BY ORDER OF THE
SECRETARY OF THE AIR FORCE

AIR FORCE INSTRUCTION 10-209

20 JUNE 2001

Operations

RED HORSE PROGRAM

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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OPR: HQ AFCESA/CEX
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Supersedes AFI 10-209, 29 April 1994

Certified by: HQ AFCESA/CC
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Pages: 38
Distribution: F

This instruction implements Air Force Policy Directive (AFPD) 10-2, *Readiness*; AFPD 10-9, *Lead Operating Command Weapon Systems Management;* DoD Directive (DoDD) 1100.18, *Wartime Manpower Mobilization Planning*, 31 January 1986, with Change 1; and DoDD 1315.6, *Responsibilities for Military Troop Construction Support of the Department of the Air Force Overseas*, 20 February, 1986, with Change 1. It lists responsibilities for lead commands, operating (user) commands, supporting commands, and The Civil Engineer, Readiness and Installation Support Division (HQ USAF/ILEX) for the Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer (RED HORSE) weapon system management. Maintain and dispose of all records created as a result of prescribed processes in this instruction in accordance with AFMAN 37-139, *Records Disposition Schedule*.

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

This revision updates the civil engineer corporate structure with a new RED HORSE Panel and incorporates new HQ United States Air Force office symbols and titles (throughout); establishes a lead command and outlines lead command responsibilities (paragraph **1.4.**); amplifies functional area responsibilities (**Chapter 1**); expands and clarifies concept of operations (paragraph **2.2.**); changes Unit Type Codes (UTC) for personnel and equipment (throughout); establishes new UTC response times (**Table 2.1.**); adjusts individual skill training frequency for active duty and Air Reserve Components (ARC) to align with the Aerospace Expeditionary Force (AEF) concept (**Table 3.1.**); validates special capability training requirements and pilot units (**Table 3.2.**); removes the Special Experience Identifier (SEI) requirement for barrier maintenance qualification (**Table 3.2.**, Note: 5); adds requirement for a minimum of three members assigned to each personnel UTC to be competent in barrier maintenance (**Table 3.2.**, Note: 5); expands and clarifies the troop training program (paragraph **3.6.**; expands and defines logistic planning (throughout **Chapter 4**); removes responsibility for environmental cleanup and hazardous material/waste

spill response (paragraph **4.1.**); outlines the roles and responsibilities for Engineer Support Units (ESU) (**Chapter 6**); expands **Attachment 1**; incorporates attachments displaying weapon system command assignments (**Attachment 2**); and a Situation Report (SITREP) (**Attachment 4**).

Chapter 1

FUNCTIONAL AREA RESPONSIBILITIES

1.1. HQ USAF/ILEX. The Civil Engineer, Readiness and Installation Support Division, is the office of primary responsibility for the Air Force RED HORSE program. HQ USAF/ILEX:

1.1.1. Develops RED HORSE policy; advocates RED HORSE policies, programs, and resources; reviews long-range RED HORSE engineer requirements.

1.1.2. Serves as the program element monitor for active duty RED HORSE units.

1.1.3. Serves as the primary interface on policy and programs with DoD agencies, the Congress, and other legislative offices on matters pertaining to RED HORSE activities.

1.1.4. Administers and maintains the RED HORSE lead command assignment.

1.1.5. Develops policy and procedures for providing lead command visibility of reported RED HORSE weapon system excesses.

1.1.6. Assists the lead command in performing its role of interoperability, integration, and standardization management.

1.2. HQ AFCESA/CEX. Headquarters Air Force Civil Engineer Support Agency, Contingency Support Directorate (HQ AFCESA/CEX):

1.2.1. Serves as the functional area manager for development of RED HORSE planning guidance, UTCs, equipment, vehicles, and manning authorizations, and Time-Phased Force and Deployment Data (TPFDD) for operation plans.

1.2.2. Establishes standards, procedures, guidelines, and training programs related to the execution of the Air Force RED HORSE program.

1.2.3. Makes changes to AFI 10-209, *RED HORSE Program*, and AFI 10-201, *Status of Resources and Training System*.

1.2.4. Publishes the RED HORSE Equipment Supplies Listing (ESL) identifying all individual and team kit requirements to include Status of Resources and Training System (SORTS) reportable criteria for all RED HORSE UTCs.

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

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

1.2.7. Reviews and recommends changes in Allowance Standards (AS) that affect RED HORSE units.

1.2.8. Develops force structure plans and programs, including UTC development and mobility planning (IAW AFMAN 10-401Vl, *Operation Plan and Concept Plan Development and Implementation*, Chapter 6).

1.2.9. Provides assistance and guidance to parent MAJCOMs for developing the "pilot unit" training program (paragraph 3.3). Coordinates exchanges of unit-prepared lesson plans and training aids.

1.2.10. Maintains and publishes the Air Force RED HORSE Concept of Operations (CONOPS).

1.3. RED HORSE Panel; Air Force Civil Engineer Readiness Board (CERB). The panel serves as the forum to introduce, review, validate, and recommend priorities for corporate RED HORSE programs and requirements to the CERB. The CERB selects options and recommends approval to the Air Force Civil Engineer Council.

1.4. Lead Command. Headquarters Air Combat Command (HQ ACC) is designated the lead command for RED HORSE. Lead command responsibilities may be found in AFPD 10-9.

1.4.1. HQ ACC:

1.4.1.1. Advocates and responds to issues addressing RED HORSE weapon system status and use. Advocacy includes planning, programming, and budgeting for designated system-wide equipment, modifications, initial spares, replenishment spares, and follow-on test and evaluation.

1.4.1.2. Provides appropriate operational and support agency representation in the requirements and modification process.

1.4.1.3. Follows established directives when establishing and prioritizing modification requirements.

1.4.1.4. Oversees RED HORSE weapon system configuration following established major command (MAJCOM), ARC, and Air Base Operability (ABO) weapon system single point manager procedures. ***NOTE:*** The ABO weapon system single point manager is responsible for maintaining system engineering integrity; the lead command is responsible for interoperability and commonality. Therefore, both the lead command and the single point manager must first approve any implementation of permanent modification for which there was no previously validated need.

1.4.1.5. Establishes standards, tasks, and formal training requirements for both operations and maintenance.

1.4.1.6. Establishes minimum Mobility Readiness Spares Package (MRSP) and/or Deployable Bench Stock (DBS) standards (user commands can supplement with their own specific requirements. DBS is mandatory for all RED HORSE units. Criteria for assets placed on DBS details (IAW AFMAN 23-110V2, *USAF Supply Manual*, Chapter 26, ACC Supplement 1) are established by each unit commander based on deployment spares usage history. Each applicable shop will establish DBS with the same organization code for all shops and different shop codes for each shop and UTC.

1.4.1.7. Controls disposition (ownership) and condition or storage status of excess RED HORSE unique/specific weapon systems. Non-RED HORSE unique/specific weapon system disposition will be accomplished by the owning command.

1.4.1.8. Considers issues that affect the total force when assigning priorities to resources and schedules for the RED HORSE weapon systems operated by MAJCOMs, joint and combined commands, and the ARC.

1.4.1.9. Together with the ABO weapon system affiliate (**Attachment 2** identifies system affiliate):

1.4.1.9.1. Serves as the focal point to represent users during all phases of the acquisition and sustainment processes.

1.4.1.9.2. Coordinates with operating commands in developing maintenance and other support concepts.

1.4.1.9.3. Participates in technical data development to include technical order certification and spares identification, if applicable.

1.4.1.9.4. Participates in all phases of test and evaluation.

1.4.1.9.5. Coordinates with operating commands to identify RED HORSE weapon systems support and initial (user, operator, maintenance) and sustainment training requirements.

1.4.1.9.6. Coordinates with operating and supported commands to establish a priority list for fielding new systems and modifications.

1.4.1.9.7. Participates in source selection, program management reviews, and Mobility Readiness Spares Package (MRSP) proofing.

1.4.1.9.8. Defines, advocates, and coordinates RED HORSE weapon system manpower requirements.

1.4.1.9.9. Develops and publishes Status of Resources and Training System (SORTS) reporting procedures.

1.4.1.9.10. Publishes criteria for SORTS reporting.

1.4.1.9.11. Issues policy and procedures peculiar to the RED HORSE weapon system.

1.4.1.9.12. Assigns pilot unit responsibilities for all RED HORSE weapon system UTCs.

1.4.1.9.13. Develops and publishes the Air Force RED HORSE AEF CONOPS.

1.4.1.9.14. Includes ARC units employed as part of the operating command missions in the RED HORSE weapon systems planning and programming.

1.4.2. Headquarters Air Combat Command, Readiness Division (HQ ACC/CEX). As the Manpower and Equipment Force Packaging (MEFPAK) responsible command for RED HORSE UTCs, HQ ACC/CEX:

1.4.2.1. Reviews RED HORSE manning status, coordinates manpower actions for active units, and recommends changes to the RED HORSE manpower standard (AFMS 4409).

1.4.2.2. Maintains RED HORSE logistics detail (LOGDET).

1.4.2.3. Monitors and approves changes to the RED HORSE MRSP and the LOGDET data update.

1.4.2.4. Reviews and recommends changes in allowance standards that affect RED HORSE units.

1.4.3. Headquarters Air Combat Command, Weapon Systems Support Branch (HQ ACC/LGSW)**.** As the lead command responsible for all RED HORSE supply policy and procedures, HQ ACC/LGSW:

1.4.3.1. Gives RED HORSE units at least 60 days advance notice, by electronic e-mail and message, before formal MRSP reviews. ***NOTE*:** MRSP change requests will be sent through MAJ-

COM/CE to HQ ACC/LGSWC from each unit or MAJCOM functional. Required coordination on RED HORSE specific MRSP format. Contact HQ ACC/LGSWC for format.

Unit Customer

Parent MAJCOM CEX Functional Managers

Parent MAJCOM LGS Functional Managers

HQ ACC/LGSWC

HQ ACC/LGSWE

HQ ACC/CEXO

HQ AFCESA/CEXR

WR-ALC/LES

***NOTE*:** MRSP changes should be accomplished/requested at least 12 months prior to fielding new equipment or vehicle assets.

1.4.3.2. Coordinates on all Allowance Change Requests (ACR) through the Air Force Equipment Management System (AFEMS) and notifies all RED HORSE units, by electronic e-mail or message, of any changes to equipment Allowance Source Codes (ASC). ***NOTE*:** All equipment ACRs will be sent to HQ ACC/LGSW in AFEMS from each command functional. Coordination of RED HORSE ACRs is as follows:

1.4.3.2.1. Unit Equipment Custodian/Customer

1.4.3.2.2. Parent Command LGS Functional Managers

1.4.3.2.3. Parent Command CEX Functional Managers

1.4.3.2.4. HQ ACC/LGSWE

1.4.3.2.5. HQ ACC/CEXO

1.4.3.2.6. HQ AFCESA/CEXR

1.4.3.2.7. 820 RHS/LGS

1.4.3.2.8. WR-ALC/LET

1.5. Operating (Using) Commands:

1.5.1. Participate with the lead command in development of the CONOPS.

1.5.2. Coordinate on the maintenance concepts developed by the lead command.

1.5.3. Provide the lead command with documented requirements and keep the lead command apprised of changes to existing requirements.

1.5.4. Retain responsibility for accomplishing the above duties for command or mission-unique equipment, modifications, and requirements. Fund command-unique requirements.

1.5.5. Comply with published AFIs for the RED HORSE weapon system. Operating and using commands may publish command supplements when required for unique mission requirements. ***NOTE*:**

Command supplements, when required for unique mission considerations, may not be less restrictive than the published AFI.

1.5.6. Plan, program, and budget for annual operating and maintenance (O&M) costs for the life of the system.

1.5.7. Provide funding offsets (when required) for new requirements to support the MAJCOM's POM submission. Advocate MAJCOM Program Objective Memorandum (POM) submissions and coordinate on the program priority list.

1.5.8. Support the lead command on acquisition planning activities to include testing, fielding, sustainment, and Initial Operational Capability (IOC) planning.

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

1.5.10. Implement only RED HORSE weapon system configuration changes approved by the lead command and HQ USAF/ILEX.

1.5.11. Report excess assets to the lead command (HQ ACC/LGSWE) through the appropriate data system (electronic e-mail or formal message).

1.5.12. Ensure appropriate representation in the requirements and modification processes.

1.6. Supporting Commands:

1.6.1. Advise the lead command of any shared user costs for which the lead command must assume responsibility to plan, program, and budget for the users share.

1.6.2. Report excess assets to the lead command through the appropriate data system (electronic e-mail or formal message).

1.6.3. If needed, negotiate agreements with the lead command and other operating commands to assign roles and responsibilities.

1.7. MAJCOMs with Assigned RED HORSE Units:

1.7.1. Ensure assigned RED HORSE squadrons are organized, trained, equipped, and funded to respond to contingency or emergency deployments.

1.7.2. Identify MAJCOM RED HORSE weapon system funding requirements, and, in event of budget realignment, recommend funding sources when tasked by HQ USAF.

1.7.3. Act as the MAJCOM user voice to the Air Staff Program Element Monitor (PEM) in all matters relating to the RED HORSE weapon system resources in the Air Force program. **Attachment 2** designates the Air Force and MAJCOM PEMs for the RED HORSE weapon system.

1.7.4. Prepare and present POM initiatives and disconnect packages to HQ USAF for approved requirements according to current POM guidance and POM preparation instructions.

1.7.5. Execute all MAJCOM taskings in this instruction by negotiating agreements with the supporting and other operating commands to assign roles and responsibilities.

1.7.6. Designate and task unit(s) for sourcing RED HORSE deployment augmentees.

1.7.7. Assign and approve command training projects to RED HORSE units under their operational control.

1.7.8. Manage the RED HORSE MRSP authorization listings and coordinate all changes through HQ AFCESA/CEX, HQ ACC/CEXO, and 820 RHS/LGX (Pilot Unit) and notify all RED HORSE units by message of any changes

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

1.7.10. Review assigned RED HORSE unit home station training programs to ensure completeness and relevance to current readiness requirements.

1.7.11. Support RED HORSE special-capability training for their tasked RED HORSE units.

1.8. The Air National Guard Civil Engineer (ANG/CE):

1.8.1. Provides Federal logistics and funding support through the US Property and Fiscal Officer (USP&FO).

1.8.2. Provides nonmobilized deployment direction for RED HORSE squadrons through the State Adjutant Generals. ***NOTE*:** In peacetime, while they are under control of the states, Adjutant Generals will provide authority for RED HORSE squadrons to deploy under ANG/CE direction.

1.9. HQ Air Force Reserve Command Civil Engineer (HQ AFRC/CE). HQ AFRC/CE provides nonmobilized deployment authority for the AFRC RED HORSE squadron.

1.10. RED HORSE Squadron Commanders:

1.10.1. Maintain the capability to rapidly deploy in response to worldwide contingency and natural disaster situations. (See paragraphs 2.7 through 2.10 for additional UTC information.)

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

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

1.10.4. Supplement this AFI as required.

1.10.5. Identify and establish a unit equipment functional check program in accordance with AFMAN 23-110V2, Part 2, Chapter 19; AFMAN 24-307, *Procedures for Vehicle Maintenance Management*, Chapter 3.

1.10.6. Appoint and train two unit SORTS monitors and ensure all sections provide required SORTS data to the unit SORTS monitors.

1.10.7. Establish a mandatory unit physical fitness program.

1.11. RED HORSE Operational Control (OPCON):

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

1.11.2. When in garrison, RED HORSE squadrons are under the administrative control of a numbered air force and the operational control of the parent MAJCOM.

1.11.3. During wartime, the assigned theater commander of Air Force Forces (COMAFFOR) normally has operational control of deployed RED HORSE squadrons acting under delegated authority from the unified combatant commander concerned.

1.11.4. Any squadron deployed, within 120 days of deploying, or returning from a contingency operation, is exempt from an operational readiness inspection (ORI).

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 commanders in chief (CINC) to move and support missions as the air order of battle dictates. An active duty RED HORSE squadron consists of 400 personnel plus 4 augmentees and approximately 1,400 short tons of vehicles and heavy construction and support equipment.

2.2. Concept of Operations (CONOPS). RED HORSE squadrons are organized into four echelons to operate on a hub-and-spoke concept. The concept is to deploy the entire squadron, including augmentees, to a single area of responsibility (AOR). As the wartime construction manager establishes work requirements and priorities, the squadron will deploy teams to accomplish projects. RED HORSE squadrons deploy in R-1 through R-4 echelons, each having their own UTC. UTCs may be tailored to support contingencies that require specific special capabilities only. (See Table 3.2.) RED HORSE squadrons are comprised of 10 UTCs. All personnel are assigned to one of four UTCs: R-1, R-2, R-3, or R-4. The remaining six UTCs (H-1 through H-6) are equipment-only (nonpersonnel: see paragraph 2.10) and provide specialized or additional equipment to meet specific taskings. R-1 (4F9R1) is an air-transportable echelon that deploys 16 hours after notification with 16 personnel to perform initial surveys and advance planning. R-2 (4F9R2) is an air-transportable echelon that deploys 96 hours after notification. It consists of 148 personnel and a complete equipment/vehicle package capable of performing base development/beddown construction, rapid runway repair, and bomb-damage repair during the initial phase of contingencies. It also has the command and control element, orderly room personnel, and key one-deep positions (e.g., safety, readiness, security forces). R-3 (4F9R3) is a 120-person, heavy horizontal construction team that deploys 6 days after notification. This echelon will follow R-2 into the theater and contains specialized skills necessary to perform site development; construct and repair runways, taxiways, ramps, roads, and revetments; and accomplish heavy earthwork. It has a limited facility and infrastructure capability. R-4 (4F9R4) is a 120-person, heavy vertical construction team that deploys 8 days after notification. This echelon contains special skills necessary to construct and repair facilities and infrastructure. It has a limited capability to do earthwork, roads, and airfields. R-3 and R-4 are essentially self-sufficient and air-transportable echelons. (See Table 2.1 for response times and Table 3.2 for special capabilities.)

Table 2.1. Response Time.

	R-1	R-2	R-3	R-4		
Full MISCAP Capability (see notes 1, 2, & 4)	16 hours	96 hours	6 days	8 days		
Personnel Only Capability (see notes 1, 3, & 4)	12 hours	24 hours	24 hours	24 hours		
Individual UTC Deployments (see note 4)	16 hours	96 hours	72 hours	72 hours		
	H-1	**H-2**	**H-3**	**H-4**	**H-5**	**H-6**
Individual UTC Deployments (Non Personnel/Equipment Only)	8 days	8 days	48 hours	7 days	48 hours	48 hours

Note 1: Response times begin at time of official notification to deploy and end when team is ready to deploy.

Note 2: Response time reflects total time required to deploy an entire RED HORSE squadron (RHS) sequentially during phased echelon deployments and deploying independently.

Note 3: Personnel deploy with mobility bags, weapons, and ammo only.

Note 4: For ARC RED HORSE units, add 24 hours for mobilization response times. 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.

2.4. Deployment Augmentees. All augmentees must meet requirements of paragraph 2.5. Active duty RED HORSE squadrons have a physician, two contracting technicians, and one environmental specialist as augmentees. The Air National Guard is augmented with two Independent Duty Medical Technicians (IDMT). The parent MAJCOM identifies deployment augmentees.

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

2.5.1. Be worldwide qualified for mobility.

2.5.2. Be capable of performing heavy manual labor and living under field conditions.

2.5.3. Be qualified to bear arms and train according to AFI 31-207, *Arming and Use of Force by Air Force Personnel*

RED HORSE personnel who become permanently unable to meet these requirements will be reclassified according to AFI 36-2101, *Classifying Military Personnel (Officers and Airmen)*.

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

2.7. Deployment Requirements. RED HORSE deploys with personnel, equipment, supplies, vehicles, tools, individual equipment, limited rations, generators, water purification units, weapons, communications equipment, and other necessary equipment to support weapon system beddown, expedient construc-

tion, and heavy repair. Prior to sending a team on a deployment, a determination is made if staged vehicles and/or equipment will be used.

2.7.1. Vehicles. RED HORSE vehicle allowances are in Allowance Standard (AS) 019. RED HORSE assets are also staged in theaters of operation. Active RED HORSE units and staged units require a complement of authorized assets in continental United States (CONUS) or staged in theater. ***NOTE***: AS 019 preface lists each MAJCOM allowance standard and ASC. Each MAJCOM is assigned its own AS which lists vehicle allowances; e.g., AS 022 (United States Air Forces in Europe (USAFE)), AS 023 (ANG), AS 028 (Pacific Air Forces (PACAF)), AS 029 (Air Combat Command (ACC)), and AS 032 (Air Force Reserve Command (AFRC)). Vehicles will be managed in accordance with AFI 24-301, *Vehicle Operations*. Each unit will maintain its vehicle fleet in accordance with the Vehicle Authorization Listing (VAL).

2.7.2. Equipment. AS 429 identifies the majority of RED HORSE mobility and training equipment allowances.

2.7.3. Individual Items:

2.7.3.1. Standard Mobility Bags. All RED HORSE personnel must have standard A, B, C, and mini-C mobility bags.

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

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

2.7.4. Communications Equipment. AS 660, Part NH contains these allowances.

2.7.5. Weapons and Ammunition. Weapons authorizations are in AS 538, Part A. Each echelon deploys with the ammunition loads specified in AFCAT 21-209, *Ground Munitions*, for assigned weapons. Each individual assigned to a mobility position is issued a weapon. Equipment/weapons escorts and funds personnel carry an M-9 pistol and follow guidance in AFI 31-207.

2.7.6. Medical Equipment. Refer to AS 889.

2.7.7. Readiness Equipment. AS 429, Part DC, identifies RED HORSE nuclear biological and chemical (NBC) equipment allowances.

2.7.8. Demolition. AS 429, Part E lists demolition tools and equipment. Munitions for operational purposes are also in AFCAT 21-209, section 3F. Munitions for training purposes are listed in AFCAT 21-209, section 2J.

2.8. RED HORSE R-1 Echelon (UTC 4F9R1). In deliberate planning, unit response times will be equal to or less than the response times for the theater units they are designated to support or the response times in Operational Plan (OPlan) taskings, whichever are more stringent.

2.8.1. Mode of Movement. R-1 personnel and equipment are air-transportable with strategic or tactical airlift.

2.8.2. Equipment. R-1 deploys with contingency support equipment necessary to ensure self-sufficiency at the deployment location for five days. Fuel, water, current intelligence, and convoy maps must be obtained at Port Of Debarkation (POD).

2.9. RED HORSE R-2, R-3, and R-4 Echelons (UTC 4F9R2/R3/R4):

2.9.1. Mode of Movement. UTCs are both sea-transportable and air-transportable with strategic airlift.

2.9.2. Equipment. R-2/3/4 deploy with contingency support equipment necessary to ensure self-sufficiency at the deployed location for five days. Fuel and water must be obtained at POD.

2.10. Special Capabilities (Non-Personnel) UTCs:

H-1 (4F9H1) Outsized and Oversized Heavy Vehicle Set

H-2 (4F9H2) Automatic Building Machine Equipment

H-3 (4F9H3) Well Drilling Kit

H-4 (4F9H4) Asphalt Batch Plant

H-5 (4F9H5) Concrete Batch Plant

H-6 (4F9H6) Quarry Operations

2.10.1. Theater-based unit response times are defined in Table 2.1.

2.10.2. Most special capabilities equipment and vehicles are transportable by C-5 or C-17 aircraft; however, some outsized vehicle and equipment assets will require surface transportation.

2.10.3. Shop equipment, supplies, and contingency support equipment to support special capabilities may be staged in theater or deployed with the echelon.

2.11. Report Control System (RCS): HAFCESA-CE (AR) 7303, End of Deployment Report and Situa tion Report (SITREP). An end of deployment report must be sent to the parent MAJCOM, employing MAJCOM, HQ ACC/CEX, HQ AFCESA/CEX and HQ USAF/ILEX. The team chief will submit the report (**Attachment 3**) within 90 days after completing the deployment. Situation reports (**Attachment 4**) will be provided by the team chief to the same offices on an as needed basis.

Chapter 3

TRAINING

3.1. Purpose. This chapter outlines training requirements and their frequency (ARC units: see Tables 3.1 and 3.2). Training for RED HORSE forward-deployed units will be determined by the owning MAJCOM.

3.2. Individual Skill Areas. Each RED HORSE member will receive training according to Table 3.1.

Table 3.1. Individual Skill Areas.

REQUIREMENT	ACTIVE FREQUENCY	ARC REQUENCY	REMARKS
1. Weapons Qualification	Per AFI 36-2226 & AFI 31-207	Per AFI 36-2226 & AFI 31-207	One individual per M-16, M-9, and 40mm grenade launcher; two individuals per M-60 machine gun
2. Chemical and Biological Defense Training	Per AFI 32-4001	Per AFI 32-4001	
a. Initial Class	Per AFI 32-4001	Per AFI 32-4001	
b. Refresher Class	Per AFI 32-4001	Per AFI 32-4001	
c. Task Qualification	Per AFI 32-4001	Per AFI 32-4001	
3. Field Training			See note below chart
a. All AFSs	7.5 months	15 months	
4. Contingency Training			
a. Security Defense	15 months	30 months	
b. Explosive Ordnance Reconnaissance	15 months	15 months	See AFI 10-210, Table A2.1.
c. Health Education Training	15 months	30 months	See AFI 36-2238 and AFJI 48-110. (Buddy Care & Self Aid Tng Video #612735, GCRCD)
d. Vehicle Qualification	As required	As required	See AFI 24-301.

***NOTE*:** Field training takes place in a bare base environment and includes overnight field training consisting of a minimum of 48 continuous hours for active units and at least 36 continuous hours for Air Reserve units. R1 training will include operating both as an independent UTC and in conjunction with R2. Field training includes (but is not limited to) the following: site development and site preparation; work party and camp security; convoy security; expedient airfield crater repair operations; tent erection; installation, operation, and repair of utility systems; field messing; reverse osmosis water purification unit (ROWPU) operation; revetment erection; and AFS specific expedient methods.

3.3. RED HORSE Special Capability Training. RED HORSE units develop special capability training programs using a pilot unit concept. Under this concept, designated units develop standard training programs for use by all RED HORSE units. Parent MAJCOMs review these lesson plans annually and forward the final copy to HQ AFCESA/CEX. For special capability areas, see Table 3.2.

Table 3.2. Special Capability Training Requirement.

TASK	R-1	R-2	R-3	R-4	ACTIVE FREQUENCY	ARC* FREQUENCY	PILOT UNIT	REMARKS
Airfield Lighting Installation	1	2	2	2	Semiannually	Annually	819 RHS	
Asphalt Batch Plant Operations	0	2	2	0	Semiannually	Annually	820 RHS	
Bare Base Setup	1	5	5	5	One Time	One Time	49 MMS CTS	Note 3
Barrier Installation-Expeditionary BAK-12 and MAAS	2	3	4	3	Semiannually	Annually	823 RHS	Note 5 R-1 thru R-4
Concrete Batch Plant	0	2	2	0	Semiannually	Annually	820 RHS	
Concrete Mobile/ Deployable Pavement Repair System (DPRS)	0	2	2	2	Semiannually	Annually	823 RHS	
Asphalt Paving Operations	0	4	4	0	Semiannually	Annually	823 RHS	Note 2
Explosive Demo Ops	0	4	4	4	Monthly	Monthly	820 RHS	Note 4
Automatic Building Machine (ABM)	0	7	0	7	Semiannually	Annually	823 RHS	
Material Testing	1	1	1	1	Semiannually	Annually	Det-1 307 RHS	
Quarry Ops	0	6	6	0	Semiannually	Annually	820 RHS	Note 2
Revetment	0	4	4	4	Annually	Annually	819 RHS	
Water Detection/ Well Drilling	0	6	6	0	Quarterly	Annually	823 RHS	Note 2

*ANG/AFRC: See **Chapter 5**.

NOTES:

1. Numbers in columns R-1 through R-4 represent personnel.

2. Units without equipment required for this training must train three people annually until they obtain the equipment.

3. The 49th Materiel Maintenance Group, Holloman AFB NM, and the Contingency Training Sites provide this training. MAJCOMs will obtain and distribute quotas annually.

4. An active demolition program conducts live explosive proficiency training monthly. Any squadron that cannot satisfy this requirement is required to have an inactive demolition program. Inactive teams conduct monthly classroom instruction using inert explosives and participate in an annual live explosive training session supervised by an active RED HORSE demolition team supervisor. Inactive teams will be deemed active when the inactive team is on a joint contingency deployment with an active demolition team and receives live explosive training, or receives live explosive training in the AOR from an active team and conducts demolition responsibilities throughout the deployment.

5. As a minimum, three members assigned to each echelon will possess AF Form 483, **Certificate of Competency**, in barrier installation.

Echelon	AFSC	Number
R-1	3E072	1
R-1	3E551	1
R-1	3E251	1
R-2	3E551	1
R-2	3E052	1
R-2	3E251	2
R-3	3E052	1
R-3	3E251	2
R-4	3E052	1
R-4	3E251	2

3.4. Training Frequency. Tables 3.1 and 3.2 specify training requirements. Biannual training is conducted on a 30-month cycle, not to exceed 36 months. Annual training is conducted on a 15-month cycle not to exceed 17 months. Semiannual training is conducted on a 7-month cycle, not to exceed 9 months. Quarterly training is conducted on a 3-month cycle, not to exceed 4 months. Monthly training must be accomplished every calendar month.

3.5. 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. Scope and criteria will be determined at the time of emergency/contingency employment. Request the use of ANG RED HORSE teams by message through ANG/CEX.

3.6. Troop Training Criteria. Projects accomplished according to this chapter are classified as training projects.

3.6.1. The base civil engineer should 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.

3.6.2. Before RED HORSE accomplishes a training project in the United States that exceeds $500,000, the host programming approval authority will assess the impact on the local construction/ labor environment. A statement of impact on local contractor/labor relations by the use of a RED HORSE unit will be included on the DD Form 1391, **Military Construction Project Data**. It is the responsibility of the host base to obtain any local government coordination.

3.6.3. Any training construction or repair project or combination of projects proposed within the United States, including Guam, Puerto Rico, and the Virgin Islands, for accomplishment by Prime BEEF, RED HORSE, or a combination thereof, must not exceed $500,000 (for active force and ARC component projects). A total funded and unfunded cost over $500,000 requires approval from HQ USAF/ILE (refer to AFI 32-1032, *Planning and Programming Appropriated Funded Maintenance, Repair, and Construction Projects,* paragraph 6.1.1).

3.7. Annual Troop Training Project Program. An annual troop training project program is prepared for each RED HORSE unit. This program will include an integrated schedule showing all troop training projects and JCS exercises. It includes all training projects to be accomplished by active units and those accomplished by ARC units.

3.8. PACAF Troop Training Program. An annual troop training project program is submitted to HQ ACC/CEX by HQ PACAF/CEX for incorporation into the ACC troop training program. Troop training projects in PACAF conducted in total by CONUS-based RED HORSE squadrons will be conducted in the same manner as all other troop training projects. The deployed RED HORSE squadron will report to the host installation commander through a RED HORSE liaison officer within the base civil engineer function.

3.9. Annual Troop Training Project Program for Air National Guard and Air Force Reserve Command. The ANG or HQ AFRC will task Air Reserve Component RED HORSE units for deployments to accomplish Air Reserve projects.

3.10. Air National Guard and Air Force Reserve Command Project Submittal Procedures.

Projects will be submitted in accordance with MAJCOM programming guidance**.** HQ USAF/ILEX and HQ AFCESA/CEX coordination is required prior to MAJCOM approval on all troop training projects.

3.11. Cantonment Maintenance Procedures. The RED HORSE unit operations center processes all maintenance and repair work requirements for RED HORSE cantonment facilities. AFI 32-1001, *Operations Management,* outlines procedures for work inside the RED HORSE compound not being accomplished by RED HORSE.

Chapter 4

LOGISTICS

4.1. Logistics Information. Logistics sections handle the following functions:

4.1.1. Logistics plans

4.1.2. Vehicle maintenance

4.1.3. Vehicle operations (may be aligned under Deputy Chief of Staff/Logistics (LG) or Director of Operations (DO))

4.1.4. Supply

4.1.5. Services

4.1.6. Medical (may be aligned under LG or Command Staff)

4.1.7. Readiness

4.1.8. Contracting

4.2. Logistics Plans. Each squadron will have plans for air, land, and sea deployment unless unit Designed Operational Capability (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, United States Transportation Command (USTRANSCOM) components, and support commanders. Each unit will have a deployment plan or an appendix to the host base deployment plan in accordance with AFI 10-403, *Deployment Planning*.

4.3. Aircraft Load Plan Certification. Headquarters Air Mobility Command, Contingency Flow Cell (HQ AMC/XOPEC) reviews aircraft load plans for R-1, R-2, R-3, and R-4, but does not provide certification. Certification of aircraft load plans is accomplished at the base-level logistics section. Applicable parent MAJCOMs review squadron-prepared load plans annually**.**

4.4. Over-the-Road Movement Plans. Each RED HORSE unit is responsible for obtaining over-the-road movement plans for main operating bases, collocated operating bases, bare bases, and outlying sites in their AOR from the theater air component command. While current theater scenarios require over-the-road movement of all RED HORSE echelons, theater commands are still responsible for initial movement from 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 R-2, R-3, and R-4.

4.4.1.3. Any contracting of additional transportation requirements will be provided in accordance with AFI 10-403.

4.4.1.4. Additional plans for redeployment are not required.

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

4.4.2. The Military Traffic Management Command (MTMC) 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 port of embarkation (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 R-2, R-3, and R-4 assets aboard 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 air component commander is responsible for moving RED HORSE UTCs and special capabilities equipment and supplies from the POD to their destination. RED HORSE personnel may be tasked to assist in this movement.

4.5.2. The parent MAJCOM will facilitate, as required, the merging of CONUS geographically separated RED HORSE UTCs and special capabilities assets at the seaport of embarkation.

4.5.3. 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 Maintenance. The Vehicle Maintenance Section provides maintenance support to keep assigned RED HORSE vehicles and equipment safe, serviceable, and ready to deploy/employ, while minimizing the vehicle out-of-commission rates and costs.

4.6.1. Material Control will establish procedures and monitor all applicable programs in accordance with AFMAN 24-307, paragraph 3.2, and any command supplements.

4.6.2. ARC RED HORSE units must establish and ensure vehicle maintenance material control functions are performed in accordance with AFMAN 24-307, paragraph 3.2, and any command supplements.

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

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

4.7.2. Functions as the unit vehicle control officer and accounts for the vehicle fleet.

4.7.3. Reviews report and statistical data in coordination with host transportation and RED HORSE vehicle maintenance.

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

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

4.7.6. Manages vehicle licensing (AF Form 171, **Request for Driver's Training and Addition to U.S. Government Drivers License**) and training.

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

4.8. Supply. The objective of the supply section is to provide complete and responsive logistical support for RED HORSE operations.

4.8.1. MRSP Program. 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,* AFMAN 23-110V2, Part 2, Chapter 26, and AFMAN 23-110V1, Part 1, Chapter 14. MRSP program provides 60 days of spares support for all echelons and military operations other than war (MOOTW) requirements.

4.8.2. The supply section, with assistance from maintenance, cantonments, and operations, must perform an annual review of the MRSP to ensure the authorized parts are adequate to support deployed assets.

4.8.3. The MRSP will be physically stored and accountability maintained by RED HORSE chief of supply in-garrison. The RED HORSE chief of supply is responsible for ensuring all unit personnel are aware of available sources of supply (SOS) to include the International Merchant Purchase Authorization Card (IMPAC); shop stock store; DBS and consumable MRSP (CMRSP); MRSP; team tire; maintenance, repair and operations (MRO) program; and any local programs.

4.8.4. The RED HORSE chief of supply is responsible for ensuring the following programs are established and maintained in accordance with cited references.

4.8.4.1. Monitor shelf life for CMRSP, MRSP, mobility bags, and DBS in accordance with AFMAN 23110V1, Part 1, Chapter 10, and AFMAN 23-110V2, Part 2, Chapters 9 and 27.

4.8.4.2. Coordinates with Equipment Authorization Inventory Data (EAID) custodians and acts as liaison with host base supply to obtain EAID support in accordance with AFMAN 23-110V2, Part 2, Chapter 22, and all applicable allowance standards.

4.8.4.3. Assists unit personnel in obtaining Air Force Equipment Management System (AFEMS) user identifications.

4.8.4.4. Monitors hazardous materials in the CMRSP while in-garrison and deployed and prepares for redeployment, if applicable, in accordance with AFJMAN 24-204, Preparing Hazardous Materials for Military Air Shipments.

4.8.4.5. Monitors and maintains unit mobility bags in accordance with AFMAN 23-110V2, Part 2, Chapter 26, section F; AFI 23-226, *Chemical Warfare Defense Equipment (CWDE) Consolidated Mobility Bag Management*; ACCI 23-250, *Mobility Bag and Weapons Management*; and any command supplements.

4.8.4.6. Monitors unit Defense Reutilization and Marketing Office (DRMO) program and acts as liaison between host DRMO and supply in accordance with local guidance.

4.8.4.7. Develops program and accounts for and stores project and residue materials in accordance with CEMAS *Civil Engineer Material Acquisition Handbook*; AFPAM 32-1004V4, *Working in the Operations Flight Material Acquisition*; AFMAN 24-307, Chapter 3, Material Control

and Contractor-Operated Parts Store (COPARS); 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.*

4.8.4.8. Maintains weapons in-garrison and deployed in accordance with AFI 31-101, *Air Force Resource Protection Program*; DoD 5100.76-M, *Physical Security of Sensitive Conventional Arms, Ammunition, and Explosives*; AFI 31-201, *Security Police Standards and Procedures*; AFI 31-207; AFI 31-209; AFMAN 23-110V2, Part 2, Chapter 26, section F; ACCI 23-250; AFI 10-403*;* AFMAN 23-110V1/V2; and any command supplements.

4.8.4.9. Monitors mobility small arms munitions during exercises and deployments in accordance with AFJMAN 24-204; DOD 5100.76-M; AFI 31-101; AFI 21-201, *Deployable Ammunition Operations Procedures*; AFMAN 91-201, *Explosives Safety Standards*; AFI 10-403; AFCAT 21-209; and any local base planning guidance.

4.8.4.10. Assists unit shops in establishing DBS, and, together with host base supply, provides initial training in accordance with AFMAN 23-110V2, Part 2, Chapters 25 and 26, and any command supplements.

4.8.4.11. Ensures there is a viable Due-In-From-Maintenance (DIFM) program to include tracking accountability and forecasting funding requirements in accordance with AFMAN 23-110V2, Part 2, Chapter 24, and AFMAN 24-307, Chapter 3.

4.8.4.12. Establishes, maintains, and operates locally-developed unit Individual Equipment program while in-garrison and deployed.

4.9. Services Program. The RED HORSE services program organically supports each RED HORSE unit wherever deployed. Services support primarily includes food service, lodging locator, and mortuary operations. Limited fitness and recreation programs may be implemented as mission allows.

4.9.1. Food service support will include procuring required rations, accountability of rations, operation of field feeding equipment, and practicing proper sanitation procedures for all deployed personnel (not only RED HORSE) until follow-on Prime Readiness In Base Services (RIBS) teams arrive.

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 RIBS teams arrive.

4.9.3. Mortuary operation should be established in accordance with Wartime Mortuary Operating Procedures issued by Air Force Services Agency, 28 May 97.

4.9.4. Fitness and recreation programs will be established as mission allows. Fitness and recreation programs have proven to increase morale and effectiveness of deployed personnel. Every effort should be made to incorporate various self-directed programs into camp operations.

4.9.5. Services RED HORSE personnel will follow guidance for ORIs in the Prime RIBS Combat Employment, Amplifying the Rules of Engagement (ROE), for RED HORSE units that were published by Headquarters Air Combat Command Services Readiness (HQ ACC/SVXP).

4.9.6. The unique mission of RED HORSE makes it difficult for services personnel to remain proficient in all required areas of the diverse 3M0X1 career field. To keep 3M0X1 personnel assigned to RED HORSE units proficient in all services operations, make every effort to rotate assigned services

personnel through the host services squadron to receive proficiency training in food service, lodging, fitness, recreation, and mortuary affairs. Failure to rotate 3M0X1 personnel may have an adverse effect on their progression in the services career field.

4.10. Medical. The Independent Duty Medical Technician (IDMT) assigned to the RED HORSE unit organizes and manages the medical section. The scope of medical support is in accordance with guidelines established in AFI 44-103, *The Air Force Independent Duty Medical Technician Program and Medical Support for Mobile Medical Units/Remote Sites.* Each RED HORSE unit is assigned a dedicated Air Transportable Clinic (ATC) to support field operations in remote locations. The ATC deploys with R-2 and is tailored to support R-1, R-3, and R-4 combined deployments.

4.10.1. The medical section maintains a 60-day supply of medications and other medical supplies required to support world-wide RED HORSE deployments. Shelf-life sensitive medications required by RED HORSE must be maintained by the host base medical facility through a Memorandum of Agreement (MOA). The MOA must include 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 Host Medical Treatment Facility (HMTF), will designate a physician to augment the RED HORSE unit when tasked to deploy. These designated physicians are on mobility status and take part in at least one RED HORSE exercise each year. The exercise must be under field conditions and include the use of the ATC. The physician deploys with the R-2 echelon, and, while deployed, will report to, and be under the operational control of, the senior deployed RED HORSE officer. Reserve forces RED HORSE units may assign their physician to their unit when no HMTF is available.

4.10.3. Medical technicians must be certified IDMTs (AFSC 4N0X1, SEI 496). IDMTs assigned to active duty RED HORSE units must complete the IDMT orientation, annual refresher training, and certification requirements specified in AFI 44-103. Physician preceptor and alternate will be appointed for the IDMT by the commander of the HMTF. Air Reserve Component RED HORSE units will be augmented with an active duty IDMT. A Memorandum of Understanding (MOU) between HQ AFRC, HQ ANG, and the active duty MAJCOM will define the duties and responsibilities of these IDMT augmentees.

4.11. Readiness. This section provides RED HORSE with the organic capability and training to survive and operate in an NBC and a conventional warfare environment.

4.12. Contracting. 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.

Chapter 5

AIR RESERVE COMPONENT UNITS

5.1. Reporting Authority. Air Reserve Component RED HORSE units exist in both the AFRC and ANG. AFRC RED HORSE units (in a nonmobilized status) report to 10 AF/610 RSG. ANG units (in a nonmobilized status) report to their state adjutant general. In a mobilized status, units report directly to the gaining MAJCOM. The units report to the supported MAJCOM once deployed. In a nonmobilized status, HQ AFRC and the ANG Readiness Center coordinate between the gaining MAJCOM, AFRC, and ANG RED HORSE units. However, the gaining MAJCOM may deal directly with the units on non-policy issues.

5.2. Organization. Each ARC RED HORSE unit has two operating locations in peacetime to geographically enlarge the potential recruiting area. The two locations divide unit manpower authorizations to balanced grade and skill structure at each site.

5.3. Training:

5.3.1. Training Frequency. Refer to Tables 3.1 and 3.2. ARC field training will be at least 36 hours in duration. Even though the training frequency is less for Air Reserve forces, their comparable civilian position often keeps them proficient in their assigned career field.

5.3.2. Annual Troop Training Tours. Annual training tours offer ARC RED HORSE units functional training through deployments to other DoD installations. Specific details on program administration are outlined in AFI 10-210, *Prime Base Engineer Emergency Force (BEEF) Program*.

5.4. Air Reserve Components Mobilization. Air Reserve response times are outlined in Table 2.1. Under nonmobilized situations, ANG units, or parts thereof, are deployed through state adjutant generals and the ANG. AFRC units, or parts thereof, are deployed according to HQ AFRC directives.

5.5. Mobility Readiness Spares Packages (MRSP). Air Reserve MRSP will be stored and maintained by RED HORSE supply personnel in-garrison in accordance with paragraph 4.8.3.

Chapter 6

RED HORSE ENGINEER SUPPORT UNITS

6.1. RED HORSE Engineer Support Units (ESU). The ESUs directly support global combat air power by providing in-place and staged vehicles and equipment for use by fully mission-capable RED HORSE units.

6.2. Concept of Operations (CONOPS). RED HORSE Engineer Support Units will maintain, in deployable status, assigned UTCs and assigned special capabilities echelons (each having their own UTC). RED HORSE Engineer Support Units will also provide limited logistical and operational support, deploy the necessary number of personnel to support transport, transfer of accountability, and familiarize gaining RED HORSE units with new assets.

6.3. Manpower Requirements. Parent MAJCOMs will determine unit manpower requirements and develop standards tailored to their theater of operation.

6.4. Deploying Unit Responsibilities. Deploying units will coordinate with RED HORSE Engineer Support Units under an MOU/MOA to determine criteria for MOOTW use of staged assets to include pre-deployment financial responsibility, manpower augmentation, asset accountability, reconstitution procedures, and reimbursement.

6.5. Mission Requirements. The parent MAJCOM will determine personnel qualifications for RED HORSE Engineer Support Units.

6.6. Deployment Echelons. RED HORSE Engineer Support Units will store, maintain, and reconstitute vehicles and equipment in accordance with standard UTC structure and parent MAJCOM guidance. RED HORSE Engineer Support Units DOC statements will reflect response times indicated in Table 2.1, note 1, for tasked UTCs.

6.7. Deployment Requirements. Members of RED HORSE ESUs are subject to notional deployments within the theater of operations. Members may deploy individually or as augmentation to a RED HORSE unit or echelon that deploys to support force beddown, expedient construction, and heavy repair.

6.8. 31st RED HORSE Flight (RHF). The 31 RHF will not maintain the following capabilities: communications, small arms, munitions, mobility bags, ATC/medical, and readiness equipment, supplies and spares.

MICHAEL E. ZETTLER, Lieutenant General, USAF
DCS/Installations & Logistics

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Department of Defense

DoD 4145.19-R-1, *Storage and Materials Handling*

DoD 5100.76-M, *Physical Security of Sensitive Conventional Arms, Ammunition, and Explosives*

DoDD 1100.18, *Wartime Manpower Mobilization Planning*

DoDD 1315.6, *Responsibilities for Military Troop Construction Support of the Department of the Air Force Overseas*

Air Force

AFPD 10-2, *Readiness*

AFPD 10-9, *Lead Operating Command Weapon Systems Management*

AFI 10-201, *Status of Resources and Training System*

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

AFI 10-403, *Deployment Planning*

AFI 21-201, *Deployable Ammunition Operations Procedures*

AFI 23-226, *Chemical Warfare Defense Equipment (CWDE) Consolidated Mobility Bag Management*

AFI 24-301, *Vehicle Operations*

AFI 25-101, *War Reserve Materiel (WRM) Program Guidance and Procedures*

AFI 31-201, *Security Police Standards and Procedures*

AFI 31-207, *Arming and Use of Force by Air Force Personnel*

AFI 31-209, *Air Force Resource Protection Program*

AFI 31-101, *Air Force Resource Protection Program*

AFI 32-1001, *Operations Management*

AFI 32-1032, *Planning and Programming Appropriated Funded Maintenance, Repair, and Construction Projects*

AFI 32-4001, *Disaster Preparedness Planning and Operations*

AFI 32-7086, *Hazardous Materials Management*

AFI 36-2101, *Classifying Military Personnel (Officers and Airmen)*

AFI 36-2226, *Combat Arms Program*

AFI 36-2238, *Self-Aid and Buddy Care Training*

AFI 38-101, *Air Force Organization*

AFI 44-103, *The Air Force Independent Duty Medical Technician Program and Medical Support for Mobile Medical Units/Remote Sites*

AFJI 48-110, *Immunizations and Chemoprophylaxis*

AFMAN 10-401V1, *Operation Plan and Concept Plan Development and Implementation*

AFMAN 23-110V1/V2, *USAF Supply Manual*

AFJMAN 24-204, *Preparing Hazardous Materials for Military Air Shipments*

AFMAN 24-307, *Procedures for Vehicle Maintenance Management*

AFMAN 37-139, *Records Disposition Schedule*

AFMAN 91-201, *Explosives Safety Standards*

AFPAM 32-1004V4, *Working in the Operations Flight Material Acquisition*

AFCAT 21-209, *Ground Munitions*

ACCI 23-250, *Mobility Bag and Weapons Management*

CEMAS *Civil Engineer Material Acquisition Handbook*

WMP-3, *US Air Force War and Mobilization Plan,* Volume 3

Army

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

Additional References

AFPD 63-1, *Acquisition System*

AFI 63-101, *Acquisition System*

AFI 24-302, *Vehicle Maintenance Management*

AFI 65-601, Volume 1, *Budget Guidance and Procedures*

AFI 65-601, Volume 2, *Budget Management Procedures for Operations*

AFDD 1-2, *Air Force Glossary*

Abbreviations and Acronyms

ABM—Automated Building Machine

ABO—Air Base Operability

ACR—Allowance Change Request

AEF—Aerospace Expeditionary Force

AFEMS—Air Force Equipment Management System

AFI—Air Force Instruction

AFMC—Air Force Materiel Command

AFMS—Air Force Manpower Standard

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFS—Air Force Specialty

AFSC—Air Force Specialty Code

ANG/CE—Air National Guard, Civil Engineer

ANG—Air National Guard

AOR—Area of Responsibility

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

AS—Allowance Standard

ASC—Allowance Source Codes

ATC—Air Transportable Clinic

BC—Budget Code

CERB—Civil Engineer Readiness Board

CMRSP—Consumable Mobility Readiness Spares Package

COMAFFOR—Commander of Air Force Forces

CONOPS—Concept of Operations

CONUS—Continental United States

COPARS—Contracted Operated Parts Store

CTS—Contingency Training Site

CWDE—Chemical Warfare Defense Equipment

DBS—Deployable Bench Stock

DIFM—Due-In-From-Maintenance

DO—Director of Operations

DOC—Designed Operational Capability

DoDD—Department of Defense Directive

DoD—Department of Defense

DoDI—Department of Defense Instruction

DPRS—Deployable Pavement Repair System

DRMO—Defense Reutilization and Marketing Office

EAID—Equipment Authorization Inventory Data

EALS—Emergency Airfield Lighting System

ESL—Equipment Supplies Listing

ESU—Engineer Support Unit

FOA—Field Operating Agency

FYDP—Future Year Defense Program

HMTF—Host Medical Treatment Facility

HQ ACC—Headquarters Air Combat Command

HQ ACC/CEX—Headquarters Air Combat Command, Readiness Directorate

HQ ACC/CEXO—Headquarters Air Combat Command, Civil Engineer Readiness Division

HQ ACC/LGSW—Headquarters Air Combat Command, Weapon System Support Branch

HQ ACC/LGSWC—Headquarters Air Combat Command, Mobility Readiness Spares Packaging

HQ ACC/LGSWE—Headquarters Air Combat Command, Equipment Management Office

HQ ACC/SVXP—Headquarters Air Combat Command, Services Readiness Division

HQ AFCESA/CEX—Headquarters Air Force Civil Engineer Support Agency, Readiness Directorate

HQ AFCESA/CEXR—Headquarters Air Force Civil Engineer Support Agency, Contingency Support Directorate, Readiness Division

HQ AFRC/CE—Headquarters Air Force Reserve Command, Civil Engineer

HQ AMC/XOPEC—Headquarters Air Mobility, Contingency Flow Cell

HQ USAF/ILEX—The Civil Engineer, Readiness and Installation Support Division

HQ USAF/ILEXR—Headquarters United States Air Force Readiness Programs

IDMT—Independent Duty Medical Technician

IMPAC—International Merchant Purchase Authorization Card

IOC—Initial Operational Capability

JCS—Joint Chiefs of Staff

LG—Deputy Chief of Staff/Logistics

LOGDET—Logistics Detail

MAAS—Mobile Aircraft Arresting System

MAJCOM—Major Command

MEFPAK—Manpower and Equipment Force Packaging

MISCAP—Mission Capability Statement

MMS—Materiel Maintenance Squadron

MOA—Memorandum of Agreement

MOOTW—Military Operations Other Than War

MOU—Memorandum of Understanding

MRO—Maintenance, Repair and Operations

MRSP—Mobility Readiness Spares Package

MSC—Military Sealift Command

MTMC—Military Traffic Management Command

NBC—Nuclear, Biological, and Chemical

O&M—Operation and Maintenance

OPCON—Operational Control

OPlan—Operational Plan

ORI—Operational Readiness Inspection

PACAF—Pacific Air Forces

PEM—Program Element Monitor

POD—Port of Debarkation

POE—Port of Embarkation

Prime BEEF—Prime Base Engineer Emergency Forces

Prime RIBS-—Prime Readiness In Base Services

RCS—Report Control System

RED HORSE—Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer

RHF—RED HORSE Flight

RHS—RED HORSE Squadron

ROE—Rules of Engagement

ROWPU—Reverse Osmosis Water Purification Unit

SAF—Secretary of the Air Force

SECDEF—Secretary of Defense

SEI—Special Experience Identifier

SITREP—Situation Report

SORTS—Status of Resources and Training System

SOS—Source of Supply

TPFDD—Time-Phased Force and Deployment Data

USAFE—United States Air Forces in Europe

USAF—United States Air Force

USCENTCOM—United States Central Command

USP&FO—United States Property and Fiscal Officer

USTRANSCOM—United States Transportation Command

UTC—Unit Type Code

VAL—Vehicle Authorization Listing

WMP-3—War and Mobilization Plan, Volume 3

WR-ALC—Warner Robins Air Logistics Center

WR-ALC/LES—Warner Robins Air Logistic Center, Mobility Readiness Spares Package Grounds/ Non-airborne

WR-ALC/LET—Warner Robins Air Logistics Center, Allowance Standards Depot Manager

WRM—War Reserve Material

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.

Harvest Eagle—A nickname for an air-transportable 550-person capable package of housekeeping equipment, spare parts, and supplies required for support of US Air Force general purpose forces and personnel in bare-base conditions. Examples of Harvest Eagle equipment are water purification units, tents, and showers. Harvest Eagle is not intended to be an all-inclusive package of logistics support for sustained air operations; however, it does have limited airfield operations mobile aircraft arresting system (MAAS) and emergency airfield lighting system (EALS).

Harvest Falcon—A nickname for an air-transportable 1100-person capable package of hardwall shelters, tents, and equipment designed to support US Air Force personnel and aircraft under bare-base conditions. Harvest Falcon program objective, when fully funded and reconstituted, provides the capability to beddown 55,000 personnel and 750 aircraft. Sets of varying sizes can be independently deployed to 13 separate bare-base locations and 1 special operations force mobile operating location in the USCENTCOM area of responsibility (AOR). The package is designed to overcome host nation or US infrastructure limitations and is forward-deployed at planned operating bases, alternative AOR storage locations, or CONUS aggregation sites. Assets stored in CONUS and USAFE are available to support OPlan crises or contingencies worldwide. Forward-deployed vehicles are also included.

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 (FOA) assigned as the ABO 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:

Title of the unit or force element and its unique Joint Chiefs of Staff UTC.

The capability statement that contains the definition of unit capability.

The manpower detail by function, grade (officers only), and Air Force specialty code 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 (MTMC) —(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 Air Forces, US Central Command (CENTAF), PACAF, US Air Forces, US Southern Command (SOUTHAF), and USAFE.

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 nonunit requirements, it may or may not coincide with the origin.

Program Element Monitor (PEM)—The individual within the Air Staff/MAJCOM office of primary responsibility designated to exercise overall monitorship over a program element, including preparation of program change proposals and the review, evaluation, and maintenance of all the pertinent data on the element. PEMs cover all aspects of Air Force programs and are the experts and spokespersons for their

programs. The PEMs are advocates and must be kept fully informed on resource requirements and their current funding position.

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 (FYDP) 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 (AFMC) 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.

The 49th Materiel Maintenance Group—Unit which maintains and provides training on Harvest Eagle/Falcon 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 time-phased force deployment data, nonunit-related cargo and personnel data, and movement data for the operation plan**.**

Time-Phased Force and Deployment List (TPFDL)—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 ports of debarkation or ocean area. It may also be generated as a computer listing from the time-phased force and deployment data.

Unit Type Code (UTC)—A five-character, alphanumeric code that uniquely identifies each unit type unit 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

RED HORSE WEAPON SYSTEM LEAD COMMAND ASSIGNMENTS

WEAPON SYSTEM	USER	LEAD COMMAND	SYSTEM AFFILIATE	PEMs
RED HORSE	ACC	ACC	HQ AFCESA	HQ USAF/ILEXR
	PACAF			HQ ACC/CEX
	USAFE			HQ PACAF/CEX
	AFRC			HQ USAFE/CEX
	ANG			HQ AFRC/CEX
				ANG/CEX

Attachment 3

RED HORSE END-OF-DEPLOYMENT REPORT

MEMORANDUM FOR (Parent MAJCOM)

FROM: (RED HORSE Unit)

SUBJ: RED HORSE End-of-Deployment Lessons Learned Report

1. Deployment Overview:
   a. Purpose/objective
   b. Scope
   c. Background
2. Deployment Information:
   a. Team composition
   b. Team deployment number
   c. Team location
   d. Deployment data:
      (1) Date departed home station
      (2) Date arrived employment location
3. Comment and make recommendations on:
   a. Project problems and solutions
   b. Personnel problems and solutions
4. Lessons Learned:
5. Reconstitution Status:
   a. Team Chief/DSN
   b. Funding required (see note below)

TEAM CHIEF, Grade, USAF
Team Chief, Deployment xx-xx

Attachments:
1. Personnel listing (annotated travel orders will suffice)
2. Daily log

cc:

Employing MAJCOM/CE

HQ ACC/CEX

HQ AFCESA/CEX

HQ USAF/ILEX

NOTE: Funding required - provide breakdown of reconstitution funding required by Budget Code (BC); e.g., Alpha BC - depot funded equipment; O&M funded equipment, CMRSP, and DBS.

Attachment 4

RED HORSE SITUATION REPORT

MEMORANDUM FOR: Parent MAJCOM

FROM: (RED HORSE Unit) (Deployed Location Name)

SUBJECT: RED HORSE Situation Report (SITREP) as of (Date)

1. Deployment Overview:
   a. Purpose/objective
   b. Start date
   c. Projected completion date
2. Project Status:
   a. Construction status: (% complete)
   b. Funding status: (expended/approved $)
3. Issues:
   a. Project problems and actions
   b. Materiel problems and actions
   c. Vehicle status
   d. Personnel problems and actions
4. Deployment Information:
   a. Personnel on ground: (#)
   b. Personnel arriving since last SITREP: (#)
   c. Personnel departing since last SITREP: (#)
   d. Team chief/DSN
   e. Digital pictures, as necessary

TEAM CHIEF, Grade, USAF

Team Chief, Deployment xx-xx

cc:

Employment MAJCOM/CE

HQ ACC/CEX

HQ AFCESA/CEX

HQ USAF/ILEX