BY ORDER OF THE **SECRETARY OF THE AIR FORCE**	**AIR FORCE INSTRUCTION 10-209** **13 MAY 2008** **Operations** **RED HORSE PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness,* and AFPD 10-9, *Lead Command Designation and Responsibilities for Weapon Systems*, and provides directive requirements for the Air Force (AF) Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer (RED HORSE) Program. The training tables described in this publication require frequent update to incorporate lessons learned from MAJCOMs and civil engineer panels. Therefore these tables are maintained on the Air Force Portal/RED HORSE Community of Practice (CoP) to allow for efficient and economical update. Compliance with these training tables is mandatory. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 37-123 (will convert to 33-363), *Management of Records,* and disposed of IAW the AF Records Disposition Schedule located at **https://afrims.amc.af.mil/rds/index.cfm**. The reporting requirement in this publication, **Attachment 2** is exempt from licensing IAW Air Force Instruction (AFI) 33-324, *The Information Collections and Reports Management Program*; *Controlling Internal, Public, and Interagency Air Force Information Collections*. Any information pertaining to RED HORSE can be found on the RED HORSE CoP site at: **https://wwwd.my.af.mil/afknprod/ASPs/CoP/Closed-CoP.asp?Filter=OO-MS-CE-03**. This instruction applies to all AF active duty, AF Reserve, and National Guard RED HORSE units. Submit any recommended changes, clarification requests, or command supplements to Headquarters Air Force Civil Engineer Support Agency (HQ AFCESA/CEXX), 139 Barnes Drive, Suite 1, Tyndall AFB FL, 32403-5319.

SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. This revision includes changing office symbols to the new A-construct. All reference material was validated and changed, if necessary. It was updated to add all the new capability based unit type codes (UTC). It also outlines the location of all mandatory RED HORSE training requirements. Finally, significant changes were made to **Chapter 1**.

Chapter 1

FUNCTIONAL RESPONSIBILITIES

1.1. HQ USAF:

1.1.1. The AF Civil Engineer (HQ USAF/A7C) is responsible for policy and oversight of the AF RED HORSE program, and as the chair of the AF Civil Engineer Readiness Council (CERC), acts on recommendations from the Civil Engineer Readiness Board (CERB) and monitors progress toward readiness goals and objectives.

1.1.2. The Chief, Readiness and Emergency Management Division (HQ USAF/A7CX) is the office of primary responsibility (OPR) for the AF RED HORSE program. HQ USAF/A7CX develops and advocates policies, programs, and resources; reviews long-range CE requirements; and serves as the primary interface with non-Air Force agencies on matters pertaining to RED HORSE.

1.2. HQ AFCESA:

1.2.1. The Commander (HQ AFCESA/CC) is the OPR for technical review and coordination of the AF RED HORSE program.

1.2.2. The Directorate of Readiness Support (HQ AFCESA/CEX) provides technical review and coordination of policies and programs, and reviews long-range requirements in coordination with HQ ACC (Lead Command).

1.2.3. The Expeditionary Engineering Division (HQ AFCESA/CEXX) serves as the functional area manager (FAM) for the Automated Civil Engineer System, Personnel and Readiness (ACES PR) module. Ensures ACES PR agrees with all applicable source documents such as this instruction, allowance standards (AS), and the equipment and supplies listing (ESL).

1.2.3.1. Publishes and maintains the RED HORSE ESL by identifying all individual and team kit requirements to include status of resources and training system (SORTS) reportable criteria for all RED HORSE UTCs in coordination with the Lead Command.

1.2.3.2. Serves as the final approval authority for the ASs.

1.2.3.3. Serves as the OPR for AFI 10-209, *RED HORSE Program* and the *AF CE UTC CONOPS*.

1.2.3.4. Establishes minimum readiness spares package (RSP) standards. Readiness spares package changes should be accomplished/requested at least 12 months prior to fielding new equipment or vehicle assets.

1.2.3.5. HQ AFCESA/CEXX is responsible for updating the training tables listed on the Air Force Portal after changes have been approved by the Air Force Civil Engineer through the corporate readiness process.

1.3. Lead Operating Command Weapon System Manager (HQ ACC):

1.3.1. HQ ACC/A7 serves as lead operating command weapon systems manager for the AF RED HORSE program.

1.3.2. HQ ACC/A7X provides direct oversight of the AF RED HORSE program and mission execution.

1.3.2.1. Develops force structure plans and programs, including UTC development and mobility planning (IAW AFI 10-401, *Air Force Operations Planning and Execution*).

1.3.2.2. Establishes standards, procedures, guidelines and training programs. Assigns training unit responsibilities for all RED HORSE special capability training. Coordinates exchange of unit-prepared lesson plans and training aids. Provides assistance and guidance to MAJCOMs for developing the training unit programs. Approves training schedules.

1.3.2.3. As force provider to the joint force commander, ACC/A7X is the primary advisor for the employment of RED HORSE. Develops and manages Air and Space Expeditionary Force (AEF) rotation schedule.

1.3.2.4. Reviews and recommends changes in ASs that affect RED HORSE units.

1.3.2.5. Participates in equipment and vehicle first-article tests to ensure new equipment meets RED HORSE requirements.

1.3.2.6. Reviews RED HORSE manning status and coordinates manpower actions and staff changes to the manpower standard (Air Force Manpower Standard [AFMS] 4409).

1.3.2.7. Coordinates correspondence involving policies/programs with HQ AFCESA/CEX.

1.3.2.8. Serves as the OPR for the RED HORSE portions of AFI 10-201, *Status of Resources and Training System (SORTS)*.

1.3.2.9. Maintains and publishes the Air Force RED HORSE and Airborne RED HORSE CONOPS.

1.4. CE Corporate Readiness Structure:

1.4.1. CERC. The CERC serves as the approving authority for corporate CE readiness-related programs and requirements.

1.4.2. CERB. The CERB serves as the forum to introduce, review, debate, validate, deconflict and prioritize corporate CE readiness-related programs and requirements.

1.4.3. RED HORSE Panel. The RED HORSE Panel serves as the forum to facilitate communication, and resolve RED HORSE issues that cannot be handled through normal staffing channels. The panel prepares AF positions on RED HORSE issues to present at various AF level meetings, and cross feeds information between commands. It provides recommendations regarding the priority of requirements and programs relating to the specific functional area. The panel will focus on crosscutting RED HORSE training issues to include policy guidance, operations, training, manpower, deployment, and equipment. It encompasses the review, development, coordination, validation, justification, prioritization, and staffing of functional requirements relating to manpower, education and training, vehicles and equipment, and occupational health and safety. The RED HORSE Panel meets before the CERB. HQ USAF/A7CXX and HQ ACC/A7XO co-chair the panel. For further information on the CE corporate readiness structure refer to *The Air Force Civil Engineer Readiness Council, Board and Panels Charter* is located on the CE UTC Management CoP at: **https://wwwd.my.af.mil/afknprod/ASPs/ CoP/EntryCoP.asp?Filter=OO-EN-CE-23**.

1.5. MAJCOMs and ANG with Assigned RED HORSE Units:

1.5.1. Establish a command RED HORSE program to ensure personnel are organized, trained, and equipped to respond to wartime, disaster, and other contingency-related missions.

1.5.2. Supplement this instruction as required to authorize MAJCOM-unique waivers, deviations, or variations allowed by this instruction. Coordinate supplements with HQ ACC/A7X, HQ AFCESA/ CEX, and HQ USAF/A7CX.

1.5.3. Ensure operational and training activities comply with the applicable environmental laws and standards as described in AFPD 32-70, *Environmental Quality*. If a MAJCOM originates or proposes a deployment training project or training exercise, it will ensure the proposed activity is evaluated IAW 32 CFR 989, *The Environmental Impact Analysis Process*. HQ USAF/A7CV must approve any deviations to the environmental impact analysis process.

1.5.4. MAJCOMs serving as Manpower and Equipment Force Packaging (MEFPAK) responsible commands ensure pilot units adjust the logistics details (LOGDET) for RED HORSE UTCs based on approved changes to the ESL IAW AFI 10-401. Pilot units coordinate proposed LOGDET changes with non-pilot units and notify the MEFPAK responsible command FAM and HQ AFCESA/CEXX when coordination is complete. Non-pilot units will ensure the LOGDET matches the approved ESL during the coordination process. Pilot units will not make changes to UTC requirements unless approved through the CE corporate structure.

1.5.5. Develop the Designed Operational Capability (DOC) statement for all units under their control IAW AFI 10-201.

1.5.6. Coordinate allowance change requests (ACR) through the Air Force Equipment Management System (AFEMS) and notify all RED HORSE units of changes to equipment allowance source codes (ASC). Command functionals notify HQ ACC/A4RM of equipment ACRs with AFEMS. Coordination of RED HORSE ACRs is as follows:

1.5.6.1. Unit Equipment Custodian/Customer

1.5.6.2. Pilot Unit

1.5.6.3. Command A4R Functional Managers

1.5.6.4. Command RED HORSE Functional Managers

1.5.6.5. HQ ACC/A4RM

1.5.6.6. HQ ACC/A7X

1.5.6.7. HQ AFCESA/CEXX

1.5.6.8. WR-ALC/LET

1.5.7. Plan, program and budget for RED HORSE requirements. Recommend and advocate for resources through the program objective memorandum (POM) process.

1.5.8. Review and coordinate on applicable AF guidance to include AFI 10-209, AFI 10-201, and the *AF CE UTC CONOPS*.

1.5.9. Report excess assets to MAJCOM/A4RM.

1.5.10. Assign training projects to their units.

1.5.11. Review home station training programs to ensure completeness and relevance to current readiness requirements. Support funding for RED HORSE special-capability training for tasked units.

1.5.12. Designate and tasks unit(s) for sourcing RED HORSE deployment augmentees.

1.5.13. Provide personnel, logistics, and funding support for day-to-day operations.

1.5.14. Ensure units are manned to accomplish requirements in DOC statement.

1.6. The National Guard Bureau (NGB)/A7C:

1.6.1. Provides Federal logistics and funding support through the US Property and Fiscal Officer.

1.6.2. Provides non-mobilized deployment direction for ANG RED HORSE squadrons through the State Adjutants General. **Note:** In peacetime, while they are under control of the states, Adjutants General will provide authority for RED HORSE squadrons to deploy under NGB/A7C direction.

1.7. HQ AFRC/A7X. Provides non-mobilized deployment authority for the AFRC RED HORSE squadrons.

1.8. RED HORSE Squadron Commanders:

1.8.1. Ensure the capability to rapidly deploy to worldwide contingency and natural disaster situations.

1.8.2. Monitor augmentee training reports to ensure individuals are trained and worldwide deployable.

1.8.3. Establish a reconstitution program and appoint a single point monitor for all reconstitutions.

1.8.4. Identify and establish a unit equipment functional check program IAW AFMAN 23-110, *USAF Supply Manual*.

1.8.5. Manage and document all RED HORSE related requirements (training, equipment, etc.) utilizing the ACES PR module. Ensure recorded data in ACES PR is timely and relevant.

1.8.6. Ensure SORTS/AEF Reporting Tool (ART) data is reported IAW AF guidance.

1.8.7. Establish a mandatory unit physical fitness program.

1.9. RED HORSE OPCON:

1.9.1. RED HORSE squadrons are AF-controlled units as described in AFI 38-101, *Air Force Organization*. HQ USAF constitutes and activates RED HORSE squadrons and assigns them to MAJCOMs.

1.9.2. When in garrison, RED HORSE squadrons are under the administrative control of their respective Numbered Air Force (NAF) and the OPCON of their MAJCOM.

1.9.3. During deployments in support of contingency operations, the assigned theater commander of AF forces normally has OPCON of deployed RED HORSE squadrons acting under delegated authority from the unified combatant commander (COCOM) concerned.

Chapter 2

RED HORSE PROGRAM

2.1. RED HORSE Units. RED HORSE directly supports combat air power worldwide. They provide air component commanders a dedicated, flexible airfield and base heavy construction and repair capability, along with many special capabilities that allow the unified COCOMs to move and support missions as the air order of battle dictates. A RED HORSE capability consists of approximately 2,100 short tons of vehicles and heavy construction and support equipment and is capable of being self-sufficient for 30 days and indefinitely upon re-supply.

2.2. CONOPS. RED HORSE squadrons are organized into "building block" UTCs to operate in a hub-and-spoke concept. The concept is to deploy the squadron, including augmentees, to a single area of responsibility (AOR). RED HORSE will establish a hub to centrally and forward-deploy construction teams (spokes) from the hub. The hub manages and supports multiple spoke operations. The number of AORs supported and hubs and spokes opened are determined by COCOM requirements. RED HORSE squadron equivalents will generally be comprised of 8 personnel and 23 equipment UTCs. The Airborne RED HORSE personnel UTCs that are non-traditional CE AFSCs (Fire Emergency Services [FES] [4F9RE], Explosive Ordnance Disposal [EOD] [4F9RC], and EM [4F9RG]) are not included in the standard RED HORSE squadron. Airborne RED HORSE UTCs are comprised of 5 personnel and 5 equipment UTCs. All RED HORSE personnel UTCs are listed in **Table 2.1.** All RED HORSE equipment UTCs are listed in **Table 2.2.** and provide horizontal and vertical construction and specialized capability vehicles and equipment to meet specific taskings.

Table 2.1. Personnel UTCs.

UTC Series	UTC	Title
Advanced Echelon (ADVON) Teams	4F9RC	Airborne EOD Team
	4F9RE	Airborne FES Team
	4F9RG	Airborne Chemical, Biological, Radiological, and Nuclear (CBRN) and EM Team
	4F9RK	Air Insert Engineer Repair Team
	4F9RL (1)	Airborne Engineer Repair Team
	4F9RZ (2)	Site Assessment Team
Hub Teams	4FPRY (1)	Primary Beddown and Command and Control (C2) Hub
	4FPRX (1)	Secondary Beddown and C2 Hub
	4FPRW (2)	Additional Construction Support Element
Construction Teams	4FPRV (3)	Horizontal Construction Team, Large
	4FPRU (4)	Horizontal Construction Team, Small
	4FPRT (4)	Vertical Construction Team, Large
	4FPRS (2)	Vertical Construction Team, Small

2.2.1. RED HORSE squadrons will generally deploy personnel in three echelons (ADVON, Hub, and Construction as depicted in **Table 2.1.**). The three echelons will ideally deploy in the following sequence: ADVON teams consisting of Airborne and/or Site Assessment Teams, followed by the Hub Teams. Finally, Construction Teams deploy individually or in any combination of the Vertical Construction Teams or Horizontal Construction Teams. Individual RED HORSE UTCs may be tasked to support any contingency IAW RED HORSE CONOPS.

2.2.2. Hub operations are self-sufficient with re-supply of consumable items (water, fuel, food rations, construction materials, etc). If hub and spoke operations are collocated they are self-sufficient. Spoke operations are not self-sufficient in any capacity unless collocated with a base operating support provider.

2.2.3. The size and complexity of construction projects drive the number and type of equipment UTCs deployed. **Table 2.2.** lists equipment UTCs and typical employment capabilities. **Table 2.3.** lists deployment response times for personnel and equipment UTCs. Personnel and equipment UTC mission capability statements have detailed information on their capabilities and configuration. A copy can be found on the RED HORSE CoP at: **https://wwwd.my.af.mil/afknprod/ASPs/Users/ confirm.asp?Filter=OO-MS-CE-03**.

Table 2.2. Equipment UTCs.

UTC	TITLE	TYPICAL PROJECT SCOPE
4F9HA	Asphalt Paving Operations	Asphalt roads and taxiways
4F9HB	Concrete Operations	Concrete construction and repair (airfield slabs)
4F9HC	Asphalt/Concrete Milling	Road, runway, apron demolition of surface layer
4F9HD	Med Horizontal Construction	Airfield damage repair, site preparation
4F9HE	Heavy Horizontal Construction	Long taxiway expansions, large munitions storage area construction
4F9HF	Heavy Transport	Moves oversized construction equipment
4F9HG	Heavy Earthwork Scraper	Large earthwork projects (wide area leveling, assault strips)
4F9HH	Directional Drilling	Utility work (water pipe and drainage installation)
4F9HJ	Explosive Operations	Quarry, facility demolition
4F9HK	Water Well Drilling	New wells and well rehab
4F9HL	Crane Support	Support tilt-up, pre-engineered building (PEB) and ultimate building machine (UBM) construction
4F9HM	Vertical Construction	PEBs, tilt-up concrete and insulated concrete form facilities
4F9HN	Automated Building Machine (ABM)/UBM 120 Construction	One UBM facility without re-supply
4F9HP	Overhead Electrical Support	Line truck for high voltage electrical work
4F9HR	ABM/UBM 240 Construction	One large UBM facility without re-supply
4F9HS	Mine Area Clearing Eq (MACE)	Wide area mine clearing for construction purposes
4F9RA	Airborne EOD Team Eq	Team Equipment
4F9RB	Airborne EOD All-purpose Remote Transport System	EOD Robotic Equipment
4F9RD	Airborne FES Team Eq	Team Equipment
4F9RF	Airborne CBRN and EM Team Eq	Team Equipment
4F9RH	Airborne Engineer Repair Team Eq	Team Equipment
4F9RS	Small Vertical Construction Team Eq	Team Equipment
4F9RT	Large Vertical Construction Team Eq	Team Equipment
4F9RU	Small Horizontal Construction Team Eq	Team Equipment
4F9RV	Large Horizontal Construction Team Eq	Team Equipment
4F9RW	Add'l Construction Support Element Eq	Team Equipment
4R9RX	Secondary Beddown & C2 Hub Eq	Team Equipment
4F9RY	Primary Beddown & C2 Hub Eq	Team Equipment

Table 2.3. Response Times (in hours).

PAX ONLY	FULL UTCS	ALL UTCS	UTC
12	12	12	All Airborne (Engineers, EOD, EM, FES and related equipment)
12	16	16	Site Assessment Teams
24	72	72	Primary/Secondary Beddown/C2 Hub Team
24	72	72	Additional Construction Support Team
24	72	96	Horizontal and Vertical Construction Teams
---	48	72	Explosive Operations, Water Well Drilling, MACE, Overhead Electrical Support/Crane Support Equipment
---	72	96	Asphalt Paving Operations, Directional Drilling, Concrete Operations, Medium Horizontal Construction, Heavy Earthwork Scraper, Heavy Horizontal Construction, MACE, Vertical Construction, ABM/UBM 120 Construction, ABM/UBM 240 Construction, Heavy Transport, and Asphalt/Concrete Milling

NOTES:

1. PAX Only: response time for personnel, mobility bags, and weapons.

2. Full UTCs: response time for a single UTC tasked individually.

3. All UTCs: response time for all UTCs tasked simultaneously.

4. Add 24 hours preparation time for ARC personnel.

5. Add 48 hours preparation time for ARC equipment.

6. Response times begin at time of official notification to deploy and end when team is ready to deploy.

7. ARC units aligned with the 554th RHS will have a total of 96 hours (24 hours for recall and 72 hours to prepare for deployment).

2.3. Manpower Requirements. AFMS 4409 is the RED HORSE unit manpower standard. The Civil Engineer Blue Suit Review in conjunction with Defense Planning Guidance determines the total number of RED HORSE squadrons/units and their make up.

2.4. Deployment Augmentees. All augmentees must meet requirements of paragraph **2.5.** Active duty RED HORSE squadrons have a physician and two contracting craftsmen as augmentees. The ARC will be augmented with two contracting craftsmen (6CXXX). RED HORSE MAJCOMs identify deployment augmentees.

2.5. Mission Requirements. All personnel assigned to RED HORSE units, including augmentees, must:

2.5.1. Be worldwide qualified for mobility, able to deploy to locations throughout the world with limited or no medical treatment facilities available. Refer to AFI 48-123, Volume 4, *Medical Examinations and Standards Volume 4—Special Standards and Requirements*, for policy concerning physical profiles.

2.5.2. Be qualified to bear arms and trained IAW AFI 31-207, *Arming and Use of Force by Air Force Personnel.*

NOTE: RED HORSE personnel who become permanently unable to meet these requirements will be returned to a regular CE unit or reclassified according to AFI 36-2101, *Classifying Military Personnel (Officers and Enlisted)*.

2.6. RED HORSE Deployment UTCs. HQ ACC/A7X develops RED HORSE UTCs in coordination with the MAJCOMs. The current description of each UTC is in the *US Air Force War and Mobilization Plan*, Volume 3 (WMP-3) (S). HQ ACC is the designated MEFPAK command.

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

2.7.1. Vehicles. AS 019 defines the RED HORSE vehicle allowances. Active and pre-positioned units require a complement of authorized assets in the continental United States (CONUS) or staged in theater. Deployment vehicles must be managed and reported under AS 019. The AS 019 preface lists each MAJCOM specific AS. AS 023 for ANG, AS 028 for Pacific Air Force (PACAF), AS 029 for ACC, and AS 032 for AFRC. MAJCOM ASs will only be used for base support/training vehicles. Any changes to AS 019 must be processed through HQ AFCESA/CEO/CEX. Vehicles will be managed IAW AFI 24-301, *Vehicle Operations*. Each unit will maintain its vehicle fleet IAW the vehicle authorization listing.

2.7.2. Equipment. AS 429 identifies RED HORSE mobility equipment and training/lesser contingency equipment allowances. Deployable assets are coded as "Use Code A" and Non- deployable assets are coded as "Use Code B."

2.7.3. Individual Items:

2.7.3.1. Standard Mobility Bags. All personnel must have at a minimum a standard A, B, C, and mini-C mobility bag. The RED HORSE A-bag contains more items than the standard A-bag listed in AFMAN 23-110, Volume 2, *USAF Supply Manual*, part 2, chapter 26, section 26F. Changes to mobility bags must be worked via an ESL review with MAJCOM and HQ AFCESA/CEXX approval.

2.7.3.2. Tools and Expendable Shop Equipment. Each shop or functional area determines specific tool requirements not already identified on the ESL to effectively support that echelon's mission. If an item requires an AS the unit must request approval through their MAJCOM and HQ AFCESA/CEXX.

2.7.3.3. Personal Clothing. All personnel must prepare to deploy with the basic clothing requirement. The RED HORSE ESL covers any additional or special clothing allowances.

NOTE: For more information on items listed above go to the RED HORSE CoP.

2.7.4. Communications Equipment. AS 660, Part NH contains communications equipment allowances.

2.7.5. Weapons and Ammunition. Weapons authorizations are in AS 538, Part A. Each UTC deploys with the ammunition loads specified in AFCAT 21-209, Volume 1, *Ground Munitions*, for assigned weapons. All personnel are issued a weapon. All Airborne/Air Insert RED HORSE personnel will

carry a primary duty weapon and an M-9 pistol as a secondary weapon. Equipment/weapons escorts and funds personnel carry an M-9 pistol and follow guidance in AFI 31-207.

2.7.6. Medical Equipment. Medical equipment authorizations are in AS 889.

2.7.7. Readiness Equipment. CBRN equipment allowances are in AS 429, Part DC.

2.7.8. Demolition. Demolition tools and equipment authorizations are in AS 429. Munitions for operational purposes are also in AFCAT 21-209, Volume 2, *Demolition Munitions*. Munitions for training purposes are listed in AFCAT 21-209, Volume 2.

2.8. Special Capabilities. Most special capabilities equipment and vehicles are transportable by C-5 or C-17 aircraft; however, some oversized vehicle and equipment assets require surface transportation. Shop equipment, supplies, and contingency support equipment to support special capabilities may be staged in theater or deployed with the UTC. RED HORSE special capabilities are listed on the RED HORSE CoP as part of the mandatory training requirements.

2.9. Monthly Activity Report and After Action Report (AAR). Monthly activity reports (**Attachment 2**) will be provided by the commander to the parent MAJCOM, employing MAJCOM, and others, as appropriate, monthly while in-garrison and weekly while deployed. In accordance with AF/A7C directives all deployed squadron commanders must submit an AAR through the Air Force Joint Lessons Learned Information System (AF-JLLIS) web-based reporting tool for "After Action Report Builder," no later than 30 days prior to departure from deployed location.

2.9.1. All deployed squadron commanders, Team OICs/NCOICs, and Individual Augmentees are encouraged to submit individual lessons learned as they are implemented during their deployment rather than waiting to consolidate all lessons learned in AARs. HQ AFCESA will immediately act upon and disseminate these submitted lessons learned. Individual lessons learned are submitted on the AF-JLLIS website using the "Add an Observation and Recommendation" form.

2.9.2. Team chiefs and squadron members are also encouraged to submit Lessons Learned as they happen via the "Add an Observation and Recommendation" form on the AF-JLLIS website or through the AF CE Lessons Learned CoP at **https://wwwd.my.af.mil/afknprod/ASPs/CoP/Entry-CoP.asp?Filter=OO-EN-CE-A2.**

2.9.3. Unclassified AARs and "Observations and Recommendations" are submitted via the AF-JLLIS NIPRNET weblink: **https://www.jllis.mil/USAF** and classified items are submitted via the AF-JLLIS SIPRNET weblink: **www.jllis.smil.mil/usaf**.

2.10. Inspections. Active duty squadrons are exempt from Operational Readiness and Unit Compliance Inspections within 120 days of deploying to or redeploying from a contingency operation. ARC RED HORSE squadrons are exempt within 240 days.

Chapter 3

TRAINING

3.1. Purpose. This chapter outlines the minimum training requirements for RED HORSE personnel. RED HORSE training requirements are vetted and approved through the corporate readiness structure (see paragraph **1.4.**). A certain number of personnel in each squadron must remain qualified to perform their duties. Qualification consists of initial and periodic refresher training to maintain proficiency. The training program may be accomplished remotely, in person, in the classroom, on the job, by the lead unit, or by anyone at the discretion of the lead training unit. An effort is made to keep active duty, guard, and reserve requirements equal and attainable.

3.2. Individual Skill Areas. RED HORSE members receive mandatory training IAW requirements listed on the RED HORSE CoP. As a minimum, training must be conducted as often as required by this AFI. Squadrons may choose to train more often at their discretion.

3.3. RED HORSE Special Capability and AFSC Specific Training. RED HORSE lead training units develop special capability training programs, lesson plans, and schedules to support all RED HORSE units (See **Table 3.1.**). The lead training unit must provide a schedule of classes to HQ ACC/A7X by 1 October each year. The schedule will be approved and posted on the RED HORSE CoP. A biannual review of all lesson plans will be conducted by the lead training unit. Lesson plans can be found on the RED HORSE CoP. Lead training units should also research/develop new improved standards/techniques and present them to the RED HORSE panel for review. The training requirements listed on the Air Force Portal/RED HORSE CoP contain specific AFSC training/frequency required for mission capability in each UTC crew (for some UTCs, multiple crews exist within a squadron). For example, pavements milling requires one trained AFSC 3E2X1 per large horizontal team and there are three large horizontal teams, therefore the squadron will have at least three 3E2X1s trained in pavement milling. One person may fill multiple qualifications within the UTC team to which they are assigned.

Table 3.1. RED HORSE Lead Training Units

Lead Training Unit	DSN	Special Capabilities
819th RED HORSE Squadron	632-3537	Deployable Pavement Repair System
		Materials Testing
		Concrete Paving
		Directional Drilling
		Crane Operations
		Emergency Airfield Lighting System

Lead Training Unit	DSN	Special Capabilities
820th RED HORSE Squadron	682-1135	Asphalt Batch Plant
		Concrete Batch Plant
		Quarry Operations
		Demolition
		Mobile Aircraft Arresting System/BAK-12
		Reverse Osmosis Water Purification Unit
823rd RED HORSE Squadron	641-2214	ABM/UBM
		Well Drilling
		MACE
		Asphalt Paving
		Concrete/Asphalt Milling
		Airborne Qualification/Currency
		Air Assault Trained
		Airborne Jump Master
HQ AFCESA	523-6084	Contingency Airfield Evaluation

3.4. Government Vehicle and Equipment Operations Training. All personnel will have a valid driver's license and be qualified to operate the vehicles and equipment identified on the Air Force Portal/ RED HORSE CoP under mandatory training requirements. The requirements listed are the minimum required to perform the wartime mission. Units may train more personnel when time and resources permit.

3.4.1. To allow an individual to operate a vehicle not normally used in-garrison, a contingency vehicle qualification license may be used. Under these circumstances, the unit's designated vehicle training monitors document contingency vehicle qualifications using AF IMT 171, *Request for Driver's Training and Addition to US Government Drivers License*, and clearly annotate the form with the statement "FOR CONTINGENCY USE ONLY."

3.4.2. Individuals must receive initial/refresher training on vehicles they do not normally operate in-garrison. Accomplish AF IMT 171 at that time. Upon notification of a deployment, conduct additional training if time and resources permit.

3.5. Training Frequency. Units must accomplish training events IAW frequencies established on the Air Force Portal/RED HORSE CoP to ensure new personnel receive initial training and existing personnel receive refresher training.

3.5.1. The frequency of training should be as often as possible, but no less than established frequencies. The more training is conducted the better the squadron will be in maintaining their proficiency.

3.5.2. Additional AFS specific training should be coordinated and scheduled with the host base to ensure all AFSs (in particular non-CE AFSs) are receiving adequate career progression and remain familiar with their primary AFSC skills. Local Memorandums of Agreement (MOA)/Memorandums of Understanding might need to be established to help facilitate primary AFSC training.

3.6. Documentation. RED HORSE will document contingency and special capabilities training using ACES PR. Where ACES capability does not exist, document contingency and special capabilities training using the AF IMT 1098, *Special Task Certification and Recurring Training*, section within the Air Force Training Record (AFTR). When a member relocates to another unit or separates from the AF, AFRC or ANG, place a printout of the automated training record in the member's Career Field Education and Training Plan (CFETP). Personnel who do not require a CFETP will hand-carry a printout of all RED HORSE training. Sign-in rosters used to document training must be kept on file IAW guidelines established in AFMAN 37-123. Data will be used to periodically verify the currency of information in ACES PR.

3.7. Airborne/Air Insert RED HORSE Additional Training Requirements. Each Airborne/Air Insert RED HORSE member will receive mandatory training IAW training requirements listed on the Air Force Portal/RED HORSE CoP. Training must be conducted as often as required in order to maintain the capabilities specified in the Airborne/Air Insert RED HORSE portion of *AF CE UTC CONOPS*. The squadron may choose to train more often at its discretion. Additional Airborne/Air Insert training will include the following:

3.7.1. Initial Orientation Training. Each unit will maintain an initial orientation training program and course requirement for new Airborne/Air Insert personnel. Training will provide a background for use of specialized individual equipment, weapons familiarization, communications systems, ground movement/navigation techniques, and initial requirements for operating on landing/drop zones near helicopter and fixed wing aircraft.

3.7.2. Recurring Airborne/Air Insert Proficiency Training. Each unit will maintain a recurring training program including security training, movement/navigation techniques, weapons training, communication systems, and airfield assessment and repair. Units should also assist personnel in attending additional pathfinder, air assault and ranger training courses if funding and time are available. This training needs to be coordinated with the HQ ACC Airborne RED HORSE FAM.

3.7.3. Combined Airborne RED HORSE Exercises. Each Airborne RED HORSE team to include UTCs 4F9RC, 4F9RE, 4F9RG, 4F9RL will conduct at least one combined field exercise every 18 months in conjunction with other "Open the Airbase" Force Module units (This will include joint field training and Eagle Flag type exercises with Contingency Response Groups).

3.8. Troop Training Scope. All RED HORSE troop training projects accomplished under the guidance of this chapter will remain within the limits, terms, and authorities outlined in this chapter. This chapter also applies to Joint Chiefs of Staff (JCS) sponsored exercise projects. However, emergency and contingency-type projects related to tactical deployments or natural disasters are not included under the terms of this chapter. The scope and criteria will be determined at the time of emergency/contingency employment.

3.8.1. Troop Training Criteria. Projects accomplished IAW this chapter is classified as training projects.

3.8.1.1. The base civil engineer (BCE) will coordinate all RED HORSE projects with the base contracting officer before RED HORSE is given a construction project. The amount of ongoing construction on and around the base must be considered before awarding a project to RED HORSE.

3.8.1.2. As a matter of policy, the MAJCOM CE/A7 must approve minor construction or repair projects in the United States, including Guam, Puerto Rico, and the Virgin Islands, planned for accomplishment with RED HORSE or Prime Base Engineer Emergency Force (BEEF), if total funded and unfunded costs exceed $750,000. Further approvals may be required per the approval levels designated IAW AFI 32-1032, *Planning and Programming Appropriated Funded Maintenance, Repair, and Construction Projects*. Retain documentation for such projects totaling over $100,000 at the installation. This policy does not apply to facilities whose construction fund source is non-appropriated funds. Reference AFI 32-1021, *Planning and Programming Military Construction Projects* and AFI 65-601, Volume 1, *Budget Guidance and Procedures* for more information on funded project costs.

3.8.1.3. Any training construction or repair project or combination of projects for accomplishment by RED HORSE, or a combination of RED HORSE and Prime BEEF forces must not exceed programmatic thresholds found in AFI 32-1032. A total funded and unfunded cost exceeding minor construction or maintenance and repair requires approval from HQ USAF/A7C (refer to AFI 32-1032).

3.8.2. Annual Troop Training Project (TTP) Program. An annual TTP program is coordinated by HQ ACC/A7X for each unit IAW ACC Instruction (ACCI) 32-151, *RED HORSE Troop Training Program*. This program will include an integrated project listing including both active duty and ARC programs. Projects will support all MAJCOMs in conjunction with annual or biannual TTP program calls. These calls will be coordinated by HQ ACC/A7X. Although HQ ACC is the RED HORSE program lead command, it is the responsibility of each MAJCOM to fund all pertinent temporary duty, material, and rental costs associated with the TTP program.

3.8.3. PACAF TTP Program. For visibility and coordination purposes, the annual TTP program will be submitted to HQ ACC/A7X by HQ PACAF/A7X for incorporation into the overall RED HORSE TTP program. This submission should come in conjunction with the HQ ACC/A7X annual program call. Troop training projects in PACAF conducted in total by CONUS-based RED HORSE squadrons will be conducted in the same manner as all other TTPs. As with any project, the deployed RED HORSE team will report to the host installation commander through a RED HORSE liaison officer within the BCE function.

3.8.4. Annual TTP Program for ANG and AFRC. ANG and HQ AFRC will prioritize and maintain programmatic TTPs in conjunction with all other RED HORSE TTPs. ARC RED HORSE TTP program monitors will provide anticipated annual program schedules in conjunction with the HQ ACC/A7X annual program call. All TTP proposals for ARC RED HORSE units must be coordinated with the deployment manager at ANG/A7CXE or HQ AFRC/A7XO before forwarding on to HQ ACC/A7X. All ARC projects will be submitted and programmed IAW AFI 32-1032 and ACCI 32-151.

Chapter 4

LOGISTICS

4.1. Logistics Information. Logistics (LG) handles the following functions:

4.1.1. Logistics Plans

4.1.2. Vehicle Maintenance

4.1.3. Vehicle Operations

4.1.4. Supply

4.1.5. Services

4.1.6. Medical

4.1.7. Readiness and EM

4.1.8. Contracting (when augmented)

4.1.9. Security Forces (SF)

4.1.10. Finance

4.2. Logistics Plans. Each squadron will have plans for air, land, and sea deployment unless the unit DOC statement specifies otherwise. The RED HORSE logistics plans element is responsible for all deployment planning and execution, UTC management, and coordination of movement of unit assets with the host transportation office, US Transportation Command components, and support commanders. Each unit will have a deployment plan or an appendix to the host base deployment plan IAW AFI 10-403, *Deployment Planning and Execution*.

4.3. Aircraft Load Plan Certification. HQ Air Mobility Command, Contingency Flow Cell, reviews aircraft load plans for all RED HORSE UTCs, but does not provide certification. Certification of aircraft load plans is accomplished at the base-level logistics section. Applicable RED HORSE pilot units and parent MAJCOMs review squadron-prepared load plans annually.

4.4. Over-the-Road Movement Plans. Each unit is responsible for obtaining over-the-road movement plans for main operating bases (MOB), collocated operating bases, bare bases, and outlying sites in the theater air component command's AOR. While current theater scenarios require over-the-road movement of all RED HORSE echelons, theater commands are still responsible for initial movement from the POD to final destination.

4.4.1. Planning Assumptions:

4.4.1.1. RED HORSE deployment echelons may be tasked to move themselves to various locations.

4.4.1.2. Augmentation support is available to move RED HORSE UTCs.

4.4.1.3. Contracting of additional transportation requirements will be provided IAW AFI 10-403.

4.4.1.4. Additional plans for redeployment are not required.

4.4.1.5. Plans developed for organic movement can be used for augmented movement without change.

4.4.2. The military Surface Deployment and Distribution Command is responsible for movement of RED HORSE deployment echelons and special capability equipment and supplies from the home base of each RED HORSE squadron to the POE.

4.5. Surface Movement (POE to POD). The Military Sealift Command (MSC) is responsible for surface movement of RED HORSE equipment and supplies by sealift from the seaport of embarkation to the seaport of debarkation. A small contingent of RED HORSE personnel may accompany RED HORSE UTC assets aboard the ship. All units prepare detailed over-the-road movement plans. These plans contain precise instructions on how the unit will transport its supplies and equipment to seaports.

4.5.1. The parent MAJCOM facilitates merging geographically separated RED HORSE UTCs and special capabilities assets at the seaport of embarkation.

4.5.2. Surface Movement Planning. Each RED HORSE squadron has a surface movement plan to include data to print government bills of lading at the host traffic management office, commercial trucking requirements, and procedures for requesting sealift vans for storage of equipment. This plan includes special equipment preparation, packing, and crating requirements, and documentation procedures.

4.6. Vehicle Management. The vehicle management section provides maintenance support to keep assigned RED HORSE vehicles and equipment safe, serviceable, ready to deploy/employ, while minimizing the vehicle out-of-commission rates and costs, will account for the vehicle fleet, and manage the vehicle control program IAW AFI 23-302, *Vehicle Management*. Vehicle management will establish procedures and monitor all applicable programs and any command supplements.

4.6.1. Advises commander, staff, and operating agencies of availability, limitations, and requirements for vehicles.

4.6.2. Develops the unit vehicle priority buy program, priority recall list, and rotation plan.

4.6.3. Tracks all necessary vehicle documentation for turn-ins, redistribution, shipment, deployments and depot level repair.

4.6.4. Manages overseas vehicle/equipment lease programs. Program also includes surveillance of contracts and coordination with leasing agency(ies).

4.6.5. Develops cost center resource requirement estimates for vehicle leasing and rental requirements.

4.7. Vehicle Operations. The vehicle operations section will operate the vehicle control program for the RED HORSE fleet IAW AFI 24-301 and any command supplements. This section:

4.7.1. Serves as the unit vehicle control officer.

4.7.2. Manages vehicle licensing (AF IMT 171) and training IAW AFI 23-302.

4.8. Supply. The objective of the supply section is to provide complete and responsive logistical support for RED HORSE operations both in-garrison and at deployed locations.

4.8.1. RSP. The RED HORSE logistics section uses war reserve materiel (WRM) policy and procedures in AFI 25-101, *War Reserve Materiel (WRM) Program Guidance and Procedures,* and AFMAN 23-110. The RSP program provides 30 days of spares support for all echelons and lesser contingencies.

4.8.2. The Supply section, with assistance from other pertinent sections (i.e. Vehicle Management, Operations, Cantonments, and Airfields) must perform an annual review of the RSP to ensure the authorized parts are adequate to support deployed assets.

4.8.3. The RSP will be physically stored and accountability maintained by the RED HORSE Supply section chief while in-garrison. The RED HORSE Supply section chief is responsible for ensuring all unit personnel are aware of available sources of supply to include the government purchase card (GPC); shop stock; consumable RSP; RSP; maintenance, repair and operations program; and any local programs.

4.8.4. RED HORSE ESL. All RED HORSE deployment equipment and vehicles appear on the RED HORSE ESL. The ESL is the sole source document for all deployment equipment.

   4.8.4.1. ESL Accountability. All RED HORSE equipment is accounted for in one of the following three categories:

      4.8.4.1.1. Authorized through an ASC. Equipment assets are managed through AFEMS.

      4.8.4.1.2. Additional MAJCOM authorizations based on a unique training requirement or peace-time mission.

      4.8.4.1.3. XB3 item (Budget Code 9). XB3 items are managed using local receipt listings based upon the respective ESL.

   4.8.4.2. RED HORSE ESL Review. An ESL review is conducted annually and an in-depth review is conducted bi-annually. An in-depth review consists of HQ AFCESA/CEXX personnel and craftsmen from all RED HORSE units voting on potential changes to deployment packages. During the ESL review minor changes can be made to deployment packages as long as the dollar amount of changes does not exceed that authorized per *The Air Force Civil Engineer Readiness Council, Board and Panels Charter, Appendix 7.*

   4.8.4.3. The ESL is a CE unique database. It is the authoritative source document for all CE UTC equipment requirements. It is the only source for details on how to report equipment items in SORTS. The ESL is also the source for equipment/supply data placed into ACES PR. This document enables the CE community to standardize requirements between UTCs and is the primary document used to conduct annual inventories and forecast funding for those UTCs. Inventories will be conducted annually and/or after deployments comparing the on-hand assets to the ESLs. When shortages in wartime equipment are noted, units should take immediate action to budget for and acquire missing items. The corporately approved ESL can be found on the RED HORSE CoP. To request changes to the ESLs follow the "ESL Instructions" document located on the above website.

4.8.5. The RED HORSE Supply section chief is responsible for ensuring the following programs are established and maintained IAW cited references.

   4.8.5.1. Monitor shelf life for mobility readiness spares packages (MRSP) and mobility bags IAW AFMAN 23-110.

4.8.5.2. Coordinates with the equipment authorization inventory data (EAID) custodians and acts as liaison with host base supply to obtain EAID support IAW AFMAN 23-110 and all applicable ASs.

4.8.5.3. Assists unit personnel in obtaining AFEMS user identifications.

4.8.5.4. Monitors hazardous materials in the MRSP while in-garrison and deployed and prepares for redeployment, if applicable, IAW AFMAN 24-204, *Preparing Hazardous Materials for Military Air Shipments*.

4.8.5.5. Monitors and maintains unit mobility bags IAW AFMAN 23-110, AFI 23-226, *Chemical Warfare Defense Equipment (CWDE) Consolidated Mobility Bag Management,* and any command supplements.

4.8.5.6. Monitors unit Defense Reutilization and Marketing Service (DRMS) program and acts as liaison between host DRMS and supply IAW local guidance.

4.8.5.7. Develops program/accounts for and stores project/residue materials IAW the *Civil Engineer Material Acquisition Handbook*, AFPAM 32-1004, Volume 4, *Working in the Operations Flight Material Acquisition,* Department of Defense (DOD) 4145.19-R-1, *Storage and Materials Handling*; TM 38-400/AFJMAN 23-210, *Joint Service Manual (JSM) for Storage and Materials Handling,* and AFI 32-7086, *Hazardous Materials Management*.

4.8.5.8. Maintains weapons in-garrison and deployed IAW DOD 5100.76-M, *Physical Security of Sensitive Conventional Arms, Ammunition, and Explosives,* AFI 31-201, *Security Police Standards and Procedures,* AFI 31-207, AFMAN 23-110, AFI 10-403, and any command supplements.

4.8.5.9. Monitors mobility small arms munitions during exercises and deployments IAW AFMAN 24-204, DOD 5100.76-M, AFI 21-201, *Conventional Munitions Maintenance Management,* AFMAN 91-201, *Explosives Safety Standards,* AFI 10-403, AFCAT 21-209, and any local base planning guidance.

4.8.5.10. Assists unit shops in establishing deployable bench stock, and, together with host base supply, provides initial training IAW AFMAN 23-110 and any command supplements.

4.8.5.11. Ensures there is a viable due-in-from-maintenance program to include tracking accountability and forecasting funding requirements IAW AFMAN 23-110.

4.8.5.12. Establishes, maintains, and operates locally-developed unit individual equipment program while in-garrison and deployed.

4.9. Services Program. RED HORSE Services provides in-garrison support as needed and organically supports each RED HORSE unit wherever deployed. Services support primarily includes food service, lodging locator, and mortuary operations. Fitness and recreation programs should be implemented as mission allows.

4.9.1. Food service support includes procuring and accounting for required rations, operating field feeding equipment, and practicing proper sanitation procedures.

4.9.2. Lodging locator service is an inherent Services responsibility. RED HORSE lodging requirements are unique to each mission. Procedures should be established to maintain accountability for all

deployed personnel (not only RED HORSE) until follow-on Prime Readiness in Base Services (RIBS) teams arrive.

4.9.3. Mortuary operations should be established IAW *Wartime Mortuary Operating Procedures* issued by the Air Force Services Agency, 28 May 97.

4.9.4. If requested by the unit commander, the AF fitness test can be administered by RED HORSE Services personnel. Other members of the squadron can augment when necessary as physical training leaders. Recreation programs will be established as mission allows. Fitness and recreation programs have been proven to increase morale and effectiveness of deployed personnel. Every effort should be made to incorporate various self-directed programs into camp operations.

4.10. Medical. The Independent Duty Medical Technician (IDMT) assigned to the RED HORSE unit is responsible for medical management of personnel, equipment and programs. The IDMT scope of respon- sibilities is IAW AFI 44-103, *The Air Force Independent Duty Medical Technician Program*, AFMAN 44-158, *The Air Force Independent Duty Medical Technician Medical and Dental Treatment Protocols*, and applicable MAJCOM/local supplements. Each RED HORSE unit is assigned a dedicated air trans- portable clinic (ATC) to support field operations in remote locations. This ATC is SORTS reportable.

4.10.1. The medical section will maintain a 30-day supply of medications and medical supplies required to support world-wide RED HORSE deployments. Controlled medications and those with a short shelf-life required by RED HORSE must be maintained by the Host Medical Treatment Facility (HMTF). A MOA will be established with the HMTF which includes a statement requiring such medications to be made available to RED HORSE within 48 hours of notification.

4.10.2. Parent MAJCOMs, in coordination with the HMTF, will designate a physician to augment the RED HORSE unit when tasked to deploy. Designated physicians are on mobility status and take part in a minimum of one RED HORSE exercise annually. The exercise must be under field conditions and include the use of the ATC. When deployed with a RED HORSE squadron, the physician will report to, and be supervised by the senior deployed RED HORSE officer. Reserve forces RED HORSE units may assign their physician to their unit when no HMTF is available. The physician will serve as the senior medical officer and provide clinical oversight to the IDMT when deployed. The physician should be knowledgeable on the IDMT scope of practice as outlined in AFMAN 44-158.

4.10.3. IDMTs (4N0X1C) assigned to the RED HORSE unit will be certified IAW AFI 44-103 and be current on initial and annual sustainment training requirements. Physician and Dental preceptors will be appointed in writing by the HMTF Commander. A copy of this appointment letter can be found in the IDMT Competency Assessment Folder. An appropriate substitute for the IDMT for UTC taskings is a Physician Assistant (042G3).

4.11. Readiness and EM. The Readiness and EM Section is the principle technical advisor to RED HORSE personnel on all matters pertaining to readiness, EM, and CBRN passive defense activities. Its primary purpose is to support the RED HORSE Commander's role to organize, train, and equip RED HORSE personnel for contingency operations to include providing limited EM and CBRN passive defense capability during contingency operations.

4.11.1. Garrison support:

4.11.1.1. Manages unit readiness through coordination with other RED HORSE sections. Assists the unit deployment manager, gathers data for SORTS reporting IAW AFI 10-201, and helps con-

duct ART reporting. EM personnel are responsible for maintenance, trouble shooting, and interpretation of detector results.

4.11.1.2. Prepares and maintains wartime and contingency response and mobility plans IAW AFI 10-2501 and AFI 32-4001 (when published).

4.11.1.3. Manages the section IAW AFI 10-2501 and AFI 32-4001 (when published).

4.11.1.4. Serves as the RED HORSE representative to the local EM Working Group.

4.11.1.5. Interfaces with the host base (home station or deployed) to ensure RED HORSE is included in the installation's EM Plan.

4.11.1.6. Provides RED HORSE with the organic capability and training to survive and operate in all CBRN defense warfare environments. Conducts EM and CBRNE training IAW AFI 10-2501 and AFI 32-4001 (when published).

4.11.2. Contingency or Deployed Operations:

4.11.2.1. Provides RED HORSE Commander with limited EM and CBRN passive defense capability for activities ranging from defense support to civil authorities (DSCA), lesser contingencies, to major combat operations.

4.11.2.1.1. In relation to DSCA, performs as the lead EM element providing consequence management (CM) and CBRN passive defense C2 with outside agencies until relieved by Emergency Preparedness Liaison Officers (EPLOs) or other federal officers.

4.11.2.1.2. Regarding lesser contingencies to major combat operations, provides situational analysis and advice to senior leaders regarding EM, CM and CBRN passive defense matters.

4.11.2.2. Provides limited force protection capabilities for CBRN threat environments; receives and evaluates attack data; receives CBRN hazard predictions; and disseminates CBRN warning to deployed RED HORSE personnel. Performs as a specialized unit CBRN Control Center. As such, the CBRN Control Center advises leadership in relation to CBRN hazards and coordinates with local and theater CBRN Cells to gain situational awareness regarding predicted/confirmed hazard areas. The RED HORSE units will be equipped to establish source level capability (e.g., can gather raw CBRN attack data and process information for installation/theater CBRN Cell actions). As such, they are tasked to ensure the unit has the capability to:

4.11.2.2.1. Coordinate with installation level CBRN Control Centers providing location of RED HORSE forces operating off the installation; enables UCC to appropriately warn forces operating off the installation regarding potential hazards.

4.11.2.2.2. Coordinate all work party travel routes with CBRN Control Centers.

4.12. Contracting. Parent MAJCOMs will designate the contracting representative to augment the RED HORSE unit when tasked to deploy. These contracting representatives are on mobility status and take part in at least one RED HORSE exercise each year. The exercise must be under field conditions. When deployed with a RED HORSE squadron, the contracting representative will report to, and be supervised by the senior deployed RED HORSE officer. These augmentees improve the logistical support responsiveness of RED HORSE. In some cases, this function may provide the only source of logistical support. The assigned contracting person must have completed the Acquisition Professional Development Program and be contracting Level II certified and obtain a contingency warrant for deployment support.

4.13. SF. IAW RED HORSE CONOPS, SF personnel are assigned to RED HORSE units to provide organic force protection, leadership and expertise to assigned forces while maintaining RED HORSE's self sustaining capabilities. As such, they are responsible for instructing/training all RED HORSE personnel (combat skills training), act as the Force Protection (FP) Advisor, and are responsible for the Resource Protection/Physical Security program.

4.13.1. Combat Skills Training: Instruct personnel on combat skills tasks, land navigation, map reading, base defense/perimeter defense, convoy training, searching and handcuffing techniques, interrogation, individual movement techniques, and other real time training which is down-channeled and directed for implementation.

4.13.2. FP Advisor: The FP Advisor conducts Anti-Terrorism/FP Level I and other mandatory deployment briefings for all assigned personnel. The FP Advisor advises the deployed commander on the current intelligence threats, and develops countermeasure options to defeat possible enemy offensive action.

4.13.3. Resource Protection/Physical Security: Responsible for the security of all personnel, equipment, and resources under their control. This includes the security and protection of weapons, ammunition, night vision equipment, buildings, vaults, keys, and other resources designated vital to the RED HORSE mission. This is accomplished via the use of alarmed weapon vaults, response teams, fences, C-wire, and intrusion detection systems, as necessary. Conduct deployed site surveys to determine the number of personnel and logistics needed to defend the forward operating base and develop a base defense plan for implementation. Investigate any offenses committed against the RED HORSE and any of their members on or around the RED HORSE compound. When necessary, assists Supply section with conducting annual weapons inventories and inspections annually. Coordinates repair of unit assigned weapons in coordination with the logistics chief of supply. Maintains all items necessary for weapons gauging and inspection.

4.13.4. While deployed, the SF member normally serves as convoy noncommissioned officer-in-charge.

4.14. Finance. The financial management section processes, administers, and manages all funds provided to the unit. They:

4.14.1. Formulate, justify, and execute the annual budget.

4.14.2. Ensure funds are properly tracked/reflected in accounting records and legal limitations are not exceeded.

4.14.3. Oversee the GPC program and ensure purchases meet established guidelines.

4.14.4. Directly coordinates with installation, NAF, MAJCOM, and HQ USAF on funding requirements.

4.14.5. Manage and track disbursements and expenditures in various MAJCOMs for troop training construction projects.

4.14.6. When deployed, the 6F070 and 6F051 are assigned as Paying Agents.

Chapter 5

AIR RESERVE COMPONENT (ARC) UNITS

5.1. Reporting Authority. ARC RED HORSE units exist in AFRC and ANG. AFRC RED HORSE units (in a non-mobilized status) report to 10 AF/610 Regional Support Group. ANG units (in a non-mobilized status) report to their state Adjutants General. In a mobilized status, units report directly to the gained MAJCOM. The units report to the supported COCOM once deployed. In a non-mobilized status, HQ AFRC and the ANG Readiness Center coordinate between the gaining MAJCOM, AFRC, and ANG RED HORSE units.

5.2. Organization. Some ARC RED HORSE units have two operating locations in peacetime to geo-graphically enlarge the potential recruiting area. The two locations divide unit manpower authorizations to balance grade and skill structure at each site.

5.3. ARC Mobilization. Air Reserve response times are outlined in **Table 2.3.** Under non-mobilized sit-uations, ANG units, or parts thereof, are deployed through state Adjutants General and the NGB. AFRC units, or parts thereof, are deployed IAW HQ AFRC directives.

5.4. Adopted Forms. AF IMT 171, *Request for Driver's Training and Addition to US Government Driv-ers License* and AF IMT 1098, *Special Task Certification and Recurring Training.*

KEVIN J. SULLIVAN, Lt Gen, USAF
DCS/Logistics, Installations and Mission Support

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

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TM 38-400/AFJMAN 23-210, *Joint Service Manual (JSM) for Storage and Materials Handling,* 12 April 1994

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AFMS 4409, *RED HORSE Manpower Standard*

32 CFR 989, *The Environmental Impact Analysis Process*

AF CE UTC CONOPS

The Air Force Civil Engineer Readiness Council, Board and Panels Charter

CEMAS Civil Engineer Material Acquisition Handbook

Wartime Mortuary Operating Procedures, 28 May 1997

Abbreviations and Acronyms

AAR—After Action Report

ABM—Automated Building Machine

ACES PR—Automated Civil Engineer System Personnel and Readiness

ACR—Allowance Change Request

ADVON—Advanced Echelon

AEF—Air and Space Expeditionary Force

AFEMS—Air Force Equipment Management System

AF—Air Force

AFI—Air Force Instruction

AFLL—Air Force Lessons Learned

AFMAN—Air Force Manual

AFMS—Air Force Manpower Standard

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFSC—Air Force Specialty Code

AFTR—Air Force Training Record

ANG—Air National Guard

AOR—Area of Responsibility

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

ART—AEF Reporting Tool

AS—Allowance Standard

ASC—Allowance Source Code

ATC—Air Transportable Clinic

ATSO—Ability to Survive and Operate

BCE—Base Civil Engineer

C2—Command and Control

CBRN—Chemical, Biological, Radiological, and Nuclear

CBRNE—Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives

CE—Civil Engineer

CERB—Civil Engineer Readiness Board

CERC—Civil Engineer Readiness Council

CFETP—Career Field Education and Training Plan

CM—Consequence Management

COB—Collocated Operating Base

COCOM—Combatant Commander

CONOPS—Concept of Operations

CONUS—Continental United States

CoP—Community of Practice

CWDE—Chemical Warfare Defense Equipment

DOC—Designed Operational Capability

DOD—Department of Defense

DRMS—Defense Reutilization and Marketing Service

DSCA—Defense Support to Civil Authorities

EAID—Equipment Authorization Inventory Data

EM—Emergency Management

EOD—Explosive Ordnance Disposal

ESL—Equipment and Supplies Listing

FAM—Functional Area Manager

FES—Fire Emergency Services

FP—Force Protection

GPC—Government Purchase Card

HMTF—Host Medical Treatment Facility

HQ ACC—Headquarters Air Combat Command

HQ AFCESA—Headquarters Air Force Civil Engineer Support Agency

HQ AFRC—Headquarters Air Force Reserve Command

HQ USAF—Headquarters United States Air Force

IAW—In Accordance With

IDMT—Independent Duty Medical Technician

JCS—Joint Chiefs of Staff

JSM—Joint Service Manual

LG—Logistics

LOGDET—Logistics Detail

LOGFOR—Logistics Force Packaging System

MACE—Mine Area Clearing Equipment

MAJCOM—Major Command

MANFOR—Manpower Force Packaging System

MEFPAK—Manpower and Equipment Force Packaging

MOA—Memorandum of Agreement

MOB—Main Operating Base

MRSP—Mobility Readiness Spares Package

MSC—Military Sealift Command

NAF—Numbered Air Force

NGB—National Guard Bureau

OPCON—Operational Control

OPR—Office of Primary Responsibility

PACAF—Pacific Air Force

PAR—Post Attack Reconnaissance

PEB—Pre-engineered Building

POD—Port of Debarkation

POE—Port of Embarkation

POM—Program Objective Memorandum

Prime BEEF—Prime Base Engineer Emergency Forces

Prime RIBS—Prime Readiness In Base Services

RED HORSE—Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer

RSP—Readiness Spares Package

SECDEF—Secretary of Defense

SF—Security Forces

SORTS—Status of Resources and Training System

TDG—Threat detection Grid

TPFDD—Time-Phased Force and Deployment Data

TTP—Troop Training Project

UBM—Ultimate Building Machine

UCC—Unit Control Center

US—United States

UTC—Unit Type Code

WMP-3—War and Mobilization Plan, Volume 3

WRM—War Reserve Materiel

Terms

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

Collocated Operating Base (COB)—An active or Reserve allied (host nation) airfield designated for joint or unilateral use by US Air Force wartime augmentation forces or for wartime relocation of US Air Force in-theater forces. COBs are not United States bases.

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

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

Lead Command—The MAJCOM or field operating agency assigned as the weapon system advocate.

Logistics Force (LOGFOR) Packaging System—LOGFOR is a subsystem of the MEFPAK system. It provides a detailed listing of equipment and material requirements and summarized transportation characteristics for each UTC.

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

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

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

Military Sealift Command (MSC)—(DOD) The US Transportation Command's component command responsible for designated sealift service.

Military Traffic Management Command—(DOD) The US Transportation Command's component command responsible for military traffic, continental United States air and land transportation, and common-user water terminals.

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

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

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

Port of Debarkation (POD)—The geographic point at which cargo or personnel are discharged. It may be a seaport or aerial port of debarkation. For unit requirements, it may or may not coincide with the destination.

Port of Embarkation (POE)—The geographic point in a routing scheme from which cargo or personnel depart. It may be a seaport or aerial port from which personnel and equipment flow to port of debarkation. For unit and non-unit requirements, it may or may not coincide with the origin.

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

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

Supporting Command—The command responsible for providing logistics support for a system. The supporting command may also provide formal training support for system use and maintenance (includes commands who own RED HORSE units and assign forces to operating/using commands; e.g., ACC, PACAF, USAFE, AFRC, and ANG).

Sustainment—Involves all non-acquisition activities accomplished by the Air Force Materiel Command single manager in support of its customers in the operating commands. These activities sustain the systems in both peacetime (readiness) and wartime (sustainability). The key to the identification of sustainment activities is that they do not provide a new or improved operational capability. Sustainment activities may disclose system or product deficiencies that necessitate further acquisition activities.

System Affiliate—A MAJCOM or agency designated by negotiated formal agreement with the lead command to provide assistance in the accomplishment of lead command duties.

49th Materiel Maintenance Group—Unit which maintains and provides training on the basic expeditionary airfield resources equipment at Holloman AFB NM and provides deployment bare base support.

Time-Phased Force and Deployment Data (TPFDD)—The computer-supported database portion of an operation plan that contains TPFDD, non-unit-related cargo and personnel data, and movement data for the operation plan**.**

Time-Phased Force and Deployment List—Appendix 1 to Annex A of the operation plan. It identifies types or actual units required to support the operation plan and indicates origin and POD or ocean area. It may also be generated as a computer listing from the TPFDD.

Unit Type Code (UTC)—A five-character, alphanumeric code that uniquely identifies each unit type in United States Armed Forces.

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

Attachment 2

SAMPLE MONTHLY ACTIVITY REPORT

DEPARTMENT OF THE AIR FORCE
XXX RED HORSE SQUADRON (ACC)
AIR FORCE BASE

Date

MEMORANDUM FOR NAF/CC

HQ ACC/A7

HQ ACC/A7X

HQ AFCESA/CC

HQ AFCESA/CEX

HQ AF/A7CX

FROM: XXX RHS/CC

SUBJECT: XXX RED HORSE Monthly Activity Report – (month)

1. Deployments/Troop Training Projects (TTPs)/Inspections:

a. General comments, New Horizons, other missions, etc…

b. Operations IRAQI/ENDURING FREEDOM

c. Inspections

d. TTPs under construction:

(1) RKMF

(2) RKMF

(3)

e. TTPs in design:

(1) RKMF

(2) RKMF

2. Personnel Actions: X Departed   X Arrived   XXX of XXX personnel (XX%)

a. personnel attending ALS.

b. personnel currently attending NCOA.

c. person attending SNCOA at Maxwell AFB

d. person attending SOS at Maxwell AFB

e. personnel issues

3. Other Significant Events:

a. Equipment/Vehicle Delivery:

b. Weapons:

c. Weapons Training:

d. Lead Unit Training:

e. Other:

f. Vehicle Maintenance status:

- Vehicle In-commission (VIC) rate   XX%

- Vehicle Down for Maintenance (VDM) rate: X%

- Vehicle Down for Parts (VDP) rate: X%

- Vehicles overdue schedule maintenance: XX (Project support vehicles)

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

//signed/ //

Colonel, USAF

Commander