.
☐ Review HN integration checklist.
☐ Integrate with HN and/or other friendly forces.
☐ Exchange contact info.
☐ Determine who is allowed on the aerial port of debarkation (APOD).
☐ Gain access to assessment location(s) and enable assessment team actions.
☐ Recommend/establish SAA agreements (as required).
☐ Report go/no-go decision or delay to HHQ (JMET M5).
☐ Identify follow-on mission requirements/plans.
☐ Confirm transportation plans/requirements.
☐ Assist/approve assessment team actions.
☐ Set goals for submission of any requirements. Adjust as mission requirements dictate and coordinate with HHQ.

Table A4.28. Assessment Team (AT) Checklist continued

11/12M (Team Lead)
Predeparture
☐ Collect and review airfield suitability and restrictions report (ASRR)/giant report/AF Form 1174, *Airfield Survey*/pavement evaluation/notices to all airmen (NOTAM)/imagery.
☐ Request current intelligence brief.
☐ Submit RFIs.
☐ Required aircraft rescue and firefighting (ARFF).
☐ Ensure weather forecast/LIMFACs.
☐ Establish COMREL and validate contact card info.
☐ Integrate rapid port opening element (RPOE)/ Air Force Office of Special Investigations (AFOSI)/DLA (as required).
☐ Determine assessment action priorities.
☐ Determine HHQ/other required battle rhythms.
☐ Determine arrival arming status/ mission-oriented protective posture (MOPP)/equipment posture.
☐ Build manpower and materiel (M&M) (personnel and equipment).
☐ Develop operational risk management (ORM) (real-world and/or exercise).
☐ Populate assessment team brief.
☐ Complete and submit communications/frequency request (JMET M15).
☐ Complete and submit deployment plans (JMET M23).
☐ Pre-fill/prepare reports and push to SECRET Internet Protocol Router Network (SIPRNET) (as required). ☐ On Station message. ☐ Deployed personnel and equipment (DP&E). ☐ Situation report (SITREP). ☐ Stoplight slide (known as the money slide). ☐ Assessment/JAT report. ☐ Request for augmentation forces (as required).
☐ Ensure all equipment/personnel are packed/prepared to include necessary documentation as well as meals, ready to eat (MRE), water, fuel, etc.
☐ Predeparture brief.
Arrival Actions
☐ Upon HN approval, supervise download of personnel/equipment.
☐ Move all equipment to tactical operations center (TOC)/JOC staging location.

☐ Conduct immediate security/force protection check (as required).
☐ Monitor/execute joint mission essential tasks (JMETS).
☐ Secure/guard equipment/COMSEC/weapons. ☐ Ensure 100 percent personnel and equipment accountability maintained (JMET M24).
☐ Set up TOC/ joint operations center (JOC) tent.
☐ Oversee assessment operations and provide direction.
☐ Coordinate with HHQ (as required). ☐ Waivers/airflow/local facilities. ☐ Intelligence updates.
☐ Prepare/review/submit reports for HHQ (JMET M6/M26). ☐ Operational reports (OPREP)/DP&E/SITREP/sustainment/AM/JAT report.
☐ Determine and request augmentation forces (JMET M7).
☐ Develop anti-hijacking plan (as applicable).
☐ Ensure sustainment requirements are met/understood.
☐ Prepare/rehearse handover to main body/follow-on forces.
Redeployment
☐ Prepare and submit redeployment plan to HHQ (JMET M29).
☐ Develop/execute rollup and redeployment plan.
☐ Reconstitute AT forces/equipment within 10 days of redeployment (JMET M4).

Table A4.28. Assessment Team (AT) Checklist continued

13M/368 SEI Qualified (Airfield Operations Checklist)
Predeparture
☐ Establish airfield operations mission planning cell (MPC). ☐ Pull all airfield info from Global Decision Support System (GDSS) (giant report, AF Form 1174, imagery, contingency response [CR] force status, etc.). ☐ Review zone availability report (ZAR) or talon point if airfield is an LZ. ☐ If it is an established airfield, check and pull NOTAMs.
☐ Identify available airspace. ☐ SKYVECTOR. ☐ AirNav. ☐ Charts. ☐ Air space control order (ACO).
☐ Identify airfield info. ☐ Review local airfields that meet C-17/C-130 criteria. ☐ Review pavement evaluation with civil engineer (CE). ☐ Identify established airfield or landing zone (LZ).
☐ Prepare Android Team Awareness Kit (ATAK) survey. ☐ Download maps. ☐ Create survey location and aircraft criteria.
☐ Prepare airfield operations kit. ☐ Check panels. ☐ Check lights (make sure they are not broken and in good working order). ☐ Check kestrel. ☐ Check/add more AA batteries for lights. ☐ Verify you have overt and covert chem sticks.
☐ Prepare JAT with assessment MPC. ☐ Prepare ***spotlight slide***. ☐ Prepare 24-hour report with as much airfield information possible.
Arrival Actions
☐ Meet with host nation airfield/airport manager with SAA. ☐ Discuss rules for access to and use of the airfield (e.g., parking, airfield access, airfield driving).
☐ Meet with host nation (HN) chief controller (CCTLR)/air traffic control (ATC) representative. ☐ Discuss roles and responsibilities for our ATC (liaison officers [LNO], control tower operators [CTO], etc.). ☐ If no local control facility exists, establish LZSO/LZCO procedures and location.
☐ Establish exclusion zone:

☐ Measure LZ/runway in accordance with UFC 3-360-01, *Fire Protection Engineering for Facilities* and AFI 13-217, *Drop Zone and Landing Zone Operations*.
(C-130, C-17)
☐ Runway: ☐ Length _____Width _____ ☐ Overrun length _____Width _____ ☐ Shoulder _____ Graded area _____ ☐ Maintained area _____Clear zone length _____ ☐ Clear zone outer width _____Clear zone slope _____ ☐ Slope _____ Type _____ ☐ Turnaround _____
☐ Approach/departure clearance surface (ADCS): ☐ Slope _____ Length _____ ☐ Ending width _____
☐ Taxiway: ☐ Width _____ Obstacle clearance _____ ☐ Distance from runway centerline (RCL) to taxiway (TWY) edge_____
☐ Apron: ☐ Length _____ Width _____ ☐ Shoulder _____ Obstacle clearance _____ ☐ Distance from RCL to 0620 edge _____
☐ Exclusion area (centered on Runway, extended to end of clear zone): ☐ Unoccupied _____ Occupied _____
☐ If time available, determine wild life assessment. Develop bird/wildlife aircraft strike hazard (BASH) plan (if applicable).
☐ Determine ARFF capability (if CE has not already).
☐ Establish and mark parking plan.
☐ Complete spotlight slide (recommended as best practice).
☐ Complete JAT inputs.
☐ ***NOTE:*** While surveying the airfield, keep in mind that Civil Reserve Air Fleet (CRAF) or contracted cargo carriers (747,737, IL-76, etc.) will be a high possibility during contingency response element (CRE) operations and follow-on forces.

Table A4.28. Assessment Team (AT) Checklist continued

32E/3E5 (Civil Engineering)
Predeparture
☐ Print dynamic cone penetration (DCP) data sheets.
☐ Pack all contingency airfield pavement evaluation (CAPE) materials and hard-copy ETL.
☐ Ensure PCASE is operational on either government laptop or individual issued government laptop.
☐ Verify engineering kit is packed and complete (DCP, drills, etc.).
☐ Coordinate with airfield operations for airfield info.
☐ Use imagery to preplan DCP locations, potential beddown area, cargo yard, etc.
☐ Discuss with other Air Force Specialty Code (AFSC) subject matter experts (SME) and deconflict space usage.
☐ ARFF: What capability exists at the airfield?
☐ Inquire about dig permit/permissions to drill.
Arrival Actions
☐ Verify existing ARFF at location and coordinate with combatant command (COCOM) and/or host nation for support.
☐ Open/setup equipment; start generator (if applicable).
☐ Conduct airfield drive-by (looking for any distresses).
☐ Conduct DCP testing; upload DCP data to Pavement-Transportation Computer Aided Structural Engineering (PCASE).
☐ Verify/report results for go/no-go call.
☐ Once go/no-go call made, continue evaluating for any additional runway/apron/taxiways.
☐ Complete spotlight slide (recommended “best practice”).
☐ Validate dig permits (areas we should not disturb).
☐ Work on JAT report.
☐ Verify beddown area with other SMEs and designate sufficient space for follow-on CRE.
☐ Verify availability of the following: ☐ Bathrooms. ☐ Showers. ☐ Laundry. ☐ Potable/non-potable water. ☐ Black water disposal. ☐ Power production.
☐ Coordinate with contracting to support these requirements if unavailable.

Table A4.28. Assessment Team (AT) Checklist continued

1A (Loadmaster/Boom Operator/Operations Expeditor)
Predeparture
☐ Initial assessment based on imagery secured from airfield operations: ☐ AC parking location/plan. ☐ Cargo upload/download location. ☐ Cargo holding. ☐ Passenger processing/hold areas.
☐ Validate mission requirements.
☐ If available, review active DD Form 174 for useful information. ☐ Available materials handling equipment (MHE). ☐ Buildings. ☐ Fuel.
☐ Ensure unit type code (UTC) is packed out for deployment and team is equipped with appropriate gear.
Arrival Actions
☐ Partner with security forces and airfield operations for assessment (ensure cargo/passenger and aircraft parking areas work with the security/defensive fighting position [DFP] plans). ☐ Aircraft (AC) parking plan/area. ☐ Maximum (aircraft) on ground (MOG). ☐ Upload and download area. ☐ General cargo areas. ☐ Hot cargo pad. ☐ Contaminated cargo areas. ☐ Maintenance (MX) facilities/capabilities. ☐ Available fuel. ☐ JTF-PO (reception/bed down).
☐ Work with host base/host nation forces to identify and secure available MHE, equipment and facilities.
☐ Support assessment team members with requirements after completing your go/no-go requirements.

Table A4.28. Assessment Team (AT) Checklist continued

21R/2T2 (Aerial Port)
Predeparture
☐ Initial assessment of area to anticipate cargo holding area and passenger processing/hold areas.
☐ Get team leads intent on validate mission requirements.
☐ If the airfield has active DD form 174, review for helpful information to use for assessment (availability of MHE, buildings, etc.).
☐ Ensure team has all required equipment and UTC is packed out accordingly for shipment.
Arrival Actions
☐ Partner up with security forces for assessment.
☐ While helping security forces complete perimeter checks, ensure your cargo/passenger areas work with the security/DFP plans.
☐ General cargo areas, hot cargo areas, contaminated cargo areas, RPOE.
☐ Meet HN/airfield manager and coordinate with them to use any MHE or equipment available for the team to use.
☐ Support any assessment team member with requirements after you have completed your go/no-go requirements (i.e., DCPs with CE).

Table A4.28. Assessment Team (AT) Checklist continued

3P (Security Forces)
Predeparture
☐ Gather imagery on airfield and receive threat rating from Intelligence. ☐ Start planning locations for the following. ☐ DFP's and primary entry control point (ECP)/alternate ECP. ☐ Emergency rally location (JAT lead concurrence). ☐ Bugout location (JAT lead concurrence). ☐ Vulnerabilities. ☐ Identify high-speed avenues of approach. ☐ Local environments and host nation personnel.
☐ Assessment team brief examples include rehearsal of concept (ROC) drill, presentation. ☐ Force protection slides. ☐ Update slides to reflect current mission needs. ☐ Vehicle assignment. ☐ Pending on the vehicle load out.
☐ Stoplight chart. ☐ Preload with assumptions upon completion of above items.
☐ Develop initial force protection plan.
Arrival Actions
☐ Conduct security for the O-6 during host nation negotiations.
☐ Identify HN/airfield security forces capabilities.
☐ Brief AT on bugout rally points and retrograde locations. Message "ALAMO" (emergency rally point across net).
☐ Verify the perimeter and all assumptions once cleared by HN/airfield manager. ☐ Perimeter validation should include: ☐ ECP locations. ☐ High-speed avenues of approach and points of entry. ☐ Vantage points surface to air missile footprint. ☐ Verify dead space with mitigation techniques. ☐ Possible locations for cargo yard. ☐ DFP locations. ☐ Identify mitigation measures for risks (i.e., locks, chains, concertina wire [c-wire], barriers).
☐ Support any assessment team member with requirements after you have completed your go/no-go requirements (i.e., DCPs with CE, setting up camp).
☐ Distribute initial force protection plan after main body arrival (JMET M30).
☐ Pass significant threat information and/or attack warning to entire team within 5 minutes (JMET M32).

NOTE: Determine what pertinent information is needed for the follow on defense force commander (DFC) for their planning purposes and send across secure channels.

Table A4.28. Assessment Team (AT) Checklist continued

3D (Communications)
Predeparture
☐ Fill out/submit communications frequency request (JMET M15).
☐ Determine COMSEC requirements.
☐ Develop AT Communications Plan. ☐ Nets (ensure all joint/coalition partners are integrated). ☐ Call signs/brevity codes. ☐ Communications check procedures. ☐ Frequency compromise procedures/communications out procedures. ☐ HHQ/reach back contact information. ☐ Ensure primary, alternate, contingency, emergency (PACE) plan for all requirements.
☐ Prepare/and test all communications equipment.
☐ Work with CRE commander to pre-fill all reports and push to SIPRNET.
☐ Verify security clearance levels for all team members. Develop entry authorization list (EAL).
Arrival Actions
☐ Initiate on station call within 30 minutes.
☐ Establish beyond line of sight secure voice communications within 1 hour (JMET M16).
☐ Establish line of sight secure voice network within 1 hour (JMET M18).
☐ Establish beyond line of sight secure data within 4 hours (JMET M17).
☐ Establish AT secure/non-secure voice/data communications.
☐ Prepare and submit all AT reports.
☐ Conduct site survey for follow on communications packages (Hardside Expandable Light Air-Mobile Shelters [HELAMS], small portable initial communications equipment [SPICE], small communications package [SCP], small communications package–lite [SCP–L], etc.).

Table A4.28. Assessment Team (AT) Checklist continued

6C (Contracting)
Predeparture
☐ Initial assessment of area to anticipate local vendor capabilities and payment methods.
☐ Determine whether the location has a current emergency and special program (ESP) 34 determining potential vendors. ☐ If not, reach out to contracting at local embassy for possible vendor list.
☐ If a 6F071 is unavailable, coordinate which AT member will be a paying agent and ensure training is completed and AF Form 616, *Fund Cite Authorization (FCA)* is completed for cash payment procedures.
☐ Ensure team has all required equipment and UTC is packed out accordingly for shipment.
Arrival Actions
☐ Collaborate with CE to complete 4-hour assessment.
☐ Upon completion, coordinate with team to assess what requirements are immediately needed. (e.g., hygiene, gravel to extend cargo yard).
☐ If unable to anticipate local marketplace prior to arrival, coordinate with 3P to survey local vendor capabilities. ☐ Complete vendor assessment in accordance with AFI 64-105, *Contingency Contracting Support*, Attachment 3 (Contracting Site Survey Checklist).
☐ Once local vendor survey is complete, submit to team leader to be included as an attachment for the JAT report.
☐ Coordinate with incoming finance personnel on cash requirements prior to joint personnel operations center (JPOC) arrival.
☐ Coordinate with security forces personnel for vendor staging area and entry procedures for potential deliveries.
☐ Coordinate with US Embassy for currency exchange procedures (if required).
☐ Once completed, support AT members completing requirements.

Table A4.29. Assessment Team Execution Brief

☐ ARRIVAL TIME: _____Local (L)/_____ Zulu (Z)
☐ TIME HACK: ☐ Local and Zulu.
☐ ROLL CALL and INTRODUCTIONS: ☐ Team members and vehicle assignments. ☐ Embassy representatives/United States Agency for International Development (USAID)/Federal Emergency Management Agency (FEMA)/local emergency management/etc. ☐ Host nation/civilian airfield management.
☐ TIMELINES: ☐ 60 minutes—beyond line-of-sight (BLOS) secure voice, on-station report relayed. ☐ 60 minutes (120 minutes for airborne insertion)—BLOS secure communications established. ☐ 3+30—Team rallies at tactical operations center (TOC) for assessment review. ☐ 4 hours—BLOS secure data report sent to higher headquarters (HHQ). ☐ 4 hours—Go/no-go call (_____ L/_____ Z). ☐ 24 hours—Joint assessment team (JAT) report (will simultaneously send JAT situation report [SITREP] and JAT deployed personnel and equipment [DP&E]).
☐ EXPLANATION of HUB and SPOKE OPERATIONS: ☐ All personnel will operate in pairs at a minimum. ☐ Divide up assessment stoplight chart/assessment team (AT) report and scope of work. ☐ TOC will serve as primary hub.
☐ SAFETY: ☐ Heat and cold protection. ☐ Current weather forecast and sunrise/sunset. ☐ Severe weather plan; shelter in place locations. ☐ Hydration.
☐ JOINT TEAM DYNAMICS: ☐ Emphasis on working together and approaching problems from a joint mindset.
☐ REAL WORLD MEDICAL EMERGENCIES: ☐ Review local procedures….verify local emergency support contact information (air versus ground evacuation). ☐ Identify combat life saver (CLS)/tactical combat casualty care (TCCC) qualified team members. ☐ Brief location of CLS kits. ☐ Notify the TOC stating “REAL WORLD” in your transmission.
☐ MEALS and WATER: ☐ Amount of food per person. ☐ Water quantity/purification/distance.
Assessment Team Execution Brief (1 of 3)

- ☐ PRIORITIES:
  - ☐ Establishing initial communications.
  - ☐ Pavement assessment.
  - ☐ Parking maximum (aircraft) on ground (MOG).
  - ☐ Cargo yard designation and pallet capacity estimate.
  - ☐ Forward node location and route assessment (primary and alternate). Determine if location is all-weather capable and assess defensibility.
  - ☐ Traffic flow in and out of airfield.
  - ☐ Aircraft rescue and firefighting capabilities.
  - ☐ Fuel.
  - ☐ Workspace.
  - ☐ Off-site warehousing capabilities.
- ☐ FORCE PROTECTION UPDATES:
  - ☐ Force protection is everyone's responsibility.
  - ☐ Current force protection condition (FPCON).
  - ☐ Weapons and arming status.
  - ☐ Armored vehicles/hardened facilities/established defensive fighting positions (DFP).
  - ☐ Quick reaction force (QRF) availability and alert process.
  - ☐ "ALAMO" call = rally at the TOC to maximize rifles in the fight.
    - ☐ Alternate TOC location.
- ☐ COMMUNICATIONS:
  - ☐ Distribute communications plan/card.
  - ☐ Primary frequency =.
  - ☐ Alternate frequency =.
  - ☐ Call.
  - ☐ Communications check.
  - ☐ Check-in at the top of the hour with TOC and report status.
  - ☐ Report any significant limiting factors (LIMFACS) immediately.
- ☐ 4-HOUR GO/NO-GO CALL:
  - ☐ All personnel rally back to TOC in 3.5 hours (_____ L/_____ Z).
  - ☐ Report your findings utilizing (stoplight chart—RED/YELLOW/GREEN recommended).
- ☐ AROUND THE HORN:
- ☐ EXERCISE ONLY:
  - ☐ Cell phone usage (cadre determined), pass on AT/commander cell phone for emergencies.
  - ☐ If given a scenario, notify the TOC stating "EXERCISE" in your transmission.
  - ☐ Apply appropriate actions and take the scenario to conclusion.

Main Body Arrival Brief

Assessment Team Execution Brief (2 of 3)

- ☐ SECURITY FORCES:
  - ☐ FPCON/mission-oriented protective posture (MOPP) condition/security posture/base defense plan highlights.
  - ☐ Weapons/communications security (COMSEC) accountability/ammunition/blanks.
  - ☐ Brevity/code works/duress word/sign/counter-sign/"ALAMO".
  - ☐ Intelligence update (as required).
- ☐ TEAM LEAD:
  - ☐ Joint mission-essential task (JMET) update.
  - ☐ Airfield information.
  - ☐ Current TOC/joint operations center (JOC) location/alternate TOC/JOC/rally point(s).
  - ☐ Host nation (HN) point of contact (POC) (as required).
  - ☐ Restrictions/hazards/bug-out plan.
  - ☐ Communications/secure or unsecure radios/communications plan.
  - ☐ Flying schedule.
  - ☐ Priority of work.
  - ☐ Accountability.
  - ☐ Public affairs (PA) posture.
  - ☐ Water/food/bathrooms.
  - ☐ Medical.
  - ☐ Safety/weather.
  - ☐ Personal protective equipment (PPE)/seatbelts.
  - ☐ Joint mindset (as required).
- ☐ PERSCO (after arrival):
  - ☐ Inprocessing/accountability.
  - ☐ Customs/immigration process.

Assessment Team Execution Brief (3 of 3)

Table A4.30. AT to Main Body Functional Handover Checklist

☐ Contingency response element (CRE) commander. ☐ Updated intelligence. ☐ Stoplight chart review. ☐ Host nation (HN) contact information and support. ☐ Upcoming schedule. ☐ Weather. ☐ Public affairs (PA) posture.
☐ Airfield operations. ☐ Airfield status.
☐ Civil engineering/contracting. ☐ Runway/ramp status. ☐ Beddown area status. ☐ Logistical support required. ☐ Port operations.
☐ Security forces. ☐ Force protection posture. ☐ Initial force protection plan.
☐ Communications. ☐ Communications equipment status. ☐ Brief current communication card. ☐ Higher headquarters (HHQ) contact information.
☐ Loadmaster/operations expeditor. ☐ Parking ramp. ☐ Cargo yard.
☐ AT commander. ☐ As required.

Table A4.31. HN Integration/First Contact Checklist

- ☐ Meet and greet and coordinate approval to download personnel/equipment from aircraft.
  - ☐ Exchange contact information.
  - ☐ Who from the host nation (HN) is allowed on the ramp/airfield and what authorizes them to be there (in order to validate who they are).
- ☐ Big picture exchange of information.
  - ☐ Security posture of HN forces.
  - ☐ Current security situation.
  - ☐ Airfield/aerial port of debarkation (APOD).
    - ☐ Any boundary restrictions?
    - ☐ Other restrictions? Entry/exit to airfield?
    - ☐ Who has control of the field/airspace (senior airfield authority [SAA])?
    - ☐ Dig permit and can we drill on runway/ramp?
    - ☐ Aircraft rescue and firefighting (ARFF).
    - ☐ Facilities (can we use any buildings/field resources).
    - ☐ Security requirements/coordination required to assess outside of the airfield/APOD?
    - ☐ Required support (as required).
      - ☐ Latrines/wash stations.
      - ☐ Hygiene.
      - ☐ Trash.
      - ☐ HN meetings/any schedule that we need to know about?
      - ☐ HN aircraft and their schedule?
      - ☐ Translators available?
      - ☐ Water (where is the closes available potable water source that we can use?
      - ☐ Food (any food services that we might contract for?). Coordinated during MPC.
      - ☐ Power (can we tap into the local power on the field?). Coordinated during MPC.
      - ☐ Fuel (closest fuel point)
- ☐ Infrastructure.
  - ☐ Vehicles/ materials handling equipment (MHE) availability.
  - ☐ Contract shower trailers.
  - ☐ Hardening resources.
    - ☐ Concertina wire (c-wire).
    - ☐ Sandbags.
    - ☐ Plywood.
    - ☐ Barriers.
- ☐ Foreign nation (FN) and local area.
  - ☐ Dig permit for FN.
  - ☐ Any off limit areas outside the airfield?
  - ☐ HN security available for route security?
  - ☐ Is the local economy mainly cash or card? (local currency).
  - ☐ Nearest significant town for possible support via local procurement?

HN Integration/First Contact Checklist

Table A4.32. Typical Requests for Information

- ☐ Mission planning (upon release of an order or voice command [VOCO]).
  - ☐ Higher headquarters (HHQ) battle rhythm/mission planning process (to get AT mission planners synchronized).
  - ☐ Command relationships of assessment team (AT) forces.
  - ☐ Direct liaison authorized (DIRLAUTH) approval.
  - ☐ Contact information for HHQ/supported combatant commander (CCDR)/joint task force (JTF)/ US Embassy Regional Security Officer (RSO)/etc.
  - ☐ Chapter 3 approval required?
  - ☐ Expectation of senior airfield authority (SAA).
  - ☐ Has the combatant command (COCOM) conducted a security assessment (threat working group [TWG]) of the airfield and the surrounding areas? If so, what is the assessment of the host nation forces/police security the airfield? Is there a point of contact (POC)?
  - ☐ Throughput requirement and expected aircraft with airflow.
  - ☐ Supported unit/user.
  - ☐ Any restrictions/limitations on contingency response (CR) forces (i.e., max boots on ground [BOG]).
  - ☐ Nonsecure Internet Protocol Router Network (NIPRNET) versus SECRET Internet Protocol Router Network (SIPRNET) for reports and other documentation to HHQ.
  - ☐ Public affairs guidance.

- ☐ Airfield/APOD arrival:
  - ☐ Where can the contingency response group (CRG) AT beddown life support area (LSA)/CRG/follow on forces beddown (LSA)?
  - ☐ Request permission to conduct airfield pavement evaluation (drilling required).
    - ☐ 1.5 inch holes will be drilled through pavement surface.
    - ☐ All holes will be filled with fast setting concrete material.
    - ☐ Number of tests range from about 3 to 25, based on airfield size.
  - ☐ Request 24-hour unescorted access to all airfield surfaces to conduct evaluation.
  - ☐ Will airfield manager or control tower be able to provide radio and/or access to controlled movement areas? Otherwise, can we program our radios to air and ground control frequencies?
  - ☐ Request permission to contact host base functional area experts (airfield manager, security, customs, air traffic control (ATC), crash, fire, and rescue (CFR), contracting, and airfield maintenance/engineering).
  - ☐ What is the status of the airfield, runways, taxiways, and ramps?
  - ☐ Are there any unusable area of the airfield where construction exists?
  - ☐ Has the airfield been attacked with chemical or biological weapons?
  - ☐ What are the current CFR capabilities of the airfield?
  - ☐ Is there a local fuel source available for generators, aircraft and/or vehicles?
  - ☐ Is there a functioning local electrical water/power source?
  - ☐ Request expedited customs/immigration support.
  - ☐ Permission to establish an ATC liaison in the host nation tower for increased airflow, communication with ground support.
  - ☐ Extended airfield operating hours (24/7)—US Forces will augment.
  - ☐ Snow removal, sweeper, navigational aids (NAVAID) emergency repair, ATC, etc.
  - ☐ Billeting.
  - ☐ Medical POCs/facilities.
  - ☐ Fuel/contracting support.
  - ☐ Location we can ground the generator.

Table A4.33. TOC Emergency Evacuation

- ☐ Missing planning:
  - ☐ Determine alternate tactical operations center (TOC) location. Should be outside a 100-meter radius.
  - ☐ If available, locate communications equipment at both primary and alternate TOC locations.
  - ☐ Brief all personnel on evacuation procedures and alternate TOC location.
- ☐ Upon notification of evacuation orders:
  - ☐ Ensure TOC is free of unexploded explosive ordnances (UXO).
  - ☐ Determine damage forcing evacuation (e.g., bomb, UXO, fire, chemical).
  - ☐ Assist wounded (if applicable).
  - ☐ Notify contingency response group (CRG)/contingency response element (CRE) commander of intentions.
  - ☐ Prepare for evacuation.
    - ☐ Gather all classified/sensitive information/equipment.
    - ☐ Ensure to take all critically identified equipment.
    - ☐ Take all pertinent data (e.g., laptops, events log, air tasking order [ATO], special instructions [SPINS]).
    - ☐ Zeroize all crypto equipment (as required).
    - ☐ Notify all contingency response (CR) force personnel of the move. For UXO threats, do not use radios until at least 100 meters clear of primary TOC.
  - ☐ Ensure all TOC personnel evacuate to preset alternate location.
- ☐ Upon arrival at alternate location:
  - ☐ Ensure communications capability is established.
  - ☐ Notify higher headquarters (HHQ) and applicable host nation (HN)/airfield personnel.
  - ☐ Conduct 100 percent accountability of CR force personnel.
  - ☐ Inventory and secure classified/sensitive information.
- ☐ Log all actions in the event log.
- ☐ Complete any reports as required.
- ☐ Monitor situation and await clearance to return to primary location.

Table A4.34. Handoff Checklist for Seizure Force to CR Force

A. Priority 1
1. Situation report (SITREP) (e.g., threat environment, location of the enemy, condition of the airfield or landing zone, sustainment requirements). ☐ If yes, do you need additional support to complete the mission?
2. Location of friendly forces. ☐ What are fields of fire?
3. Status of the runway/landing zone. ☐ Has the airfield been damaged by the operation?
4. Established base defense operations center (BDOC) or joint operations center (JOC)?
5. Sensors. ☐ Ask if not part of the seizure force. ☐ Base expeditionary targeting and surveillance system-combined (BETSS-C). ☐ Aerostat.
6. Configuration/location of seizure force airfield security forces. ☐ What are the fields of fire?
7. How can we best integrate with your forces?
8. Signal operating instructions (SOI). Ask if not part of the seizure force. If part of the joint planning process, these would be known. Only if operations security (OPSEC) is breached would they require a change. ☐ Challenge/password. ☐ Near/far recognition. ☐ Running password. ☐ Number combination.
9. Location of casualty collection/evacuation point.
10. Ground communication status. ☐ Conduct a communications check on frequency modulation (FM) nets (As required, if not part of the seizure force. Should be completed prior to operation commencement if part of the seizure force).
11. Team notification of threats to the airfield (e.g., while conducting assessment).
12. Deconflict Army Airspace Command and Control of airspace over airfield/landing zone (LZ). ☐ Where/what are the capabilities of artillery and mortars in the airfield environment? ☐ What are their standard operating procedures (SOP) for firing? ☐ What is the command net frequency? ☐ How do we deconflict fires with inbound/outbound aircraft? ☐ Who is the fire direction officer? ☐ Who is the fire support officer?
Handoff Checklist for Seizure Force to CR Force (1 of 2)

B. Priority 2
1. Rules of engagement (ROE) changes (if any).
2. Seizure force logistical support requirements.
3. Established traffic control points. ☐ If no, establish traffic control points.
4. Vehicle-parking plan (airfield).
5. Environmental concerns. ☐ If yes, determine locations.
C. Priority 3
1. Type and number of stay-behind forces. ☐ Commander. ☐ Noncommissioned officer (NCO) in charge. ☐ Follow-on forces. ☐ Time allotted on the objective? ☐ Command relationship (Army/Air Force).
2. Additional SITREP points of contact. ☐ Force protection. ☐ Civil engineering. ☐ EOD. ☐ Communications. ☐ Airfield operations (STS).
3. Additional information. ***NOTE:*** After coordination is complete and conditions on the battlefield are appropriate, notify the brigade combat team (BCT) commander or designated representative (i.e., S3 or XO) of CR force team operations.
CR Force Post Airfield Assessment Actions/Guidelines for BHO
1. Establish CR force TOC.
2. Verify communications connectivity between CR force TOC and seizure force JOC/TOC.
3. Are necessary repairs complete?
4. Determine seizure force augmentee requirements: ☐ Is an additional security detachment required to augment Phoenix Fist? ☐ Are additional seizure force augmentees required to service on-load/off-load organic service aircraft?
5. CR force assumes airfield management/SAA authority over airfield/LZ.
6. Conduct BHO of airfield internal security from seizure force to CR force security forces.
7. Establish ATC/STS hand over.
Handoff Checklist for Seizure Force to CR Force (2 of 2)

Table A4.35. Transition of CR Forces to Follow-On Forces Checklist

Functional Area	Checklist Item	Go	No Go
Aerial Port			
Air Terminal Operations Center (ATOC)	Did you brief location of ATOC and in-transit visibility (ITV)/radio frequency (RF) identification tracking tags setup?		
	Did you provide flight line grid map with locations and base maps for cargo handling crews and porters?		
	Did you identify any hazardous work areas (e.g., construction, contamination, poor lighting)?		
	Is the follow-on force aware of vehicle traffic flow plan and vehicle disbursement locations?		
	Did you show where vehicles are refueled?		
	Did you brief who and/or where vehicle maintenance will be performed?		
	Did you provide information on cargo yard/airfield driving restrictions?		
	Is there an on-site arrival/departure airfield control group (A/DACG)? Has point of contact (POC) for the A/DACG been briefed?		
	Did you physically show location of A/DACG operations/personnel?		
	Did you explain procedures of host nation (HN) customs and agriculture requirements?		
Passenger Processing	What is the established location for the passenger baggage holding area?		
	Where is the established passenger terminal and what is the capacity?		
Cargo Handling	Did you verify if the follow-on force has their own equipment and what materials handling equipment (MHE) will they additionally require?		
	Did you identify location and layout of marshaling yard and hazardous cargo area?		
	Where is the established location? What is the cargo yard capacity? Evaluate cargo yard lighting requirement.		
Maintenance			
Transition Checklist (1 of 9)			

Aircraft	Brief foreign object damage (FOD) walk area of responsibility.		
	Brief average daily flying schedule and aircraft types encountered.		
	Discuss aircraft bug-out/dispersal plan for emergency.		
	Discuss aircraft ground support equipment dispersal plan.		
	Discuss vehicles/aerospace ground equipment (AGE) hardening plan.		
Vehicle	List all vehicles available by type: # operational, # vehicles deadlined for parts (VDP).		
	Temporary mission support kit (TMSK)/parts and supplies/ equipment on hand.		
	Facility (work/storage areas) and vehicle locations.		
Aerospace Ground Equipment (AGE)/Power Production	Inform incoming civil engineering (CE) forces of power distribution.		
	Provide tent layout to CE.		
Command and Control			
General	Nonsecure Internet Protocol Router Network (NIPRNET) account.		
	SECRET Internet Protocol Router Network (SIPRNET) account.		
	Global Decision Support System 2 (GDSS2) account.		
	What is the procedure to review and distribute air tasking order (ATO)/airflow information? Does the follow-on force have means to receive and publish: notices to airmen (NOTAM), special instructions (SPINS), ATO, and air space control order (ACO)?		
	Are there brevity codes in use?		
	Is there an established situation report (SITREP)/operational report (OPREP)/serious incident report (SIR) distribution list? Is there tenant headquarters commander's critical information requirement (CCIR)?		
Transition Checklist (2 of 9)			

General (continued)	Have you ensured secure/unsecure communication capability between aircrews and base operations?		
	Have you introduced incoming leadership to HN or ground force commander, local dignitaries, etc.?		
	Have you passed out hot cargo procedures and area (electronic and hard copy)?		
	Command and control procedures status briefed.		
Communications			
General	Have you established contact with the theatre frequency management personnel?		
	If equipment is left behind as part of the turnover, have steps been taken to ensure replacements are available to the contingency response group (CRG)?		
	Are there multiple communication nets, frequencies, call signs? Is there an established base phone directory and dialing system for external dialing?		
	Have you provided gaining forces with communication checks to ensure their systems are operational?		
	Is there an established communications security (COMSEC) storage area and COMSEC changeover schedule?		
	Is the air traffic control tower equipped with blue force tracking systems?		
	Are there any specific transmitter areas that require identification and avoidance to protect against adverse health effects from exposure to RF radiation?		
	Is there an emergency broadcast system for base notification?		
	Communication briefed.		
	Identify/notify follow on forces of any required COMSEC keys/material needed to support mission requirements.		
Radio Frequency (RF) Transmissions	Have you established contact with the theatre frequency management personnel?		
	Are there multiple communication nets, frequencies, and call signs?		
	If equipment is left behind as part of the turnover, have steps been taken to ensure replacements are available to the CRG?		
Transition Checklist (3 of 9)			

Deployable Networks	Establish a POC with the follow-on communications unit to ensure parallel services are available. Identify/notify follow on forces of any required software/applications needed to support mission requirements		
PERSCO			
General	Have you developed a plan for the personnel/administrative team reception, in processing, orientation, beddown, and work area set up?		
	Have reception procedures and arrival briefings been established for incoming personnel?		
	Have you explained daily battle rhythm to the personnel/administrative team?		
	Have you provided a report with current personnel strength, status of personnel, and casualties?		
	Have you familiarized the team with inbound and outbound personnel procedures?		
	Have established a personnel/administrative operations center?		
	Have you handed over relative administrative orders?		
	Personnel/administrative hand over.		
Logistics			
Petroleum, Oils and Lubricants (POL)	POC headquarters.		
	Proposed fuel storage/forward area and refueling point (FARP)/refueling maintenance (RFM)/hot or cold pit locations.		
	Fuel grade and contact for fuel contract/source.		
	Testing analysis location.		
	Is there a hazardous materials storage and disposal plan? Is there a hazardous materials POC.		
Supply	Headquarters supply/logistics POC.		
	Discuss the supply account /Department of Defense activity address code (DODAAC).		
	Discuss supply facility/storage areas.		
Transition Checklist (4 of 9)			

Supply (continued)	Ensure all classified materials are handled in accordance with applicable regulations.		
	Review communication outage procedure, including necessary work-arounds with communications personnel.		
	Obtain letters of authorization for classified/COMSEC equipment.		
	Discuss where radio nets and telephones are located.		
	Introduce contracting officer.		
	Assume control over supply war reserve materiel (WRM)/readiness spare package (RSP).		
	Discuss transport of property.		
	Ensure equipment is in deployment status.		
Logistics Plans	Work with CRG unit deployment manager (UDM), wing installation deployment readiness cell (IDRC), and higher headquarters (HHQ)/numbered air force (NAF) Joint Operation Planning and Execution System (JOPES) personnel to build both a deployment and redeployment time-phased force and deployment data (TPFDD). Unit type code (UTC) information is needed in advance; a month or two in advance would be optimum to prevent mission delays.		
	Identify deployed liaison and establish lines of communication.		
	Load plans are needed for airlift. This task will be accomplished by exporting the Integrated Computerized Deployment System (ICODES) logistics module (LOGMOD) file and sending the file to the CRG load planners.		
	If resupply is needed, unit line numbers (ULN) will need to be built in coordination with the JOPES personnel. Communication with a deployed liaison is vital to the reception of the requested cargo and/or personnel.		
Intelligence			
General	Have you liaised with follow-on intelligence personnel and passed all pertinent threat data, assessments, and intelligence?		
	Have you ensured handover of all local contacts and necessary imagery, charts, and data reference systems?		
Transition Checklist (5 of 9)			

General	Have you ensured all classified material and COMSEC is secure at all times?		
	Have you ensured the establishment of a secure working environment to include controlled entry access lists and classified connectivity?		
	Have you established intelligence personnel roles and reporting requirements once handoff complete?		
	Intelligence hand over complete.		
Civil Engineering			
CE	Contact follow-on forces for initial handoff coordination/meeting.		
	Have you passed off the airfield pavement evaluation?		
	Have you identified hardened facilities/bunkers? Do these facilities need construction or repair/enhancement?		
	Have you provided an events log to emergency management?		
	Have you identified portable latrines on hand with HN (office of collateral responsibility [OCR]: contracting)?		
	Have you briefed about the refuse/waste water disposal coordination with HN (OCR: contracting)?		
	Do we have contaminated waste that needs disposed of? If so, identify location and amount.		
	Have you ensured potable water point coordination with incoming team (OCR: public health/bioenvironmental engineering)?		
	Have you briefed status of local environmental laws and procedures?		
	Have you briefed incoming team on status of digging permissions?		
	Have you briefed about HN commercial power availability?		
	Have you ensured incoming team has a fuel source for generators (OCR: POL)?		
Transition Checklist (6 of 9)			

CE (continued)	Have you briefed HN chemical, biological, radiological, and nuclear (CBRN) capabilities?		
	Have you briefed HN explosive ordnance disposal (EOD) capabilities?		
	Have you briefed local crash, fire, and rescue (CFR) capabilities?		
	CE hand over complete.		
Medical			
General	Debrief follow-on medical team on common disease, nonbattle injuries, and severe injuries encountered.		
	Debrief public health and bioenvironmental engineering personnel on current conditions and work requirements at the airfield.		
	Provide inspection and sampling information.		
	Provide plans for corrective measures as needed.		
	Pass on all medical specific site intelligence.		
	Debrief host nation medical support capabilities, location, and air evacuation transportation.		
	Brief incoming medical teams on casualty collection points for the base facilities.		
	Provide medical team with the base approved mass casualty event plan.		
	Provide medical team orientation to medical evacuation and casualty evacuation locations.		
	Provide medical team the logistic resupply chain.		
	Complete a controlled medication inventory.		
	Medical hand over.		
Contracting			
General	Provide as much information as possible about upcoming deployment (e.g., location, requirements, funding).		
	Advise incoming contracting personnel on requirement validation process to eliminate potential fraud and waste.		
Transition Checklist (7 of 9)			

General (continued)	Are contracting personnel familiar with any blanket purchase agreements?		
	Have you familiarized contracting personnel with petty cash accounts?		
	Are there any pending purchase/delivery orders?		
	Are there any pending or open contracts?		
	Did you review all obligated/contracted funds requests?		
	Did you review procurement registers/logs?		
	Did you review pending claims/request for equitable adjustments as part of contract modifications?		
	Is there a list of contracts requiring closeout?		
	Did you familiarize incoming contracting officer with facility locations?		
	Did you brief contracting officers on contractor access to base camp procedures (if applicable)?		
	Have you accomplished a review of force protection measures for petty cash and portable funds?		
	Did you turn over vendor list and 24-hour emergency vendor source list?		
	Contracting hand over.		
Finance			
General	Have you received cash from outgoing pay agent on DD Form 1081, *Statement of Agent Officer's Account* and count all currency?		
	Have you confirmed serial numbers of marked bills with outgoing pay agent?		
	Has the outgoing pay agent turned in all documents and vouchers for agent final turn in?		
	Have you been briefed by outgoing paying agent on local customs of vendors and recurring monthly vendor payments?		
Transition Checklist (8 of 9)			

General (continued)	Have you been briefed by outgoing paying agent on antirobbery procedures, code word, and security forces call sign?		
	Pay agent hand over.		
Transition Checklist (9 of 9)			

Table A4.36. Airfield Operations Transfer of Authority

General Airfield Information
☐ International Civil Aviation Organization (ICAO) designation.
☐ Coordinates.
☐ Field elevation.
☐ Airfield imagery/diagrams.
☐ Runways: ☐ Designation. ☐ Length/width. ☐ Markings/lighting. ☐ Pavement classification number (PCN)/weight bearing capacity. ☐ Obstructions/obstacles.
☐ Taxiways: ☐ Designation. ☐ Length/width. ☐ Markings/lighting. ☐ PCN/weight bearing capacity. ☐ Obstructions/obstacles.
☐ Aprons/parking areas: ☐ Designation. ☐ Dimensions. ☐ Marking/lighting. ☐ PCN/weight bearing capacity. ☐ Obstructions/obstacles.
☐ Approach lighting systems.
☐ Available navigational aids (NAVAIDS): ☐ Location. ☐ Type. ☐ Identifier. ☐ Frequency.
☐ Closed/unusable sections of airfield.
Airfield Operations Transfer of Authority (1 of 5)

☐ Arresting gear.
☐ Hazardous cargo parking.
Ground/Vehicle/Aircraft Movement
☐ Aircraft parking plan/spot restrictions.
☐ Controlled movement area (CMA) locations: ☐ CMA procedures.
☐ NAVAID/precision approach critical areas.
☐ Vehicular call signs.
☐ Emergency vehicle operations.
☐ Aircraft taxi routes/restrictions.
☐ Aircraft towing requirements.
☐ Airfield maintenance (e.g., mowing, sweeper).
☐ Transient alert services.
☐ Hot pit refueling areas.
☐ Engine run/test locations.
Air Traffic Control
☐ Terminal area airspace: ☐ Classification. ☐ Dimensions. ☐ Special use airspace. ☐ Minimum sector altitude (MSA).
☐ Frequencies: ☐ Tower. ☐ Ground. ☐ Approach. ☐ Center.
☐ Visual flight rules (VFR) procedures: ☐ Traffic pattern types. ☐ Traffic pattern altitudes. ☐ VFR reporting points.
☐ Instrument flight rules (IFR) procedures:
Airfield Operations Transfer of Authority (2 of 5)

☐ Arrival procedures/available approaches. ☐ Departure procedures. ☐ IFR reporting points. ☐ Local climb-out procedures. ☐ Missed approach procedures. ☐ Radar handoff procedures.
☐ Adjacent air traffic control (ATC) facilities.
☐ Local airspace authority.
☐ Local aircraft priority.
☐ Breakout procedures.
☐ Opposite direction procedures.
☐ Noise abatement.
☐ Special procedures (e.g., rotary wing, distinguished visitor [DV]).
☐ Weather reporting procedures.
☐ Tower visibility reference points.
☐ Automatic Terminal Information Service (ATIS) procedures.
☐ Facility operating instruction (OI).
☐ Host nation (HN) memorandum of agreement (MOA)/letter of agreement (LOA).
☐ Facility staffing requirements.
Airfield Management
☐ Criteria violations/waiver status.
☐ Airfield check/inspection schedule/information: ☐ Procedures for opening/closing the airfield. ☐ Runway surface condition (RSC)/runway condition reading (RCR) procedures.
☐ Procedures for suspending runway operations.
☐ Notice to airmen (NOTAM) procedures.
☐ Flight plan information.
☐ Prior permission required (PPR) procedures.
☐ Flight information publication (FLIP) availability.
☐ Weight bearing capacity (WBC) waiver procedures.
☐ Bird/wildlife aircraft strike hazard (BASH) information:
Airfield Operations Transfer of Authority (3 of 5)

☐ BASH measures.
☐ Bird watch conditions (BWC) guidelines.
☐ Local wildlife information.
☐ Airfield driver license procedures/penalties:
☐ Airfield construction access.
☐ Snow removal operations.
☐ Anti-ice/deice operations.
☐ Facility OI.
☐ HN MOA/LOA.
☐ Facility staffing requirements.
Weather
☐ Equipment available.
☐ Observation capability.
☐ Forecasting capability.
☐ Condition reporting capability.
☐ Resource protection procedures.
☐ Severe weather procedures.
Emergency Procedures
☐ Aircraft rescue and firefighting (ARFF) information:
☐ Vehicles available.
☐ Personnel/shifts.
☐ Response time.
☐ Contact method and frequency/channel/number.
☐ Primary/secondary crash net procedures.
☐ In-flight emergency (IFE)/ground emergency response procedures.
☐ Arresting gear procedures.
☐ Hot brake procedures.
☐ Jettison/bailout procedures.
☐ Fuel dumping procedures.
☐ Facility evacuation:
☐ Alternate facilities.
Airfield Operations Transfer of Authority (4 of 5)

☐ Emergency locator transmitter (ELT) procedures.
☐ Antihijacking procedures.
Areas of Concern
☐ Force protection: ☐ Man-portable air defense system (MANPAD) threat. ☐ Tactical arrival procedures. ☐ Approach/departure corridor security.
☐ HN limiting factors (LIMFAC)/concerns.
Points of Contact
☐ HN airfield manager.
☐ HN chief controller (CCTLR)/air traffic control (ATC) representative.
☐ Flying unit points of contact (POC).
☐ Combatant command (CCMD) functional contacts.
Airfield Operations Transfer of Authority (5 of 5)

Table A4.37. Redeployment/Roll-Up Plan Timeline Guide

Action	Not Later Than (NLT)	Zulu	Local
Implement/distribute roll up plan.	R - 12		
Notify host nation (HN) representatives.	R - 11		
Coordinate specialists and war readiness spares kit (WRSK) support.	R - 11		
Identify personnel/cargo by load.	R - 11		
Coordinate fuel load.	R - 10		
Establish actual seats available by chalk.	R - 10		
Develop vehicle turn-in plan/schedule.	R - 10		
Marshall non-essential equipment.	R - 10		
Coordinate with 618th Air Operations Center (AOC) for support aircraft.	R - 10		
Publish passenger-processing plan by chalk, location, and time.	R - 8		
Inspect/weigh/mark equipment.	R - 6		
Marshall cargo by chalk.	R - 6		
Final meals and billeting check out.	R - 4		
Work area phase down.	R - 4		
Final crew alerts.	R - 4		
Cargo loading.	R - 3		
Work areas and vehicles cleaned.	R - 2		
Passenger processing/loaded.	R - 1+30		
Last aircraft departs.	R		

Table A4.38. Redeployment/Roll-Up Checklist

Functional Area	Checklist Item	Go	No Go
Aerial Port			
Air Terminal Operations Center (ATOC)	Provide tactical operations center (TOC) with manifests for outbound missions.		
	Provide all load plans for out bound missions.		
	Coordinate with TOC on support airlift requirements.		
Passenger Processing	Process all personnel as required to meet outbound mission timing.		
	Turn in land mobile radios (LMR) to the TOC on demand.		
	Provide baggage collection area for outbound passenger.		
Cargo Handling	Provide equipment marshaling processing area.		
	Turn in LMRs to the TOC on demand.		
	Inspect redeploying equipment for shipment readiness.		
Maintenance			
Aircraft	Brief foreign object damage (FOD) walk area of responsibility.		
	Brief average daily flying schedule and aircraft types encountered.		
	Discuss aircraft bug-out/dispersal plan for emergency.		
	Discuss aircraft ground support equipment dispersal plan.		
	Discuss vehicles/aerospace ground equipment (AGE) hardening plan.		
	Turn-in LMRs to the TOC on demand.		
	Maintenance hand over.		
	Ensure all personnel process through personnel support for contingency operations (PERSCO) and passenger terminal prior to redeploying.		
Vehicle	Reconfigure 25K for airlift (20 to 30 minutes each and defuel as needed).		
	Reconfigure 10K all-terrain (AT) forklift for airlift (cab removal 4 to 5 hours each; weight removal 20 to 30 minutes [C-130]/C-17 no reconfiguration needed); and defuel as needed.		
Roll Up Checklist (1 of 5)			

AGE/Power Pro	Identify/correct broken tents.		
	Replace any broken equipment (e.g., cots, stakes, carbon dioxide testers).		
	Heating, ventilation, and air conditioning (HVAC) units inspected.		
	Generators inspected.		
Airfield Operations			
Weather	Disassemble/pack critical weather equipment.		
	Provide equipment to marshalling/passenger processing area.		
	Inspect redeploying equipment for shipment readiness.		
Air Traffic Control	Acquire most current airfield products for follow-on base.		
	Determine equipment required for air traffic control to include airfield marking and lighting.		
	Resupply batteries, chemical lights, and other consumables.		
	Determine manning requirements at follow-on base.		
Airfield Management	Acquire most current airfield products for follow-on base.		
	Determine manning requirements on follow-on base.		
	Resupply batteries and other consumables.		
Air Traffic Control and Landing Systems (ATCALS)	Post deployment operational check (TO 31R4-2TRN41-6WC-1). Inventory/repack equipment for redeploy.		
Command and Control			
	Ensure communications security (COMSEC) is secured.		
Communications			
Ground Radio	Established contact with the theater frequency management personnel.		
	Changes in frequencies, COMSEC, and call signs (if any), have been relayed to higher headquarters (HHQ).		
Roll Up Checklist (2 of 5)			

SPICE	Notify satellite controller of de-access.		
	Shipper's Declarations for Dangerous Goods (SDDG) created.		
	Create packing lists.		
	Maintain positive control of COMSEC.		
	Obtain Satellite Access Approval (SAA)/Gateway Access Approval (GAA) for new location.		
	Acquire new COMSEC as required.		
	Restock consumable items as required.		
	Ensure that new location is suitable for satellite communications (SATCOM).		
PERSCO			
	Ensure accountability of personnel forward deploying and those that return to base.		
	Based on work rest cycles, develop and brief tent assignments before departing for follow-on base.		
Logistics			
Petroleum, Oils and Lubricants (POL)	Transfer JFDES (fuel support kit), if applicable.		
	Headquarters point of contact (POC).		
	Proposed fuel storage/forward arming and refueling point (FARP)/refueling maintenance (RFM)/hot or cold pit locations.		
	Fuel grade and contact for fuel contract/source.		
	Testing analysis location.		
	Hazardous materials storage and disposal plan.		
	Hazardous materials POC.		
	Turn-in LMRs to the TOC on demand.		
	Ensure personnel process PERSCO and passenger terminal prior to redeploying.		
	POL hand over.		
Roll Up Checklist (3 of 5)			

Supply	Headquarters supply/logistics POC.		
	Discuss the supply account/Department of Defense activity address code (DODAAC).		
	Discuss supply facility/storage areas.		
	Ensure all classified materials are handled in accordance with applicable regulations.		
	Review communication outage procedure procedures, including necessary work arounds with communications personnel.		
	Obtain letters of authorization for classified/COMSEC equipment.		
	Discuss where radio nets and telephones are located.		
	Assume control over supply war reserve materiel (WRM)/readiness spares package (RSP).		
	Discuss transport of property.		
	Average resupply time from USAF depots.		
	Lateral support from other USAF bases.		
Intelligence			
	Ensure remaining forces have available intelligence.		
Civil Engineering			
	Acquire most current airfield products for follow-on base.		
	Determine equipment required to assess follow-on base.		
	Resupply batteries, caulking, and other consumables.		
Medical			
	Inventory and repack all unit type code (UTC) FFGR1 medical equipment assets according to the pack-out list.		
	Reconstitute any shortage prior to deployment to new site (either from resupply chain or from follow-on medical team).		
	Relay all potential mission-impacting shortfall information and recommendations on resolving shortfalls to deployed commander before forward deployment.		
	Any hazardous items will require appropriate documentation.		
	Complete a controlled medication inventory.		
Roll Up Checklist (4 of 5)			

	Secure controlled medications.		
	Secure medical records.		
	Secure accountable equipment (e.g., communications, weapons/ammo).		
	All personal gear will be packed in personal bags only (***do not*** pack personal items in UTC FFGR1 asset containers).		
	Maintain medical/trauma response kit for emergency during deployment process.		
Contracting			
	Provide as much information as possible about upcoming deployment (e.g., location, requirements, funding).		
	Set up a requirements validation board (usually squadron commander or above) to eliminate potential waste and procurement of unneeded items.		
Finance			
	Receive cash from disbursing officer on DD Form 1081, *Statement of Agent Officer's Account* and counted all currency.		
	Determine marked bills and wrote down serial numbers of the marked bills.		
	Briefed by disbursing officer on antirobbery procedures, created a code word, and got with security forces for call sign.		
Roll Up Checklist (5 of 5)			

Table A4.39. Reconstitution Checklist

Equipment
☐ Coordinating for weapon cleaning supplies and unit type code (UTC) replenishment.
☐ Coordinating for any materials handling equipment (MHE) required to position equipment.
☐ Ensure all functional are aware of their equipment reconstitution requirements.
☐ Ensure all vehicles/MHE are returned to the sub-motor pool for cleaning and turn-in.
☐ Ensuring all equipment is reconstituted to the satisfaction of the UTC equipment owner.
☐ Verify completed destruction or turn-in of all communications security (COMSEC) materials and/or classified equipment.
☐ Ensure all custodian authorization (CA)/custody receipt listing (CRL) items are signed back in.
☐ Meal, ready to eat (MRE) custodian will return any unused MREs and present a copy of orders for the returning deployment or present cash for purchased meals.
☐ All equipment is reconstituted in a condition suitable for immediate redeployment prior to starting compensatory time off (CTO).
☐ Identify any equipment damage, missing parts, or items that preclude the immediate redeployment of UTC to UTC manager/owner.
☐ Ensure all information technology (IT) equipment is turned into appropriate agency (e.g., computers, iridium, international cellphones).
Personnel
☐ Ensure participation of all available personnel from deployment.
☐ For any reports/forms generated (e.g., after actions report, AMC Form 68, *Aerial Port Movement Log*, airfield survey, pavement evaluation) ensure paperwork is completed and filed.
☐ Turn in all special issue equipment (e.g., ballistic vest, chemical warfare canisters).
☐ Ensure all post deployment actions are accomplished to include but not limited to: ☐ Turn in mobility records and training records. ☐ Inventory, replenish, and store mobility bags. ☐ DD Form 2796, *Post Deployment Health Assessment (PDHA)*. ☐ Inprocess with installation personnel readiness and unit deployment manager (UDM) as required. ☐ Any additional post deployment checklists.
Reconstitution Checklist (1 of 2)

☐ All travel vouchers are completed within five-business days and filed prior to starting CTO.
Reconstitution Checklist (2 of 2)

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Attachment 5

QRC FOR ASSESSMENT TEAM

A5.1. Airfield Operations. The airfield operations officer is assigned to the airfield AT to determine the suitability of a designated airfield environment (see **Chapter 5**, Airfield Survey and Assessment). This assessment includes air traffic control capabilities, airspace, navigational aids, and airfield criteria. The operational environment and anticipated mission for which the airfield will be used will determine the airfield criteria to apply (e.g., Air Force Class B, International Civil Aviation Organization (ICAO), North Atlantic Treaty Organization (NATO), LZ). The AT primarily assesses airfields as LZ as these requirements are less restrictive than those used for established airports and allow for expedient operation in austere environments.

A5.1.1. Runway Assessment. The assessment of the runway is of critical importance to the airfield's ability to support follow-on operations. Part of the runway assessment is the establishment of the landing threshold and the associated runway clear zone and approach-departure clearance surface. During an assessment, the runway might not be clearly defined if operating on a semi-prepared or unimproved surface or when the AT is configuring an improved airfield into an LZ where the established runway does not conform to the dimensions of the new LZ. This attachment is meant to demonstrate a technique for assessing a C-130 or C-17 LZ runway. The processes described below are advisory in nature only and do not replace thorough study of guidance and directives, however, the techniques used should provide a baseline for instruction.

A5.2. References. Guidance for LZs designed for C-130 and C-17 aircraft can be found in Unified Facilities Criteria (UFC) 3-260-01, *Airfield and Heliport Planning and Design*, Chapter 7, Landing Zones for C-130 and C-17. Guidance for helicopter landing zones (HLZ) and light tactical fixed wing (LTFW) aircraft can be found in AFI 13-217_AFSOCSUP, *Drop Zone and Landing Zone Operations*. This list of sources is not all encompassing to complete an airfield assessment and should be supplemented by the appropriate guidance.

A5.3. Establishing the Runway Threshold. The position of the landing threshold determines the dimensions of the LZ runway and affects the suitability of the airfield imaginary surfaces, thus, great care should be taken to ensure all minimum criteria are met (as defined in UFC 3-260-01, Table 7-1, Runways for LZs). Displacing the threshold is a valuable technique to bring other factors into compliance (e.g., glide slope ratio) as long as the length and width requirements for the particular aircraft are still valid. Additionally, a 300 foot overrun made of the same material as the runway is required (i.e., if the runway is made of stabilized soil, the overrun must also be made of stabilized soil). This can lead to the threshold not being colocated with the edge of a prepared surface. Refer to UFC 3-260-01, Table 7-5, Overruns for LZs for overrun criteria.

A5.4. Assessing the Runway End Clear Zone. The runway end clear zone is a critical safety of flight zone designed to protect aircraft from obstacles short of the runway threshold. Report any obstacles located in the clear zone during the airfield assessment. Refer to UFC 3-260-01, Table 7-7, Runway End Clear Zone for LZs and Figure 7-1, LZ Primary Surface End Details for C-130 and C-17 clear zone criteria and AFI 13-217_AFSOCSUP, Table 3.8, LZ Criteria for Air Force Special Operations Command (AFSOC) LTFW Aircraft—Runway End Clear Zone. The clear zone for a C-130 or C-17 landing zone is a trapezoid centered on the extended runway centerline

and begins at the runway threshold. If the threshold is displaced, the clear zone may lie on top of an improved or semi-prepared surface. See **Table A5.1**, Runway End Clear Zone for LZs.

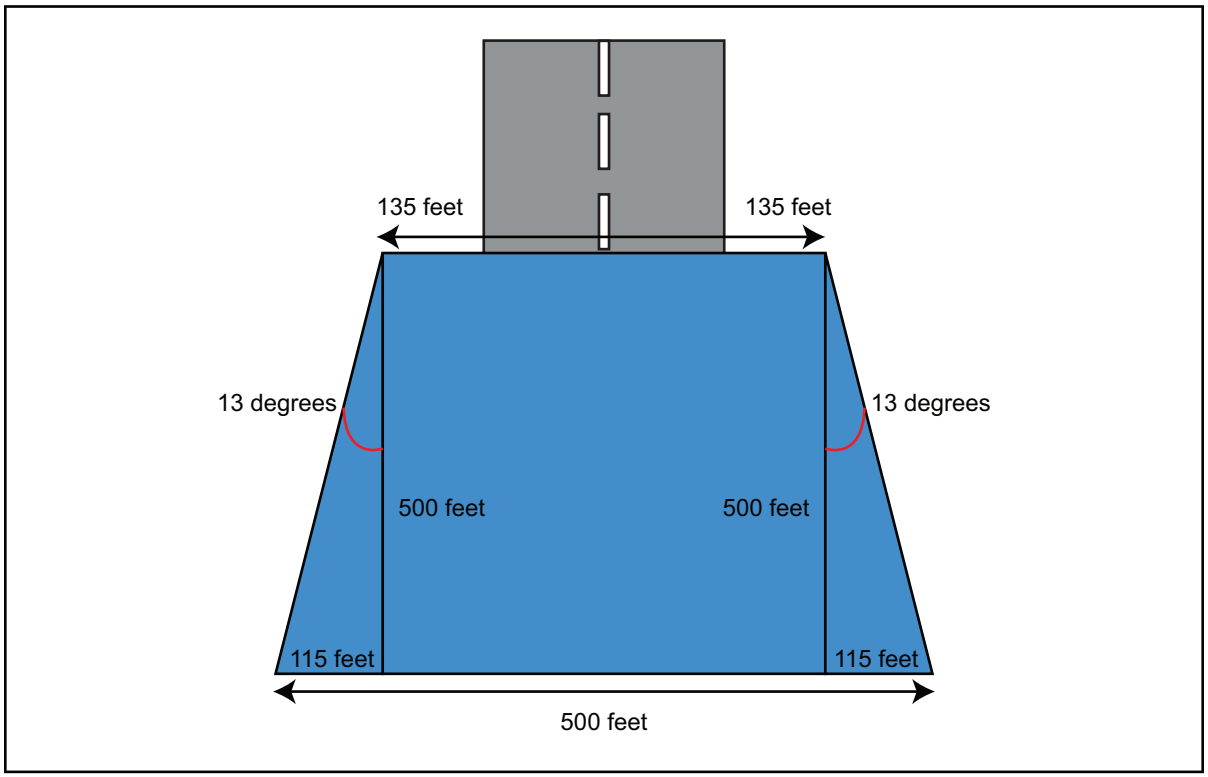
Table A5.1. Runway End Clear Zone for LZs

RUNWAY END CLEAR ZONE FOR LZs						
Item		**Paved**		**Semi-Prepared (Unpaved)**		**Remarks**
No.	**Description**	**C-130**	**C-17**	**C-130**	**C-17**	
1	Length	152.5 meters [m] (500 feet [ft])				Measured along the extended runway centerline; begins at the runway threshold.
2	Width at inner edge	82.5 m (270 ft)	98 m (320 ft)	82.5 m (270 ft)	98 m (320 ft)	
3	Width at outer edge	152.5 m (500 ft)				
4	Longitudinal and transverse grade of surface	Maximum 5.0%				Grades are exclusive for clear zone and are not part of the overrun, but are shaped into the overrun grade. Grades may slope up or down to provide drainage. ***EXCEPTION:*** Essential drainage ditches may be sloped up to 10% in the clear zones. Do not locate the ditches within 23 m (75 ft) of a C-130 runway centerline or within 27.5 m (90 ft) of a C-17 runway centerline. Such ditches should be essentially parallel with the runway. Remove or embed rocks that protrude more than 100 millimeters (mm) (4 inches [in]) above the surrounding grade. Cut tree stumps, brush, and other vegetation (excluding grass) to within 150 mm (6 in) of the ground.

A5.4.1. C-130. To determine the geometry of a C-130 clear zone, begin on the runway centerline at the threshold and measure 135 feet on either side of the centerline (for a total width of 270 feet at the inner edge). Then, measure 500 feet from the runway threshold to

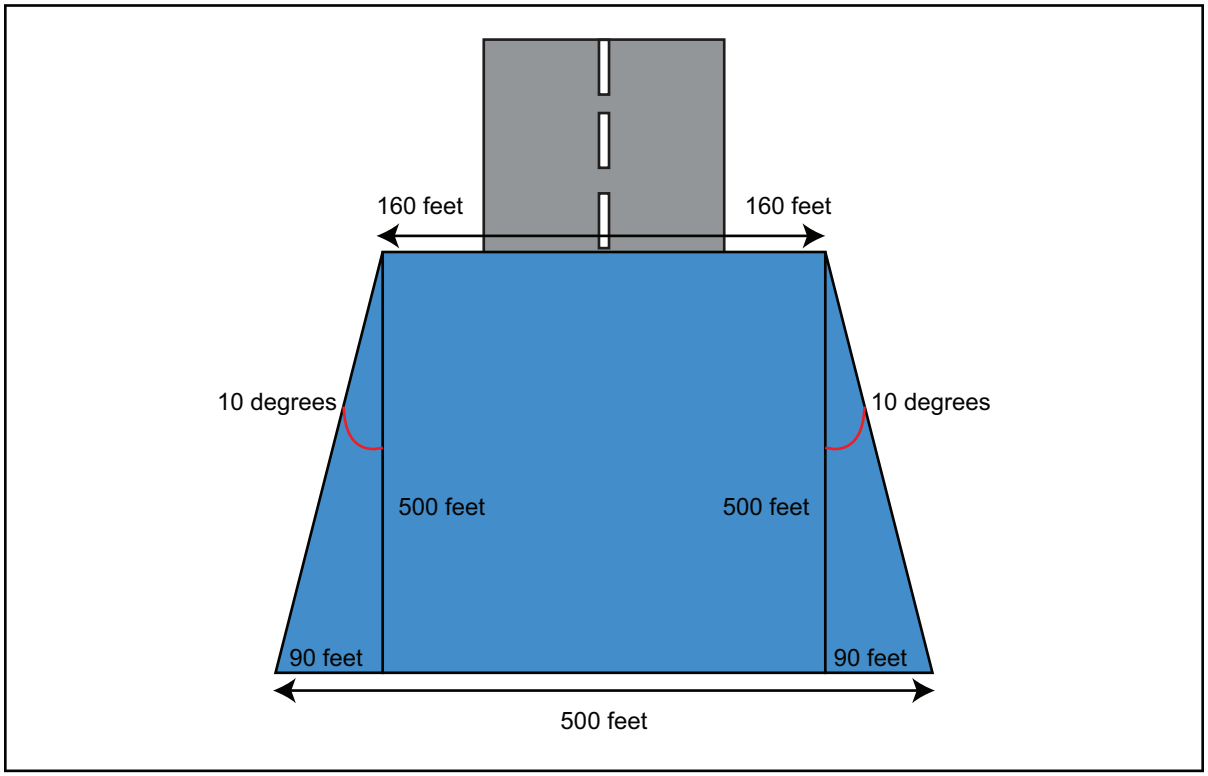
mark the height of the trapezoid. Finally, measure another 115 feet outboard of the runway centerline to establish the diagonal side of the trapezoid. Alternatively, standing 135 feet from the runway centerline, use a compass to measure 13 degrees outboard of the runway heading to plot the diagonal side of the clear zone. The base of the clear zone is 500 feet wide. This is the area that must be protected for C-130 operations. See **Figure A5.1**, C-130 Clear Zone (*Not to Scale*).

Figure A5.1. C-130 Clear Zone (*Not to Scale*)



A5.4.2. C-17. To determine the geometry of a C-17 clear zone, begin on the runway centerline at the threshold and measure 160 feet on either side of the centerline (for a total width of 320 feet at the inner edge). Then, measure 500 feet from the runway threshold to mark the height of the trapezoid. Finally, measure another 90 feet outboard of the runway centerline to establish the diagonal side of the trapezoid. Alternatively, standing 160 feet from the runway centerline, use a compass to measure 10 degrees on either side of the runway heading to plot the diagonal side of the clear zone. The base of the clear zone is 500 feet wide. This is the area that must be protected for C-17 operations. See **Figure A5.2**, C-17 Clear Zone (*Not to Scale*).

Figure A5.2. C-17 Clear Zone (*Not to Scale*)



A5.5. Assessing the Approach-departure Clearance Surface (ADCS). The ADCS is an imaginary plane that protects an aircraft on final to the runway or on initial climb-out. The ADCS is a trapezoid that begins at the termination of the runway end clear zone and is angled to protect the aircraft flight corridor. Any object (man-made or natural) that projects into the ADCS is considered an obstruction and an obstacle to air navigation and must be reported during the airfield assessment. Refer to UFC 3-260-01, Table 7-8, Imaginary Surfaces for LZs and Figure 7-1, LZ Primary Surface End Details for ADCS criteria.

NOTE: The ADCS is not a surface used to establish TERPS. The ADCS is designed to meet the minimum obstacle clearance requirements for aircraft operations.

A5.5.1. ADCS Plane Angle. The angle of the ADCS plane for LZs can be translated into a glide slope ratio (GSR), which is a reportable value on the LZ assessment. The GSR is often the controlling factor for whether the LZ is suitable for use. Each airframe has an associated minimum GSR that must be evaluated against before that aircraft can use the LZ. These values are listed in UFC 3-260-01, Table 7-8 and Figure 7-1 for C-130s and C-17s and AFI 13-217_AFSOCSUP, Table 3.9, LZ Criteria for AFSOC LTFW Aircraft—Glide Slope and Approach Zone for LTFW aircraft.

NOTE: GSR is not the same as an aircraft glide path (which is used in TERPS calculations). The AT does not assess glide path. It may be necessary to communicate this difference on the assessment report.

A5.5.2. C-130 and C-17 ADCS. The ADCS for C-130 or C-17 aircraft is measured from the end of the runway clear zone (500 feet from the runway threshold). The ADSC elevation

begins at the same elevation as the runway threshold. This must be taken into consideration if the elevation at the end of the clear zone is different than the threshold elevation. The beginning width of the ADCS is 500 feet (coincident with the clear zone). The ADCS extends a minimum of 10,500 feet out from the clear zone (with the possibility of extending 32,000 feet if practicable; however, this is not required). To measure the ADCS splay, measure 500 feet from the runway threshold and 250 feet from the extended runway centerline. Use a compass to measure 5.44 degrees outboard of the runway heading. The diagonal this creates is the lateral limit of the ADCS. Only objects that are within the lateral boundary affect the GSR. See **Figure A5.2**, Imaginary Surfaces for LZs, **Figure A5.3**, LZ Primary Surface End Details, and **Figure A5.4**, C-130 and C-17 ADCS (*Not to Scale*).

Table A5.2. Imaginary Surfaces for LZs

IMAGINARY SURFACES FOR LZs						
Item		**Paved**		**Semi-Prepared (Unpaved)**		**Remarks**
No.	**Description**	**C-130**	**C-17**	**C-130**	**C-17**	
1	Primary surface length.	Runway length plus 305 meters (m) (1,000 feet [ft]).				Centered on the runway (includes lengths of clear zones).
2	Primary surface width.	45.5 m (150 ft)	55 m (180 ft)	45.5 m (150 ft)	55 m (180 ft)	Centered on the runway.
3	Primary surface elevation.	See Remarks.				The elevation of the primary surface is the same as the elevation of the nearest point on the runway centerline or extended runway centerline.
4	Approach-departure clearance surface (ADCS) - inner edge.	152.5 m (500 ft).				Measured from runway end.
5	ADCS width at inner edge.	152.5 m (500 ft).				
6	ADCS slope.	35H:1V	20H:1V	35H:1V	20H:1V	Remains constant throughout length.
7	ADCS slope length.	Minimum 3,200 m (10,500 ft).				The desired slope length is 9,733 m (32,000 ft).
8	ADCS width at outer edge.	762 m (2,500 ft) at 3,200 m (10,500 ft) from inner edge.				Width of ADCS is constant from 3,200 m (10,500 ft) to 9,753 m (32,000 ft) from the inner edge.

Figure A5.3. LZ Primary Surface End Details

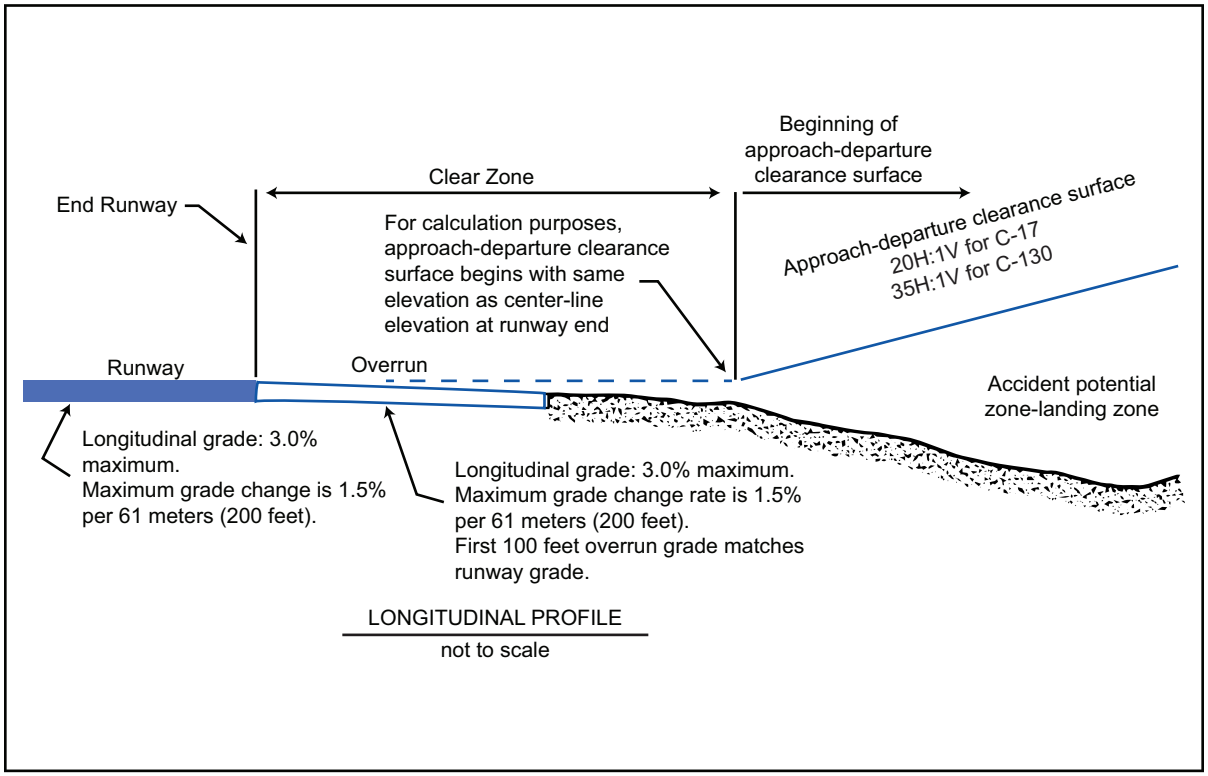
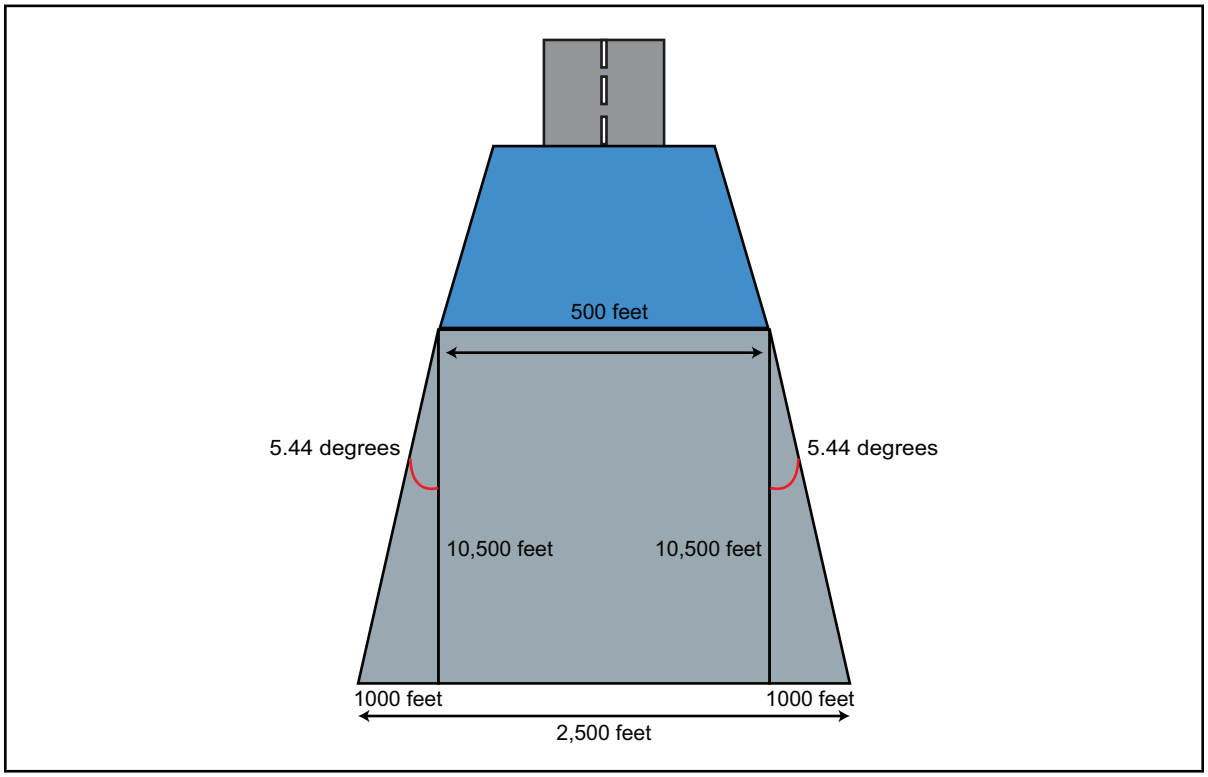


Figure A5.4. C-130 and C-17 ADCS (*Not to Scale*)



A5.5.3. GSR Calculation. The minimum GSR for a C-130 is 35H:1V and the minimum GSR for a C-17 is 20H:1V. The GSR can be calculated by measuring the angle in degrees or percent. See **Table A5.3**, GSR Calculation and **Table A5.4**, GSR Conversion Table for example angle, percent, and ratio calculation. Begin by determining the lateral boundaries of the ADCS. Then, identify the controlling obstacle within the ADCS. To determine if the obstacle is a violation of the ADCS and the minimum GSR for the aircraft using the LZ, lie flat on the ground in line with obstacle to be assessed. Using a clinometer, establish an angle parallel to the ground then measure the deflection to the top of the obstacle (the clinometer will give a reading in percent or angle). Convert the measurement into a ratio to determine the GSR. Alternatively, once the controlling obstacle is determined, measure the vertical height of the object above the runway threshold elevation and the distance between the beginning of the ADCS (500 feet from the runway threshold) and the obstacle.

Table A5.3. GSR Calculation

$$\text{TAN}^{-1}\ \frac{\text{OBSTACLE HEIGHT}}{\text{OBSTACLE DISTANCE}} = \text{Angle of ADCS}$$

Table A5.4. GSR Conversion Table

Glide Slope Ratio	Angle in Degrees	Percent
1:1	45	100
2:1	26.57	50
3:1	18.43	33.33
4:1	14.04	25.00
5:1	11.31	20.00
6:1	9.46	16.67
7:1	8.13	14.29
8:1	7.13	12.50
9:1	6.34	11.11
10:1	5.71	10.00
11:1	5.19	9.09
12:1	4.76	8.33
13:1	4.40	7.69
14:1	4.09	7.14
15:1	3.81	6.67
16:1	3.58	6.25
17:1	3.37	5.88
18:1	3.18	5.56
19:1	3.01	5.26
20:1	2.86	5.00
21:1	2.73	4.76
22:1	2.60	4.55
23:1	2.49	4.35
24:1	2.39	4.17
25:1	2.29	4.00

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AFTTP 3-4.7, CONTINGENCY RESPONSE