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Transportation

COMBAT READINESS FLIGHT

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This instruction implements policy guidance found in AFR 24-2, *Preparation and Movement of Air Force Material*. It provides guidance for the base-level Transportation Combat Readiness Flight. The basic functions and responsibilities outlined in this instruction provide standardized terms of reference for the Transportation Combat Readiness Flights and are intended to facilitate understanding and implementation of combat readiness responsibilities and support of deployment operations within transportation units. The Transportation Combat Readiness Flight will coordinate the resources and capabilities of assigned transportation activities and designated augmentees and integrate them into the Wing's operations. The Flight ensures all wartime and contingency transportation support requirements are identified and planned. Major commands may supplement this instruction. Send a copy of each supplement to HQ USAF/ILTR. It is applicable to all Transportation Combat Readiness Flights. Maintain and dispose of all records created as a result of the prescribed processes in this instruction in accordance with AFMAN 37-139, Record Disposition Schedule.

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Chapter 1

GENERAL GUIDANCE

1.1. Applicability. This instruction is applicable to all active duty Transportation Combat Readiness Flights. The Air Force Reserve Command (AFRC) and Air National Guard (ANG) units are not bound by this instruction but are encouraged to use it.

1.2. Organization. The base-level Transportation Combat Readiness Flight organizational structure is prescribed in AFI 38-101, Air Force Organization. The Combat Readiness Flight will report directly to the Chief of Transportation or Transportation Squadron Commander. The Air Force Specialty Codes (AFSC) authorized are earned based on the Air Force Manpower Standard (AFMS) 42D1 and approved variances, but may be tailored with major command (MAJCOM) approval to cover local requirements or conditions.

1.3. Mission. The mission of the Transportation Combat Readiness Flight is to provide deployment training to wing and tenant unit personnel so they may prepare/process personnel and equipment for worldwide deployment/re-deployment; perform staff assistance visits to ensure readiness is maintained; execute the transportation tasks in the base and unit deployment and reception plan; prepare the transportation portion of the wartime sustainment and reception plan; and manage various transportation resource programs and agreements.

1.4. Responsibilities. Transportation Combat Readiness (LGTR):

1.4.1. HQ USAF Combat Readiness Division (ILTR).

1.4.1.1. This division develops policy and procedures concerning strategic deployment associated with the use of commercial and organic transportation assets.

1.4.1.2. Evaluates wartime contingency plans for transportation feasibility in the Deliberate Planning Process. Provides oversight for maintenance and development of Unit Type Codes.

1.4.1.3. Serves as Transportation Functional Area Manager (FAM) responsible for policies and procedures for peacetime and wartime requirements in the Deliberate and Crisis Action Planning Process.

1.4.1.4. Reviews all joint service and Air Force planning documents to ensure transportation functional needs and roles are covered.

1.4.1.5. Develops, advocates, and defends airlift enhancements and modernization initiatives. Evaluates emerging technology and best-business practices for incorporation in daily mission.

1.4.1.6. Chairs the Air Force Transportation Planning Group (AFTPG), which consists of two subgroups; the Base Transportation Planning Group (BTPG) and the Aerial Port Force Structure Working Group (APFSWG) (see [attachment 3](#)).

1.4.1.7. Sponsors the Express Delivery Reinvention Laboratory (EDRL), a partnership with DLA and USTRANSCOM to champion innovation, support prudent risk-taking and remove bureaucratic barriers in transportation.

1.4.1.8. Serves as functional manager for automated transportation management systems and coordinates all Service-related Corporate Information Management (CIM) efforts.

1.4.1.9. Responsible for oversight of Air Force transportation training and officer graduate and professional continuing education.

1.4.1.10. Serves as the OPR for Air Force transportation manpower requirements. Provides guidance for the Total Force Assessment (TFA) efforts.

1.4.1.11. Serves as functional manager for the Air Force Transportation Awards Program.

1.4.2. MAJCOM Transportation Combat Readiness Function.

1.4.2.1. Develops and implements policies, procedures, and plans relative to all peacetime and wartime transportation requirements. Serves as transportation staff Budget/Resource Advisor.

1.4.2.2. Develops transportation appendices to operations, contingency, and programming plans.

1.4.2.3. Provides guidance and develops procedures for readiness and deployments.

1.4.2.4. Serves as the transportation staff OPR for manpower requirements and authorizations and for all resource-related activities. Programs for wartime manpower and equipment requirements using deliberate planning process tools such as TFA (see [attachment 1](#)).

1.4.2.5. Monitors current and forecasted workloads related to contingency-type operations.

1.4.2.6. Sources all contingency taskings; resolves equipment and personnel shortfalls in conjunction with numbered Air Force functional area managers or appropriate MAJCOM agency.

1.4.2.7. Provides long-range criteria and guidance for facility and equipment requirements.

1.4.2.8. Monitors the Global Status of Resources and Training Systems (GSORTS) submissions of subordinate transportation units, to include the development of, review and approval of unit Designed Operational Capabilities (DOC) statements.

1.4.2.9. Serves as transportation representative on Project Task Forces (PROTAFs) for base closure and base/unit realignment actions.

1.4.2.10. Processes and/or validates command-sponsored Special Assignment Airlift Mission (SAAM) and Joint Airborne/Air Transportability Training (JA/ATT) requirements and source availability of Opportune Airlift, unless delegated to another command function.

1.4.2.11. Provides policy and guidance on the movement of hazardous materials (HAZMAT) and dangerous cargo related to contingency operations.

1.4.2.12. Conducts Joint Deployment and Staff Assistance Visits (SAVs) with Logistics Plans to evaluate and improve wings' deployment processes IAW MAJCOM guidance.

1.4.2.13. Manages command transportation training requirements and establishes command deployment work-center training requirements.

1.4.2.14. Monitors performance measures and applicable doctrine as required.

1.4.2.15. Establishes command operational pallet and net requirements and evaluates and obtains new types of equipment for transportation function's operational use.

1.4.2.16. Manages the Air Force Transportation Awards Program and the Air Force Innovative Development through Employee Awareness (IDEA) Program for the Transportation Staff.

1.4.2.17. Participates in Air Force Transportation Planning Group (AFTPG), Base Transportation Planning Group (BTPG) and Aerial Port Force Structure Working Group (APFSWG).

1.4.3. Base-Level Transportation Combat Readiness Flight.

1.4.3.1. This flight accomplishes three important aspects of transportation: deployment training, wartime planning, and resource management. Accordingly, the specific responsibilities of the flight are as follows:

1.4.3.2. In a coordinated effort with the Wing Logistics Plans function, trains and advises units on deployment operations.

1.4.3.2.1. Instructs units in deployment preparation (e.g., hazardous cargo, cargo preparation, deployment work-center responsibilities, etc.).

1.4.3.2.2. Facilitates the wing's deployment preparation, establishes requirements and trains personnel for transportation deployment work-centers.

1.4.3.2.3. Performs annual Staff Assistance Visits (SAVs) for deployable units.

1.4.3.2.4. Identifies open Mobility READY Program positions to base READY program monitor and/or board for fill action.

1.4.3.2.5. Combat Readiness Flight is the Transportation Squadron READY program point of contact.

1.4.3.2.6. Assists the Transportation Squadron Commander to assign personnel to READY positions.

1.4.3.2.7. Maintains close liaison with READY program office to determine Transportation Squadron requirements

1.4.3.2.8. Maintains training records for Transportation Squadron personnel assigned to READY program positions.

1.4.3.2.9. Coordinates with program monitor to fill Mobility READY Program positions.

1.4.3.2.10. Maintains training documentation for personnel assigned to Mobility READY Program. (Note: Only those personnel assigned to Transportation workcenters.)

1.4.3.3. Prepares/executes/organizes deployment of Transportation Squadron personnel.

1.4.3.3.1. Establishes a Unit Control Center (UCC) and, under the direction of the Squadron Commander/Chief of Transportation, serves as the cadre for the operation of the center during peacetime, contingencies, and wartime. The UCC will be established at the direction of the Transportation Squadron Commander/Chief of Transportation. The UCC functions and responsibilities are:

1.4.3.3.1.1. Provides transportation command and control and sustainment operations for unit deployments.

1.4.3.3.1.2. Establishes the Transportation Control Unit (TCU). TCU is recommended, but must be a requirement stated in the Wing Installation Deployment Plan (IDP).

1.4.3.3.1.3. Monitors squadron deployment resources and develops operating procedures to deploy unit resources.

1.4.3.3.1.3.1. Applies Transportation resources to requirements.

1.4.3.3.1.3.2. Initiates actions to fill shortages of OPLAN/CONPLAN-tasked equipment and supplies and ensures Transportation personnel are prepared for deployment.

1.4.3.3.2. Reviews applicable Operational Plans (OPLANs), Concept Plans (CONPLANs) and Operation Orders (OPORDS).

1.4.3.3.3. Reviews unit Designed Operations Capability (DOC) Statement, manages Global Status of Resources and Training Systems (GSORTS) and briefs commander on unit readiness.

1.4.3.4. Plans/reviews/executes the Deployment, Sustainment, and Reception Plans and reviews/implements the Base Deployment Operations Plan (DOP).

1.4.3.4.1. Establishes transportation command and control activities and interfaces with appropriate command and control authority such as the Tanker Airlift Control Element (TALCE).

1.4.3.4.2. Reviews Base Support Agreements (BSA), develops transportation inputs, and coordinates with other planning agencies as required.

1.4.3.4.3. Performs trouble-shooting activities during deployment exercises and contingencies, maintains a record of base augmentee training, and acts as the Transportation READY program point of contact.

1.4.3.4.4. Provides liaison with Air National Guard (ANG) and Air Force Reserve Command (AFRC) on peacetime and wartime matters.

1.4.3.5. Manages Transportation Squadron resource programs.

1.4.3.6. The following duties may be consolidated within the Transportation Combat Readiness Flight at the discretion of the unit commander:

1.4.3.6.1. Manages the unit's budget, Self-Inspection, Disaster Preparedness, Safety, and Security Programs.

1.4.3.6.2. Monitors unit manning and manpower, facility program/projects, the Automated Information Systems, and IDEA Program.

1.4.3.6.3. Serves as the single point of contact for audits and inspections.

1.4.3.6.4. Manages the unit's NAF, MAJCOM, and Air Force Transportation Awards Program submissions.

1.4.3.6.5. Provides transportation input to generic plans not directly related to readiness (i.e., snow removal and hazardous waste).

1.4.3.6.6. Administers squadron-ancillary training activities.

1.4.3.7. Responsible for small terminal (non-AMC terminal) operations for Air Force passenger and cargo movements. Reference: AFJI 24-118, Small Terminal Regulation

Chapter 2

DEPLOYMENT OPERATIONS

2.1. General. Deployment operations are critical responsibilities of a Combat Readiness Flight. Combat Readiness is our ability to project forces anytime, anywhere to meet national objectives. Transporters achieve combat readiness through competency in deployment operations. Therefore, transportation planning involves joint planning, Operation Plans (OPLANs), Concept Plans (CONPLANs), Base Support Plans (BSPs) and Installation Deployment Plans (IDPs). The responsibilities in this area range from the proper management of the wing's transportation deployment work-centers and training the entire wing in deployment preparation procedures to coordinating and preparing the transportation unit for deployment.

2.2. Deployment Work-Centers. In order to provide complete command and control over deployment operations, certain deployment functions must be established. These deployment functions are: Deployment Control Center (DCC), Transportation Control Unit (TCU), Cargo Deployment Function (CDF), Deployment Vehicle Operations (DVO), and if applicable the transportation portion of the Personnel Deployment Function (PDF). Each of these functions performs specific tasks to assist the wing/base to deploy. Together, they ensure cargo, equipment, and deploying personnel are planned on a mission, processed in accordance with applicable directives, and loaded onto the transportation source in a timely manner. The Combat Readiness Flight is directly responsible for training augmentees to staff the TCU, CDF, DVO and the passenger terminal portion of the PDF. (*Note: AFMAN 10-403 currently gives Wings the latitude to establish work-centers such as a TCU, but the requirement to do so would be stated in the Wing Installation Deployment Plan (IDP), if one is developed.*)

2.2.1. The Deployment Control Center (DCC): The DCC is the hub of deployment operations and is responsible for the overall control, direction, and supervision of deployments. The DCC meets these responsibilities by directing unit personnel and material processing actions, monitoring CDF, PDF, DVO and if applicable TCU activities, and ensuring that the schedule of events (SOEs) is compatible with the scheduled flow of supporting aircraft. The DCC is required to ensure that each subordinate function accomplishes its duties in a timely manner. Although the DCC should avoid becoming unnecessarily involved in the details of each function, it will monitor the decisions and actions taken by the functions. The DCC should consist of the following: the Installation Deployment Officer (IDO), representatives from Logistics, Transportation, Personnel and Supply, plus an Administrative Assistance. The DCC is responsible for ensuring the following functions are performed:

2.2.1.1. Transportation Control Unit (TCU): The TCU is an optional work center. When established, the TCU is directed by the DCC. The TCU will monitor and control all transportation actions required to process passengers and cargo. When applicable, this work center activates and maintains authority and control over the CDF, PDF, and DVO.

2.2.1.2. Load Planning: The load planning work-center is responsible for planning passengers and cargo to be transported on Air Mobility Command (AMC) aircraft. The load planning work center assists and provides load data to Civil Reserve Air Fleet (CRAF) or contract carrier representative. This workcenter plans aircraft loads using the deployment schedule of events. This section must collect the actual cargo and passenger data and prepare a load plan through a manual or automated system to compute weight and balance IAW AFP 76-2, Mission Planning; T.O. - (the aircraft type) -9; AMCPH 36-1, AMC Affiliation Program; AMCPH 55-41, Civil Reserve Air Fleet; and/or other AMC published directives. If an automated system is not available, one should

be obtained as soon as possible. In the event of a power outage, manual load plans will be accomplished and used until power is restored.

2.2.1.2.1. TCU Control: Personnel receive, post, and monitor CDF and PDF processing start and completion times and track problem area information. They coordinate transportation requirements with the DVO and advise the CDF and PDF of aircraft parking locations and load start times. The controller reports processing start and completion times and problems to the DCC. (*Note: The DCC and the TCU may be combined or the TCU may not be established under the Installation Deployment Plan.*)

2.2.1.2.2. Quality Assurance (QA): The QA personnel process and consolidate actual load plans and passenger manifests and related load documents. They prepare aircraft load, troop commander, and station file packages. If a QA function is not established, these actions must be performed by another activity.

2.2.1.2.3. Ramp Coordinator (Rampco): The Rampco is the “eyes and ears” of the DCC/TCU and is responsible for overseeing and coordinating all aircraft and vehicle loading operations and safety practices. The Rampco maintains a transportation flowchart and passes load start/completion times and aircraft data (block times, tail numbers, etc.) to the TCU. The Rampco informs the TCU of loading problems and assists in corrective actions. This individual briefs aircrews on the cargo that will be loaded on the aircraft.

2.2.1.3. Cargo Deployment Function (CDF): The CDF receives/inspects cargo and accompanying documents at the cargo in-check point, marshalls equipment by increment number of the aircraft load/chalk within the marshaling area, and loads aircraft. The CDF is subdivided into three separate work-centers:

2.2.1.3.1. Cargo In-Check/Joint Inspection (JI): This work-center receives and processes all deploying cargo/equipment. In-Check personnel must ensure all cargo and equipment is prepared for shipment IAW applicable directives for general and hazardous cargo/material. In-Check personnel must also ensure all cargo has the proper documentation, accurate weight(s), and HAZMAT certification.

2.2.1.3.2. Cargo Marshalling: This work-center is responsible for receiving in-checked cargo and aligning it in chalk/load order within a cargo holding area. It is also responsible for monitoring entry of all personnel and providing visual security over the holding area.

2.2.1.3.3. Cargo Call-Forward Area: This work-center is responsible for moving chalks/aircraft loads from the marshaling area to an aircraft parking area/loading location.

2.2.1.4. Personnel Deployment Function (PDF): (Composition of the PDF stations should be in accordance with Installation Deployment Plan) The PDF is comprised of two separate functions: the passenger processing section and the passenger terminal, which is the transportation portion of the PDF. The passenger processing section is responsible for processing all deploying personnel and is the responsibility of the Military Personnel Flight (MPF). The passenger terminal is responsible for the following activities:

2.2.1.4.1. Passenger In-Check: This work-center weighs passengers and their baggage, identifies prohibited items, ensures baggage tags are attached and documented and palletizes baggage, as required.

2.2.1.4.2. Passenger Briefing and Manifesting: This work-center briefs the troop commander and passengers on prohibited items, destinations (if unclassified), duration of the flight, mission number and type of aircraft, departure time, reporting time (if mission is delayed and passengers are released), and in-flight meals. It is also responsible for manifesting the deploying personnel by chalk/mission number.

2.2.1.4.3. Passenger Holding and Loading: This work-center monitors passengers in the holding area keeping them separated from other non-deploying individuals to maintain security integrity. This section also arranges for transportation of deploying personnel from the terminal area to the aircraft.

2.2.1.5. Deployment Vehicle Operations (DVO). The DVO provides vehicles and drivers/operators to transport deploying personnel and cargo involved in the deployment operations. This includes transporting deploying personnel to process at the PDF, cargo to the marshaling area at the CDF, and passengers to the loading sites. The DVO also provides other on-base transportation requirements to support deployment activities. It is the DVO's responsibility to inspect and prepare the vehicles for this use. The DVO controls deployment vehicle needs through an established vehicle dispatch system. It uses a priority recall plan to recall unit assigned vehicles for contingency and short-term mission support. "U-Drive-It" vehicles are used to the maximum extent possible to satisfy short duration or one-time mission essential requirements. The DVO maintains a mobile maintenance team to correct any minor vehicle maintenance problems that may arise.

2.2.2. Transportation Deployment work-centers should be located within close proximity of each other and the aircraft-parking ramp. The exception would be if an existing peacetime process location is used for a deployment function and it is simply not logical to move that function. Discretion and common sense should prevail with a close working relationship with the Installation Deployment Officer (IDO).

2.2.3. Combat Readiness Responsibilities for Transportation Deployment Work-centers.

2.2.3.1. Manages the augmentees for the TCU, CDF and the transportation portion of the PDF, and ensures the work-centers are staffed adequately.

2.2.3.2. Performs trouble-shooting functions for the TCU, CDF, and the transportation portion of the PDF.

2.2.3.3. Maintains the facilities and equipment for the TCU, CDF, and the transportation portion of the PDF.

2.2.3.4. Conducts transportation deployment training for the individuals who work in the TCU, CDF, and the transportation portion of the PDF.

2.2.4. Additional guidance on Deployment Work-centers and Deployment Operations can be found in AFMAN 10-403, Deployment Planning; DoD 4500.32R, Military Standard Transportation Movement Procedures; DTR 4500.9-R, Defense Transportation Regulation Part III, Mobility; AFJI 24-108, Movement of Units in Air Force Aircraft; the Installation Deployment Plan; and other applicable directives.

2.3. Deployment Training. Deployment training involves training of all wing personnel to carry out deployment tasks. The Combat Readiness Flight is responsible for conducting all transportation-related deployment training. The specific responsibilities of the Combat Readiness Flight are:

- 2.3.1. Develops, conducts, and documents the wing's transportation deployment training program.
- 2.3.2. Maintains and personalizes all deployment lesson plans to meet the wing's overall mission requirement. Lesson plans must be written to the point that they provide enough detail for the instructor to convey to the student their role in the deployment operation. The lesson plan should be aligned with the wing's/base's deployment commitment and requirements.
- 2.3.3. Develops deployment lesson plans for the following areas: Load Planning Overview, Cargo Preparation/Pallet Build Up, Ramp Coordinator, Hazardous Material Preparation, Deployment Control Center (DCC) Controller, Cargo Deployment Function work-centers (i.e., In-Check, Cargo Marshalling Yard, and Load Teams) and the transportation portion of the Passenger Deployment Function. All of these courses should be highlighted in the Installation Deployment Officer's (IDO) DCC work-center training.
 - 2.3.3.1. Ensures courses are as comprehensive as possible to give individuals a clear understanding of their duties and the importance of the deployment operation.
 - 2.3.3.2. Ensures that safety/Operational Risk Management (ORM) is stressed and made a part of each course curriculum.
 - 2.3.3.3. To enhance course material comprehension, instructors should use visual aids, allow students, as much time as possible for practical training and classroom discussion, have students fill out forms and demonstrate defined task procedures. Use of tests, quizzes, and handouts as appropriate to help explain and/or clarify course material.
- 2.3.4. Schedules AMC Affiliation training. Provides facility and support for adequate completion of training.
- 2.3.5. Ensures all training is documented and made an official record. This record will be used as an audit trail to schedule recurring/re-certification training at the required frequencies. Maintain a training record on all training provided to wing transportation deployment work-center augmentees. Documentation can be either manual or automated.
- 2.3.6. Ensures a schedule of monthly deployment training classes is available for squadrons with a deployment commitment. A schedule should be published and a cut-off date for the AF Form 2426, Training Request and Completion Notification should be established. Class sizes will be determined locally.
- 2.3.7. Ensures training classroom is conducive for training. (i.e., lighting, seating arrangements, working and writing space provides comfort).

2.4. Unit Deployment. The Combat Readiness Flight is responsible for ensuring all transportation personnel and cargo meet deployment requirements. As such, the Unit Deployment Manager (UDM) should be located in the Combat Readiness Flight. The responsibilities of the UDM are as follows:

- 2.4.1. Maintains unit personnel deployment folders if required by the IDO or squadron commander.
- 2.4.2. Monitors the currency of Shot Records, Emergency Data Cards, Identification Cards, Nuclear, Biological, Chemical (NBC) and Small Arms Training, Official Passports, Laws of Armed Conflict briefing, Force Protection briefing and any other deployment briefing.
- 2.4.3. Ensures deploying unit's cargo/equipment is properly identified and prepared IAW applicable directives.

- 2.4.4. Serves as the primary point of contact (POC) for all TDY/Contingency taskings for unit personnel.
- 2.4.5. Promptly notifies the commander and responsible flight chief of personnel taskings.
- 2.4.6. Coordinates with the base Personnel Readiness Unit (PRU) on all personnel tasking information.
- 2.4.7. Develops and maintains data in Logistic Module (LOGMOD) for unit's deployable equipment and personnel.

Chapter 3

READINESS PLANNING

3.1. General. The Combat Readiness Flight is responsible for all aspects of the transportation planning process. Planning is the process of determining the quantities of personnel, equipment, and facilities needed to carry out military strategy. This chapter provides an overview of the general concepts of war planning and the specific responsibilities of the Combat Readiness Flight in terms of transportation's role in the wartime planning process. In general, the base-level transportation planner reviews operation plans, fills deployment taskings, develops base support plans, and identifies squadron constraints that will prevent or hinder the taskings specified under these plans. Therefore, transportation planning involves joint planning, Operation Plans (OPLANs), Concept Plans (CONPLANs), Base Support Plans (BSPs) and Installation Deployment Plans (IDPs). Additional information concerning war planning can be found in AFMAN 10-401, Operation Plan and Concept Plan Development and Implementation.

3.2. Joint Planning. Joint planning is a coordinated process used by commanders, decision makers and supporting staffs to determine the best method of accomplishing assigned tasks and missions. The joint operation planning process begins when the Joint Chiefs of Staff (JCS) assign a planning task to the commander of a unified command and ends when the plan is implemented or rescinded. If the JCS tasks the unified command to prepare an OPLAN/CONPLAN, they will follow procedures set forth in the Joint Operation Planning and Execution System (JOPES). JOPES establishes the policy, procedures, and system to be used in both deliberate planning and crisis action planning of joint operations. At this point, the unified commander informs component commanders of forces required for planning. Concurrently, HQ USAF advises the component Air Force commanders of the resources available to support joint or unified requirements. Once JCS approves the basic plan, all tasked agencies must prepare supporting OPLANs/CONPLANs. Transportation's role in this process is to prepare the transportation appendices to all joint plans that are developed. The transportation responsibilities for joint planning will primarily reside with Combat Readiness Division at the Air Staff and the MAJCOMs.

3.3. Operational Plan (OPLAN). The Air Force operation planning process begins when the unified commander assigns a planning task to the Air Force component commander. OPLANs/CONPLANS deal with deliberate planning. The commander of a unified command prepares necessary estimates, develops a concept of operations, and tasks the service component commanders to develop supporting plans. As a preliminary step in the operation planning process, planners from various functional areas may be tasked to produce "estimates of the situation." These estimates may be required by the unified or component command staff to assist the commander in deciding the overall course of action. Alternatively or additionally, the estimate can be used by the planner as a reference document for drafting the functional area input to the OPLAN/CONPLAN. The format for the estimate of the situation may be tailored to suit the functional area and specific needs of the OPLAN/CONPLAN being supported. The Air Force component commander considers HQ USAF guidance and prepares and sends the necessary data to the unified command for inclusion in the basic OPLAN/CONPLAN. When the JCS approves the basic plan, all tasked agencies must prepare supporting OPLANs/CONPLANs. OPLANs/CONPLANs are organized according to AFMAN 10-401, USAF Operation and Concept Plan Development and Implementation. Transportation responsibilities for each OPLAN/CONPLAN can be found by looking in annexes and appendices. In general, the annexes are functionally aligned into broad categories while the appendices are more special-

ties oriented. Typically, Annex D will address logistics whereas Appendix 4 to Annex D would address Mobility and Transportation.

3.3.1. HQ USAF/ILTR Responsibilities.

3.3.1.1. Prepare respective supporting OPLANs/CONPLANs (generally Annex 4, to Appendix D).

3.3.1.2. Review all OPLANs/CONPLANs and or supporting OPLANs/CONPLANs.

3.3.1.3. Oversee the MAJCOM/FOA/DRU sourcing of associated TPFDDs.

3.3.2. MAJCOM/LGTR Responsibilities.

3.3.2.1. Prepare supporting plans (generally Annex 4, to Appendix D).

3.3.2.2. Review, source, and validate OPLAN/CONPLAN TPFDDs.

3.3.3. Base-Level LGTR Responsibilities.

3.3.3.1. Review tasked OPLANs/CONPLANs at least annually.

3.3.3.2. Brief commander on OPLAN/CONPLAN taskings.

3.3.3.3. Ensure base support and deployment plans are capable of fulfilling OPLAN/CONPLAN taskings.

3.4. Concept Plans (CONPLANs). The objective of concept planning is to develop sound operational and support concepts that can be rapidly expanded into an Operation Plan or Operation Order (OPORD) if the need arises. Since an actual contingency may differ substantially from a planned contingency, the response must be flexible and tailored to the actual situation. Concept planning provides the flexibility and rapid reaction needed during a crisis or emergency situation. The concept planning process is similar to the process for developing OPLANs, except the CONPLAN omits details and expands into an OPORD or OPLAN only when executing the plan is imminent or when the supported command considers it necessary.

3.4.1. Responsibilities. HQ USAF, MAJCOM, and base-level responsibilities associated with CONPLANs are the same as those listed for OPLANs. The only exception is that some annexes are not required for CONPLANs.

3.5. Time-Phased Force and Deployment Data (TPFDD). The TPFDD is the JOPES data base portion of an operational plan. The TPFDD is the central foundation for force planning, movement scheduling, logistics planning, and plan execution, and as such, is of primary concern to the force planners. The TPFDD lists actual units supporting an OPLAN/CONPLAN and information about their routing. In addition, it also includes force movement characteristics, time-phased force data, and non-unit related cargo and personnel data. The TPFDD can normally be found at Tab A to Appendix 1 to Annex A of the OPLAN/CONPLAN.

The TPFDD is of primary concern to the transportation planner. The need to have a continuous flow of personnel and equipment is vital to the success of an operation. By phasing the movement of these resources, it prevents the overuse of a single mode of transportation and provides a schedule to transport essential personnel and equipment to their destination in a timely and sequential manner. At base level,

transportation uses the TPFDD in base support and deployment plans. The Combat Readiness Flight should review the TPFDDs for requirements to ensure the unit can meet the OPLAN/CONPLAN tasking.

3.6. Designed Operational Capabilities (DOC) Statements. A DOC statement is a MAJCOM prepared statement of unit readiness that requires an assessment of a unit's ability to prepare its resources to perform its assigned wartime mission within a specific response time. Response-time is the shortest time (in hours) in which the unit must be able to react to a given situation. The DOC statement provides the unit commander a clear definition of the unit's wartime capability based upon authorized manpower and material strength. The DOC statement is also the reference document for the Global Status of Resources and Training System (GSORTS) Report. The Combat Readiness Flight is responsible for maintaining the unit's DOC statements and briefing the commander on the mission capabilities of the squadron/unit.

3.7. Status of Resources and Training System (SORTS). The Combat Readiness Flight manages the Status of Resources and Training System (SORTS) Report for the Squadron. SORTS reports on the status of essential wartime resources (personnel and equipment) and training management information. The flight compiles the resources, training, and deployment responsibilities of the unit to create the combat ready organization measured in GSORTS. Through its management of manpower/personnel, the flight is intimately familiar with the personnel status of the unit in relation to both UMD authorizations and wartime taskings. Through its training and deployment functions, the flight is sensitive to the number of trained personnel. From its knowledge of combat essential equipment, the flight ensures this equipment is maintained in a high state of readiness, and through knowledge of the budget can ensure funds are available to maintain this equipment. Because of its planning function, the flight compares the unit's DOC statement and GSORTS information with the unit's OPLAN/CONPLAN commitments and ensures the unit is ready to respond to all taskings. Discrepancies concerning these planning documents should be forwarded to the MAJCOM/LGTR for resolution. Additional information concerning SORTS responsibilities can be found in AFI 10-201, Status of Resources and Training System.

3.8. Base Support Planning. Base support planning establishes the plan for continuing support of wartime activities at all bases, or planned to be used by Air Force units. Base support planning addresses: (1) how we move forces through bases, (2) what functions are maintained after the forces leave, (3) how forces are received at the wartime location, and (4) how the combat base will survive and operate in conflict. Additional information concerning base support planning can be found in AFI 10-404, Base Support Planning.

3.8.1. Base Support Plan (BSP). The BSP is a base-level document that describes functional requirements, resources, and procedures to support in-place, inbound, outbound, and transiting forces. The plan is divided into two parts. Part 1 identifies a base's total support capability. Part 2 is an assessment of the base's ability to support either a most demanding contingency operation or a number of specific contingency operations with the resources identified in Part 1. Both parts address, but are not limited to, the following areas of support: lodging, food service, vehicles, communications, airfield parking, and automation. Base support planning provides a feasibility assessment of operation plan supportability. Limiting factors (LIMFACs), shortfalls, and overages identified and reported in plan development allow planners at operating locations, deploying units, supported and supporting MAJCOMs, and HQ USAF to establish actions to correct any deficiencies found in the planning process.

3.8.2. Base Reception Plan. The base reception plan identifies facility locations, related processing procedures, support personnel sources, and specific transportation requirements for all incoming support forces.

3.8.3. Support Agreements. The primary source of guidance and management for support agreements is the Installation Logistics Plans function. Support agreement policy is contained in AFI 25-201, Support Agreements Procedures. The Combat Readiness Flight is responsible for the unit level management of host-tenant and interservice support agreements, host-nation support agreements, Memorandums of Understanding (MOU), and Memorandums of Agreement (MOA) from a transportation perspective.

3.8.4. Combat Readiness Responsibilities for Base Support Planning. The following is a list of the Combat Readiness responsibilities relating to base support planning:

3.8.4.1. Review and validate the BSP and all host-tenant, inter-service, and host-nation support agreements; Memorandums of Understanding (MOU); and Memorandums of Agreement (MOA) at least annually.

3.8.4.2. Develop checklists to supplement the BSP. Detailed checklists will clearly outline exactly what each area of responsibility must accomplish and timing for completion.

3.8.4.3. Actively participate in the Base Support Planning Committee (BSPC).

3.8.4.4. Evaluate the possibility of Noncombatant Evacuation Operations (NEO).

3.8.4.5. Work closely with Transportation Flights to analyze reimbursements/refundables.

3.8.4.6. Work closely with the Wing Budget and Accounting and Finance Offices, and Maintenance Control and Analysis to ensure sales codes are entered in the computer to collect reimbursements.

3.8.4.7. Review the monthly reimbursement report from budget.

3.8.4.8. If the base has a small air terminal or another "non-standard" arrangement, ensure there are Memorandums of Agreement (MOA) with base agencies so that responsibilities are clearly delineated.

3.9. Installation Deployment Plan. The Combat Readiness Flight is the transportation point of contact for the Installation Deployment Plan. Deployment planning is the means used to identify the forces, support, timing, and resources needed to deploy forces. Any installation with units subject to deployment tasking must develop a deployment plan. The plan should identify requirements for pre-execution, command and control, and cargo and personnel preparation in support of Air Force deployment and re-deployment operations. The plan should give unit deployment requirements and direct units to define their deployment process in a manner that best uses local resources. Guidance for deployment plans can be found in AFMAN 10-403, Deployment Planning. The Combat Readiness Flight helps the Installation Deployment Officer (IDO) develop the Installation Deployment Plan, depending upon the requirement to establish a plan at base level.

3.10. General Planning Responsibilities. The following are a list of general planning responsibilities of the Combat Readiness Flight:

3.10.1. Perform at least an annual review of all plans/documents.

3.10.2. Collect and consolidate transportation inputs.

3.10.2.1. Identify the base's transportation mission for the duration of a conflict (i.e., direct support of combat operations, indirect support, etc.).

3.10.2.2. Identify the activities, resources, and procedures needed to receive, beddown, and out-load transit or deploying forces and Noncombatant Evacuees (NEO).

3.10.2.3. Evaluate plans in terms of your unit's manpower and facilities; identify and document limiting factors (LIMFACs), shortfalls and overages, as required.

3.10.3. Ensure the squadron commander is made aware of all inputs/requirements.

3.10.4. Constantly coordinate with logistics plans office during the entire review and update process.

3.10.5. Ensure the deployment responsibilities of each unit are faithfully recorded and are realistic in terms of current taskings and reception responsibilities.

Chapter 4

UTILIZATION OF MILITARY AIRLIFT TO SUPPORT READINESS REQUIREMENTS

4.1. General. This chapter establishes the policies and procedures for obtaining airlift support for the movement of passengers and cargo on military or chartered aircraft. It addresses logistical support airlift transportation requirements i.e., Special Assignment Airlift Missions (SAAM), Joint Airborne/Air Transportability Training (JA/ATT), and validating Space Available SAAMs. It defines terms and adds guidance on KC-10 & KC-135 Dual Role Airlift and includes sample attachments for JA/ATT Requests ([attachment 3](#)) and Quick Programming References ([attachment 4](#)).

4.2. Logistical Support Airlift. Before requesting support airlift, commanders at all levels will ensure that military air is necessary and economically feasible to satisfy their movement requirements. Consideration should be given to other modes of transportation that meet mission requirements. User convenience will not be the primary factor influencing the selection of military airlift.

4.3. Airlift Validation.

4.3.1. MAJCOM Validators:

- 4.3.1.1. Be familiar with applicable transportation directives.
- 4.3.1.2. Issue detailed instructions and formats to requesters.
- 4.3.1.3. Assign priorities, control numbers, etc., to applicable request.
- 4.3.1.4. Document all travel requests.
- 4.3.1.5. Notify requesters whether or not their requests were approved.
- 4.3.1.6. Validate and send airlift requests for the command to the applicable agency.

4.3.2. Unit Responsibilities. All unit airlift requests should be reviewed by the local transportation Combat Readiness Branch and coordinated through the Logistics Plans Office prior to submission.

- 4.3.2.1. Be familiar with applicable transportation directives.
- 4.3.2.2. Be able to discuss transportation issues pertinent to their units' deployments.
- 4.3.2.3. Document all travel requests.
- 4.3.2.4. Submit airlift requests in a timely manner to MAJCOM validator.
- 4.3.2.5. Provide fund cite to MAJCOM validator.

4.4. Requesting Airlift Aircraft.

4.4.1. SAAMs: SAAM support may be requested for special pick-up or delivery by AMC or theater airlift at points other than established AMC routes, and which require special consideration because of the number of passengers involved, the weight or size of the cargo, the urgency or sensitivity of movement, or other special factor.

- 4.4.1.1. All requests (including KC-10 and KC-135 dual role airlift) will be submitted IAW Appendix C, Format for SAAM Request, to DOD 4500.9-R, Defense Transportation Regulation,

Part I, Passenger Movement. NOTE: In order for requests to flow directly into the airlift deployment analysis system computer, strict format requirements must be followed.

4.4.1.2. Passenger-only SAAMs will not be validated for within CONUS travel.

4.4.1.3. Flying units occasionally request tanker support for ferrying aircraft to training locations. To request a dual-role aircraft for deploying support, units must have at least six pallets of cargo (not including baggage pallets), to validate KC-10 aircraft and at least two pallets of cargo for KC-135 aircraft.

4.4.2. JA/ATTs: Provides basic airborne training and proficiency and/or continuation training for movement of passengers and cargo by air in a joint environment. Missions authorized by JA/ATT are listed in AMC OPOD 1776, JA/ATT. For most Air Force Units, JA/ATT Static Load C-141s, C-17s, C-5s and KC-10s, provide the capability to conduct hands-on training for READY program aircraft load teams.

4.4.2.1. Units should submit requests to MAJCOM validators IAW **attachment 3** and **attachment 4**. Requests can be sent via e-mail, fax or USMTF message NLT 60 days prior to the mission-operating month.

4.4.2.2. Missions should be scheduled in conjunction with a local exercise (IRRE/CERE) to ensure optimum training.

4.4.2.3. Aircraft will be used a minimum of 8 hours.

4.4.3. Space Available SAAMs: Used to transport unfunded Space Available traffic. Space Available traffic is defined as that cargo and or passengers eligible for movement but unfunded within the Defense Transportation System. If funds are available for travel by any mode, an unfunded Space Available SAAM request cannot be submitted.

4.4.3.1. This CONUS airlift will normally be arranged by prior coordination between the requester, the user (troop commander) and the flying wing's headquarters (HQs AFRC, ANGRC, AMC or NAF, etc.).

4.4.3.2. Passengers and cargo must meet eligibility criteria as stated in DOD 4515.13-R, Air Transportation Eligibility.

4.4.4. Training Missions: Airlift that is not totally opportune may also be accomplished as a by-product of aircrew training missions. These space available missions result when minor adjustments can be made to a scheduled training mission to accommodate the airlift requirement, or when a productive aircrew-training mission can be generated while producing the airlift.

4.4.4.1. Use of aircrew training missions for logistical support will be authorized only when normal military or commercial transportation modes are unable to provide the required support.

4.4.4.2. MAJCOMs should publish their own policy and request procedures for this type support.

4.4.5. JA/ATT Airlift Request Message: Use format from Attachment 4 for inputting airlift request.

Chapter 5

MANAGING PROGRAMS AND RESOURCES

5.1. General. The Combat Readiness Flight enhances readiness through the management of squadron resources. The resources in a transportation unit include: budget, facilities, vehicles, manpower/personnel, and automated systems. The goal of this flight is to effectively manage the unit's resources so that it may enhance the performance and readiness of the unit. Combat Readiness is also responsible for several areas that do not directly affect readiness, but which crossover traditional squadron functional lines. If a program impacts more than a single flight, Combat Readiness should manage it thus allowing other sections to address their primary duties. Accordingly, the flight often manages the following resources and programs: Budget, Facilities, Manpower/Personnel, Automated Systems, Unit Training, Self-Inspection, Security, Disaster Preparedness, Support Agreements, Unit Deployment Manager, READY Program Monitor, Unit Transportation Awards, and Management of System 463L Pallets, Nets, and Tie-down Equipment. The suggested references for each of these programs is listed in [attachment 4](#).

5.2. Resource Advisor. The transportation unit Resource Advisor (RA) will usually be located in the Combat Readiness Flight as the proper management of funds can favorably impact unit readiness. Specific duties associated with this function will be outlined by the base budget office and AFI 65-601, Vol.-1, Budget Guidance and Procedures. The RA should also:

- 5.2.1. Actively participate in the base Financial Working Group (FWG) and Financial Management Board (FMB) process as they can affect unit funding. Through active participation in the FWG, the RA can ensure the unit receives an appropriate priority for funding and can guard against efforts to reprogram funds out of the transportation budget.
- 5.2.2. Become knowledgeable of transportation needs so the budget office adequately addresses unit's requirements when funds are allocated at the beginning of the fiscal year.
- 5.2.3. Work closely with the base budget office so that the unit can minimize unfunded requirements.
- 5.2.4. Solicit inputs from and work with flight cost center managers to control the unit's spending rate and draft the unit financial plan.
- 5.2.5. Monitor the issuance of government travel cards to unit personnel as designated by Squadron Commander/Chief of Transportation.
- 5.2.6. Consolidate end-of-year unfunded requirements from each flight cost center manager and assure documentation is correct to enable the unit to maximize benefits from wing end-of-year spending plan.
- 5.2.7. Ensure the collection of reimbursable expenses is being conducted.

5.3. Facilities. The Combat Readiness Flight will monitor facility issues throughout the unit. Specific facility guidance can be found in AFI 32-1024, Standard Facilities Requirements. Flight responsibilities in the facilities arena include:

- 5.3.1. Coordinate on and monitor all unit-originated AF Forms 332, BCE Work Request. (The flight requesting the work will track job orders and originate the AF Form 332).

- 5.3.2. Submit requests for minor and Military Construction Program (MCP) projects, and work closely with Civil Engineering and the facilities board to improve the acceptance and priority of transportation requirements.
- 5.3.3. Closely monitor the appropriateness of work requests and unit facility repairs.
- 5.3.4. Project ahead to ensure existing facilities will meet future unit needs.
- 5.3.5. Work with flight chiefs and building custodians to coordinate self-help projects and alert them to any special requirements.
- 5.3.6. Consolidate flight inputs for facility five-year plans (as required) and ensure flights submit work orders and facility requests according to the plan.

5.4. Manpower/Personnel. The Combat Readiness Flight manages unit personnel actions. The suggested program reference for manpower/personnel issues is AFI 38-205, Manpower and Quality Readiness and Contingency Management. The manpower function of combat readiness can be broken down into three categories: authorizations, TDY taskings, and backfill/TDY support.

5.4.1. Manpower Authorizations. To effectively manage unit manpower authorizations, flight personnel must be familiar with the duties of their local Wing Manpower Office (MO) and Military Personnel Flight (MPF). The MO deals with manpower authorizations, Air Force Manpower Standards (AFMS), and Unit Manpower Documents (UMDs). The MPF works assignments, training and related personnel actions and is not directly concerned with authorizations. Combat Readiness Flight responsibilities include:

- 5.4.1.1. Understand maximum wartime manpower taskings as compared to total authorizations.
- 5.4.1.2. Initiate Authorization Change Requests (ACRs) through the MO when needed.
- 5.4.1.3. Review the UMD with the MO to validate unit funded and unfunded requirements. By knowing which funded requirements the unit has earned, flight personnel are in a better position to advise the commander on manning actions and ACRs.
- 5.4.1.4. Become familiar with the Air Force Specialty Codes (AFSCs) affected by the critical military skills (CMS) and unfavorable rotation index (URI) programs. Flight personnel must understand these programs to effectively advise the commander on, and appropriate changes in, authorizations, civilian employee issues, and competitive sourcing and privatization studies.
- 5.4.1.5. Coordinate with flight chiefs and the MO concerning annual and special reapplication of manning standards, including TFA exercises.
- 5.4.1.6. Study the manpower standards and work-center descriptions of all unit work-centers.
- 5.4.1.7. Become familiar with the workload factors that drive work-center manpower.
- 5.4.1.8. Provide assistance to flight chiefs on workload factor reporting.
- 5.4.1.9. Prepare unit manpower assistance requests and review the Unit Personnel Management Roster (UPMR) to ensure it is aligned with the Unit Manpower Document (UMD).

5.4.2. TDY Taskings. The Combat Readiness Flight is the single point of contact for all TDY/Contingency taskings for unit personnel. Flight personnel will: promptly notify the commander and responsible flight chief of personnel taskings and coordinate with the base Personnel Readiness Unit (PRU) on all tasking information.

5.4.3. Back-fills/TDY Support. The Combat Readiness Flight is the single point of contact for all TDY backfills in the unit. Flight personnel will:

5.4.3.1. Consolidate unit active duty TDY taskings and with appropriate MAJCOM and base level Reserve Affairs coordination to receive possible Air National Guard or Air Force Reserve personnel backfills.

5.4.3.2. Upon notification of an Air National Guard or Air Force Reserve backfill, contact the member or his supervisor at his home unit to obtain data about his mode of travel and expected dates of arrival.

5.4.3.3. Make appropriate billeting reservations for the periods of time the member will be there.

5.4.3.4. Coordinate with the applicable flight chief to work the member into the active duty work force.

5.4.3.5. Ensure TDY personnel billeted off base have transportation to and from off base billeting. If for some reason, transportation to and from an off-base lodging facility cannot be arranged, notify the appropriate MAJCOM so that the member can be diverted to another requirement.

5.5. Automated Systems. The Combat Readiness Flight normally manages the units automated systems (the flight is not intended to be the functional expert on unit software). Specific responsibilities in this area include:

5.5.1. Monitor new automation initiatives and inform other branches of applicable products. Additionally, assist flights in identifying and procuring hardware.

5.5.2. Assist flights in preparing the program support agreement by: providing input to site preparation packages, helping determine facility requirements, and coordinating with other agencies concerning funding.

5.5.3. Serve as the single point of contact with the Small Computer Technical Center (SCTC) and provide new software to flight users.

5.5.4. Provide copies of user-developed software to the SCTC and coordinate with the SCTC concerning problems encountered with hardware/software.

5.6. Training. The unit-training monitor may be attached to the Combat Readiness Flight. (If training monitors are centrally controlled on the base, then the flight should serve as the unit point-of-contact for training matters). The Combat Readiness Flight manages unit-training programs, including: Formal training, ancillary training, and other training requirements for all unit personnel. The recommended training references are AFI 36-2201, Developing, Managing, and Conducting Training; AFCAT 36-2223, USAF Formal Schools; AFI 36-2238, Self-Aid and Buddy Care Training; and AFMAN 32-4004, Emergency Response Operations. The unit-training monitor will:

5.6.1. Review OJT records for unit personnel.

5.6.2. Monitor formal training requests and arrange commercial training opportunities.

5.6.3. Monitor ancillary training requirements such as (Disaster Preparedness, Self-Aid/Buddy Care, Law of Armed Conflict and Weapons) for unit personnel.

5.6.4. Coordinate for host-site transportation mobile training functions.

5.6.5. Inform the Commander and Resource Advisor on funds required for training and conference attendance.

5.6.6. Ensure training requirements are provided for in the unit's budget.

5.7. Self-Inspection. The Combat Readiness Flight acts as the executive agent for the commander to develop and execute the self-inspection program for the unit. The governing publication for the self-inspection program is AFI 90-201, Inspector General (IG) Activities. Additionally, the Combat Readiness Flight is the focal point for the transportation Compliance and Standardization Requirements List. Specific responsibilities in this area include:

5.7.1. Ensure open discrepancies and improvement areas throughout the squadron are worked in a timely manner.

5.7.2. Assist in self-inspections and assessments of other flights as directed by the unit Commander.

5.7.3. Keep copies of Inspector General (IG) Reports and ensure they are distributed to the Commander and flights for review.

5.7.4. Ensure each flight receives up-to-date higher headquarters checklists for their respective areas.

5.7.5. Distribute Special Interest Items (SII) to all flights.

5.8. Security. The unit security manager may be located in the Combat Readiness Flight. The unit security manager monitors unit security training and the COMSEC, OPSEC, and TEMPEST programs. The primary source for guidance in this critical area comes from the Security Forces and the following publications: AFI 10-1101, Operations Security (OPSEC) Instructions; AFI 31-401, Managing the Information Security Program; AFI 31-501, Personnel Security Management Program; and AFI 31-210, The Air Force Antiterrorism (AT) Program. The flight responsibilities in this area include:

5.8.1. Promote unit personnel security consciousness.

5.8.2. Ensure all personnel understand the requirements for storing classified cargo.

5.8.3. Ensure all unit personnel receive the required security training.

5.8.4. Ensure restricted area badges and escort privileges are consistent with the mission.

5.8.5. Ensure requests for restricted area badges are completed in a timely fashion.

5.8.6. Perform annual restricted area badge inventories.

5.8.7. Ensure the unit authorizations are correctly coded for access.

5.8.8. Ensure the personnel authorized to transport and receive classified information have adequate clearances and courier credentials.

5.8.9. During deployments, ensure unit members are included on the Entry Authorization List (EAL) that the Security forces access authorization-listing use at the forward operating location.

5.8.10. Responsible for updating and monitoring the unit's Clearance Access Verification System (CAVS) roster.

5.9. Disaster Preparedness. The unit disaster preparedness monitor may be assigned to the Combat Readiness Flight. Disaster Preparedness policy is contained in AFMAN 32-4004, Emergency Response Operations. The flight responsibilities:

- 5.9.1. Review pertinent regulations.
- 5.9.2. Prepare inputs for the base wartime/peacetime disaster preparedness plans.
- 5.9.3. Prepare unit disaster preparedness checklists.
- 5.9.4. Assign augmentees through the READY program to the Shelter Management Team (SMT) and Vehicle Decontamination Team (VDT), if required.
- 5.9.5. Coordinate with the unit's training monitor to ensure personnel receive the required Nuclear, Biological, Chemical (NBC) training and ensure training is recorded on the appropriate forms.
- 5.9.6. Maintain and issue appropriate Chemical Warfare Equipment (CWE), as required.
- 5.9.7. Ensure required inspections are completed in a timely fashion.

5.10. Support Agreements. The primary source of guidance and management for support agreements is the Installation Logistics Plans function. Support agreement policy is contained in AFI 25-201, Support Agreements Procedures. The Combat Readiness Flight is responsible for the unit level management of host-tenant and interservice support agreements, host-nation support agreements, Memorandums of Understanding (MOU), and Memorandums of Agreement (MOA) from a transportation perspective. Responsibilities for Combat Readiness Flight personnel in this area include:

- 5.10.1. Ensure all transportation issues are thoroughly analyzed in all agreements.
- 5.10.2. Ensure the deployment responsibilities of each unit are faithfully recorded and are realistic in terms of current taskings and reception responsibilities.
- 5.10.3. Ensure all agreements are evaluated in terms of your unit's manpower and facilities capability.
- 5.10.4. Work closely with Traffic Management, Vehicle Operations, and Vehicle Maintenance Flights to analyze reimbursements/refundables.
- 5.10.5. Work closely with Budget, Accounting and Finance, and Maintenance Control and Analysis to ensure sales codes are entered in the computer to collect reimbursements.
- 5.10.6. Ensure you receive and review the monthly reimbursement report from budget.
- 5.10.7. If the base has a small air terminal or another "non-standard" arrangements, ensure there are Memorandums of Agreement/Understanding (MOA/MOU) with base agencies so responsibilities are clearly delineated.

5.11. Awards. The Combat Readiness Flight will manage the unit Awards Program. The flight is responsible for all NAF, MAJCOM, and Air Force Transportation Awards Program submissions. The Air Force's awards guidance is published in AFI 36-2818, USAF Logistics Awards Program. Specific responsibilities regarding unit awards include:

- 5.11.1. Review applicable regulations and advise the commander on transportation award programs.
- 5.11.2. Serve as the unit point of contact with higher headquarters concerning award suspenses.
- 5.11.3. Inform other flights of award criteria and deadlines.

5.11.4. Work with the commander in selecting nominees, and reviewing packages for completeness.

5.12. Force Structure. The Combat Readiness Flight will serve as the single point of contact of all force structure initiatives that may affect transportation. These include such things as deactivation of units, activation or stationing of new units on the base, and base closure. When notified by the appropriate MAJCOM, host wing or the Squadron Commander, represent the squadron at meetings, closure task force visits, or site surveys that visit the base to assure transportation concerns are adequately addressed in all programming actions. Serves as unit's point-of-contact for competitive sourcing and privatization issues.

5.13. Unit Safety Program.

5.13.1. Implement safety and health program elements in their unit or area of responsibility.

5.13.2. Provide safe and healthful workplaces.

5.13.3. Ensure all individuals receive necessary job safety and off-duty safety training.

5.13.4. Ensure all appropriate hazard abatement actions needed to resolve identified hazards are implemented and follow-up is accomplished until all abatement actions are complete. Keeps safety staff updated on all abatement actions.

5.13.5. Ensure a proactive mishap prevention program is implemented in the unit to include the procurement and proper use of the appropriate personal protective equipment and facility compliance with applicable OSHA and AFOSH standards.

5.14. Management of System 463L Pallets, Nets, and Tie-down Equipment. Organization level managers will usually be located in the Combat Readiness Flight for the proper management of 463L pallets, nets, and tie-down equipment. Specific duties associated with the management of these resources can be found in DOD 4500.9-R-1, Vol. II. Organization level managers shall:

5.14.1. Control, maintain, and report pallets and nets IAW DoD 4500.9-R-1, Vol. II, its supplements, and referenced technical orders.

5.14.2. Conduct inspections to ensure proper use and storage of WRM pallets and nets as required in TO 35D33-2-2-2 and TO 35D33-2-2-1.

5.14.3. Conduct a physical inventory of operational pallets, nets, and tie-down equipment as required by the AF, MAJCOM, or DoD Component pallet and net monitor. Submit the results to the AF, MAJCOM, or DoD Component pallet and net monitor as directed.

5.14.4. Revalidate requirements at least annually and document that they are the minimum essential required to accomplish the mission.

5.14.5. Maintain a control log to provide a clear audit trail for pallet and net losses or gains.

5.14.6. Control and account for WRM assets. (Note: When performing WRM assets inspections, Combat Readiness Flight personnel should notify and or request the assistance of the Installation Logistic Plans representative. This will reduce the possibility of duplicating WRM asset inspections.

5.14.7. For units not processing WRM pallet and nets, coordinate with AF, MODICUM, or DoD Component pallet and net monitor to obtain pallets and nets for unprojected deployments, SAAMs, and exercises.

- 5.14.8. Adhere to shipping instructions prescribed in referenced TOs when preparing to ship assets.
- 5.14.9. Ensure unit personnel are aware that WRM pallet and net assets must be returned to the airlift system immediately upon arrival at the final deployed location destination. Require a one-for-one exchange for all pallets, nets and tie-down equipment, when practical. Note exceptions to the one-for-one exchange policy in a control log.
- 5.14.10. Conduct investigations of unexplained pallet and net losses. Forward results to AF, MAJCOM, or DoD Component pallet and net monitor.
- 5.14.11. Procure, control, clean, and repair stock-funded tie-down equipment.
- 5.14.12. Closely scrutinize over-the-road movement of pallets to reduce the possibility of damage.
- 5.14.13. Monitor installation-level repair and condemnation of pallets and nets.
- 5.14.14. Advise personnel of the potential for liability if pallets and nets are damaged or destroyed due to negligence.
- 5.14.15. In the event of a conflict or contingency be prepared to ship on short notice, large quantities of serviceable pallets and nets to other organizations at the direction of the AF, MAJCOM, or DoD Component pallet and net monitor.

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Deputy Chief of Staff, Installations and Logistics

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

AFCAT 36-2223, USAF Formal Schools

AFDD 40, Logistics

AFH 32-1084, Facility Requirements

AFI 10-201, Status of Resources and Training System

AFI 10-208, Continuity of Operations Plan

AFI 10-217, Resource Augmentation Duty (READY) Program

AFI 10-301, Responsibilities of Air Reserve Component (ARC) Forces

AFI 10-400, Aerospace Expeditionary Force Planning

AFI 10-402, Mobilization Planning

AFI 10-404, Base Support Planning

AFI 10-1101, Operations Security (OPSEC) Instructions

AFI 24-201, Cargo Movement

AFI 24-301, Vehicle Operations

AFI 24-307, Chpt 7, Vehicle Operations

AFI 24-236, Management of System 463L Pallets, Nets, and Tie-Down Equipment

AFI 24-109, Air Terminals and Aerial Ports (Cover Page)

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

AFI 25-201, Support Agreements Procedures

AFI 31-210, The Air Force Antiterrorism (AT) Program

AFI 31-401, managing the Information Security Program

AFI 31-501, Personnel Security Management Program

AFI 32-1024, Standard Facility Requirements

AFI 36-2129, Logistics Plans Management

AFI 36-2201, Developing, Managing, and Conducting Training

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

AFI 36-2818, The USAF Logistics Awards Program

AFI 38-205, Manpower Quality Contingency Readiness Management

AFI 65-601, Vol 1, Budget Guidance and Procedures

AFI 90-201, Inspector General Activities

AFI 91-101, Air Force Nuclear Weapons Surety Program

AFJI 24-104, DOD Use of Commercial Air Transportation Under the War Air Service Program (WASP)

AFJI 24-105, DoD Use of Domestic Civil Transportation Under Emergency Conditions

AFJI 24-108, Movement of Units in Air Force Aircraft

AFJI 24-118, Small Terminal Regulation

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

AFJMAN 24-306, Manual for the Wheeled Vehicle Driver

AFM 10-100, Airman's Manual

AFM 28-626, Functional User Support Manual for the Contingency Operation/Mobility and Execution System (COMPES) MAJCOM Level Manpower/Personnel (MANFOR) Module, Users Manual, (Basic Includes C-1-8)

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

AFMAN 10-403, Deployment Planning

AFMAN 24-309, Vehicle Operations

AFMAN 32-4004, Emergency Response Operations

AFMAN 33-326, Preparing Official Communications

AFMAN 91-201, Explosives Safety Standards

Air Force Manpower Standards (AFMS) 42D1 Series

AFOSH Standards (as required)

AFPAM 10-1401, Modernization Planning Documentation

AFR 45-17, Organization and Function of National Guard

Applicable Aircraft-9 Technical Orders

AMCP 36-1, AMC Affiliation Program

AMCR 55-4, C-141B Configuration/Mission Planning

AMCR 55-25, Airlift Control Element (ALCE)

AMCR 55-26, C-5A/B Configuration/Mission Planning

AMCP 55-41, Civil Reserve Air Fleet Load Planning Guide

AMCR 55-47, C-130 Configuration/Mission Planning

DOD 4500.9-R, Part I, Defense Transportation Regulation (Passenger Movement)

DOD 4500.9-R, Part II, Defense Transportation Regulation (Cargo Movement)

DOD 4500.9-R, Part III, Defense Transportation Regulation (Mobility)

DoD 4500.9-R-1, Vol I, Management and Control of the DoD Intermodal Containers

DoD 4500.9-R-1, Vol II, Management of Systems 463L Pallets, Net, and Tie-Down Equipment

DoD 4500.32-R, Vol. I, Military Standard Transportation and Movement Procedures (MILSTAMP)

DoD 4515.13-R, Air Transportation Eligibility

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

DOD 5200.1-R, Information Security Program Regulation

MCI 11-204, (Replaced AMCR 55-50, C-17 Configuration/Mission Planning)

T.O. 35D33-2-2-2, 463L Air Cargo Pallets, Types HCU-6/E and HCU-12/E

T.O. 35D33-2-3-1/2, Air Cargo Pallet and Nets

USAF War Mobilization Plan Volumes I, (WMP 1), Volume 3, Parts 1 & 3 (WMP 3, Part 1, WMP 3, Part 3)

Abbreviations and Acronyms

AEF—Aerospace Expeditionary Force

AFRC—Air Force Reserve Command

AFWUS—Air Force Wide UTC Availability/Tasking Summary

AMCAP—AMC Affiliation Program

ALD—Available to Load Date

ANG—Air National Guard

CAP—Crisis Action Planning

COB—Collocated Operating Base

CSP—Competitive Sourcing and Privatization

CONPLAN—Concept Plan

COMPES—Contingency Operation/Mobility Planning and Execution System

DCC—Deployment Control Center

DOC—Designed Operational Capability

EAD—Earliest Arrival Date

EAF—Expeditionary Aerospace Force

EDD—Estimated Departure Date

FRN—Force Requirement Number

FOB—Forward Operating Base

GSORTS—Global Status of Resources and Training System

HTSA—Host-Tenant Support Agreement

IDO—Installation Deployment Officer

IDP—Installation Deployment Plan

JA/ATT—Joint Airborne/Air Transportability Training

JDS—Joint Deployment System

JOPES—Joint Operation Planning and Execution System

JSPS—Joint Strategic Planning System

LAD—Latest Arrival Date

LB—Limited Base

LIMFAC—Limiting Factor

LN—Line Number

LOC—Lines of Communication

LOGDET—Logistics Detail

LOGFOR—Logistics Force Packaging Systems

LSA—Logistical Support Airlift

MANFOR—Manpower Force Packaging System

MB—Main Base

MEFPAK—Manpower and Equipment Force Packaging System

MESC—Military Essentially Status Code

MFEL—Manpower Force Element Listing

MISCAP—Mission Capability Statement

MPN—Mobility Position Number

MTC—Manpower Type Code

NCA—National Command Authority

NEO—Non-Combatant Evacuation Operations

OB—Operating Base

OPORD—Operation Order

OPLAN—Operation Plan

OSA—Operational Support Airlift

RDD—Required Delivery Date

RLD—Ready to Load Date

SAAM—Special Assignment Airlift Mission

SB—Standby Base

SNS—Short-Notice SAAM

TCU—Transportation Control Unit

TFA—Total Force Assessment

TPFDD—Time-Phased Force and Deployment Data

TPFDL—Time-Phased Force and Deployment List

UC—Unified Command

UIC—Unit Identification Code

ULN—Unit Line Number

UMD—Unit Manpower Document

USE—Unit Supportability Estimate

UTC—Unit Type Code

WAA—Wartime Aircraft Activity

WASP—War Air Service Program

WMP—War and Mobilization Plan

Terms

Aerospace Expeditionary Force (AEF)—An organizational structure composed of force packages of capabilities that provides warfighting CINCs with rapid and responsive aerospace power. These force packages are tailored to meet specific needs across the spectrum of response options and will deploy within an Aerospace Expeditionary Task Force as aerospace expeditionary wing's (AEWs), groups (AEGs), or squadrons (AESs). An AEF, by itself, is not a deployable or employable entity. (AFDD 2) (on AF doctrine webpage: www.doctrine.af.mil)

AMC Affiliation Program—AMC affiliated airlift wings instruct and familiarize mobility personnel in load planning, cargo preparation, aircraft loading, and tie-downs. Program has a liaison between AMC and units for joint combat airlift training.

Available to Load Date (ALD)—A date specified for each unit in a TPFDD indicating when that unit will be ready to move from the POE.

Bare Base—A base that has a runway, a taxiway, a parking area, and a source of water that can be made potable

Collocated Operating Base (COB)—An active or reserve allied 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 US bases.

Component Commands—Those individuals, units, detachments, organizations, or installations under the component commander's military command which have been assigned to the operational command of the commander of the unified command. Examples include: USAFE in Europe and PACAF for the Pacific.

Competitive Sourcing—The Government retains ownership and control over operations of the activity through surveillance of the contract. The primary method of competitive sourcing activities is through cost comparison procedures designed to determine the most efficient and cost effective operation.

Concept Plan—(DoD) An operation plan in concept format. Also called CONPLAN. See also concept

summary; operation plan. (JP 1-02)

Contingency Operation/Mobility Planning and Execution System (COM—PES) A system that enables the Air Force to plan for war and contingencies and, at execution, to match and track requirements, people, and materiel in time-sensitive manner. It standardizes and automates the procedures used by the Air Force at MAJCOM and base-level to select, deploy, and monitor contingency forces. As a result, COMPES aids in the successful completion of the wartime mission of every Air Force unit, be it Active, Guard, or Reserve. COMPES provides an automated data system to capture, store, and report Air Force deployment (manpower and logistics) detail data from base-level through MAJCOM to the JCS, unified, and specified command planning and reporting systems (e.g. JOPES, MEFFPAK, GCCS, etc.). (Logistics Plans function oversees this software program at base level.)

Crisis Action Planning —(DoD) 1. The Joint Operation Planning and Execution System process involving the time-sensitive development of joint operation plans and orders in response to an imminent crisis. Crisis action planning follows prescribed crisis action procedures to formulate and implement an effective response within the time frame permitted by the crisis. 2. The time-sensitive planning for the deployment, employment, and sustainment of assigned forces and allocated forces and resources that occurs in response to a situation that may result in actual military operations. Crisis action planners base their plan on the circumstances that exist at the time planning occurs. See also Joint Operation Planning and Execution System. (JP 1-02)

Day/Hour Times —

C-Day—The unnamed day on which a deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements utilizing any or all types of transportation (Joint Pub 1-01). (For execution, the actual day is established under the authority and direction of the Secretary of Defense.)

D-Day—The unnamed day on which a particular operation, (i.e., land assault, or amphibious assault) commences or is to commence (Joint Pub 1-02).

M-Day—The term used to designate the unnamed day on which full mobilization commences or is due to commence (Joint Pub 1-02).

N-Day—The unnamed day an active duty unit is notified for deployment or redeployment (Joint Pub 5-02.1).

H-Hour—The specific hour on D-Day at which a particular operation commences (Joint Pub 1-02).

L-Hour—The specific hour on C-Day at which a deployment operation commences or is to commence (Joint Pub 5-02.1, C1). See the DOD Dictionary (Joint Pub 1-02) for additional details. (C-, D-, M-, and N-Days end at 2400Z).

Deliberate Planning—In deliberate planning, conducted principally in peacetime, detailed plans are developed by the commanders and staffs of the supported command, the component commands, supporting commands, and affected DOD agencies for force deployment, logistics sustainment, and transportation requirements in support of planning requirements directed by the CJCS.

Deployment Control Center (DCC)—A predetermined area designed as a central point of contact from which the wing/group mobility officers discharge their responsibilities of control, direction, and supervision of deployment functions.

Designed Operational Capability (DOC)—A MAJCOM prepared, and approved statement of unit

readiness, which requires an assessment of a unit's ability to prepare its resources to perform its assigned wartime mission within a specific response time.

Earliest Arrival Date (EAD)—A day, relative to the C-Day, that is specified by a planner as the earliest date when a unit, a resupply shipment, or replacement personnel can be accepted at a port of debarkation during a deployment. Used with the latest arrival date (LAD), it defines a delivery window for transportation planning.

Estimated Departure Date (EDD)—The earliest date after the available to load date (ALD) on which each movement requirement could depart the port of embarkation (POE).

Expeditionary Aerospace Force (EAF)—The EAF concept is how the Air Force will organize, train, equip, and sustain itself by creating a mindset and cultural state that embraces the unique characteristics of aerospace power, range, speed, flexibility, and precision to meet the challenges of the 21st Century.

Force Requirement Number (FRN)—A five character alphanumeric code used to uniquely identify force entries (UTCs) in a given OPLAN TPFDD. The first part of a Unit Line Number (ULN). The second part is the Fragmentation (FRAG)/Insert Code.

Forward Operating Base/Operating Base (FOB/OB)—An airfield, generally located closer to the enemy than main or collocated operating bases, used to support air operations without establishing full support facilities. The base may be used for an extended time period. Support by a main operating base will be required to provide backup support for a forward operating base.

Global Status of Resources and Training System (GSORTS)—A system used in command and control that reports a unit's readiness and capability to respond to the Designed Operational Capability (DOC).

Host-Tenant Support Agreement (HTSA)—A statement of the major support policies involved. In addition to key dates, this agreement may contain statements on reporting policies, command relationships, or other matters of broad policy that are not appropriate for inclusion as specific provisions as functional statements.

Installation Deployment Officer (IDO)—Individual who is the senior or host unit Deployment Officer. Acts for the commander in the overall direction, control, and coordination of deployments from the base and maintains the Installation Deployment Plan.

Installation Deployment Plan (IDP)—A document, which provides detailed procedures, instruction, and comprehensive data, required to expeditiously deploy personnel and equipment.

Joint Airborne/Air Transportability Training (JA/ATT)—A JCS-funded program, managed by AMC, designed to provide airborne and static load proficiency training to all branches of the Armed Forces. DOD 4515.13-R defines the type of airlift included in the JA/ATT program. See Attachment 4 for a sample of a JA/ATT request.

Joint Strategic Planning System (JSPS)—The JSPS is the means by which the Chairman, JCS, in consultation with other members of the JCS, and the Commanders in Chief (CINCs) carry out their statutory responsibilities to assist the President and the Secretary of Defense in providing strategic direction to the Armed Forces. Operation plan preparation is tasked to the unified commands by the JCS to meet threats to our national security. The threats are documented in the Defense Guidance, and refined by the JCS in the Joint Strategic Capabilities Plan (JSCP). The JSCP is a formal part of the JSPS. It contains short-range (2-3 years) guidance to the commanders of unified and specified commands and the

chiefs of the branches of service concerning military tasks assigned to them.

Joint Deployment System (JDS)—A system that consists of personnel, procedures, directives, communications systems, and electronic data processing systems to directly support time-sensitive planning and execution, and to complement peacetime deliberate planning (JCS Pub 1-02).

Joint Operation Planning and Execution System (JOPES)—A continuously evolving system that is being developed through the integration and enhancement of earlier planning and execution systems: JOPS and JDS. It provides the foundation for conventional command and control by national- and theater-level commanders and their staff. It is designed to satisfy information needs in the conduct of joint planning and operations. JOPES includes joint operation planning policies, procedures, and reporting structures supported by communications and ADP systems. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities associated with joint operations (AFMAN 10-401, Operation Plan and Concept Plan Development and Implementation). JOPES will be used instead of SAAM requests to generate airlift for unit deployments in support of JCS exercises/contingencies. Specific instructions will normally be included in the exercise-tasking message.

Latest Arrival Date (LAD)—A day, relative to C-Day, that is specified by a planner as the latest date when a unit, a resupply shipment, or replacement personnel can arrive at the port of debarkation and support the concept of operations. Used with the earliest arrival date (EAD), it defines a delivery window for transportation planning.

Limited Base (LB)—A base that is austere manned and normally has no permanently assigned operational tactical forces, but may possess a small force for special operations (weather surveillance, alert aircraft, special purpose aircraft, etc.). With personnel augmentation, this base is capable of receiving deployed forces. It may have facilities for communications, air traffic control, navigational aids, maintenance, base supply, munitions, weather, medical services, billeting, messing, transportation, and operational support. It may or may not be supported in peacetime as a satellite of a main base. War Reserve Materiel (WRM), including petroleum, oil, and lubricants, may be maintained in a state of readiness for use by the deploying force to initiate and sustain operations. Additional support personnel and equipment must be provided.

Limiting Factor (LIMFAC)—A factor or condition that, either temporarily or permanently, impedes mission accomplishment. Illustrative examples are transportation network deficiencies, lack of in-place facilities, malpositioned forces or materiel, extreme climatic conditions, distance, transit or overflight rights, political conditions, etc.

Line Number—A number identification assigned to each manpower space requirement listed in a Deployment Manning Document (DRMD) of Contingency Operations and Mobility Planning and Execution System (COMPES). When an appendix is produced using COMPES, line numbers are computer generated using one of the following: (a) Force Requirement Number (FRN), Line Number. For example, A2C229 would indicate FRN A2C and Line Number 299 within that FRN. The FRN will normally be associated with the line number for OPLAN/CONPLAN requirements communicated between commands. (b) Appendix, TAB, Enclosure, Line Number. This grouping provides a unique identification for each manpower requirement contained within the plan. For example, 1 A12299 would indicate Appendix 1, Tab A, Enclosure 12, Line 299. This method provides a ready reference to each requirement that maybe listed within a comprehensive planning document.

Lines of Communication (LOC)—All the routes, land, water, and air, which connect an operating military force with a base of operations and along which supplies and military forces move (Joint Pub

1-02).

Logistics Detail (LOGDET)—The specific identification of materiel required to support a Unit Type Code (UTC). Includes detailed data on each stock number, such as weight, dimensions, and cargo category code.

Logistics Force Packaging Systems (LOGFOR)—A subsystem of Manpower and Equipment Force Packaging System that provides equipment and materiel requirements and summarized transportation characteristics.

Logistical Support Airlift—Passenger/cargo carrying missions (SAAM, Supplemental Training Missions or Operational Support Airlift).

Main Base (MB)—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 specific weapon systems deployed to the main base (MB).

Manpower and Equipment Force Packaging System (MEFPAK)—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 Manpower Force Packaging System (MANFOR) and the Logistics Force Packaging System (LOGFOR).

Manpower Force Element Listing (MFEL)—A standard manpower listing published to identify manpower required to support a specific unit type code.

Manpower Force Packaging System (MANFOR)—A subsystem of the MEFPAK. It provides:

The title of the unit or force element and its unique Joint Chiefs of Staff unit type code (UTC).

The capability statement that contains the definition of unit capability.

The manpower detail by function, grade (officers only) and Air Force Specialty Code (AFSC) required to meet the defined capability.

Manpower Type Code (MTC)—The manpower data system produces two views for each position. If unfunded, a peacetime record is created, if funded an authorization record is also created.

Military Essentially Status (MES) Code—The data code in the Unit Authorization File (UAF) identifying the reason a manpower authorization is military essential.

Mission Capability Statement (MISCAP)—A short paragraph that describes the mission of a particular unit type code containing pertinent information such as type base to be deployed to, functions included and other augmentation requirements necessary to meet certain missions or flying hours (AFM 11-1).

Mobility Position Number (MPN)—A number assigned to a specific mobility position established for a required skill in an assigned or tasked unit type code (UTC). The number is prefixed with a deployment echelon code. Within the aviation UTC, the MPN indicates the relative order in which the skill is required at the employment base.

National Command Authority (NCA)—The President and Secretary of Defense, or their duly authorized deputies or successors, constitute the NCA and are the final authority in planning.

Non-Combatant Evacuation Operations - (DoD)—Operations directed by the Department of State, the

Department of Defense, or other appropriate authority whereby noncombatants are evacuated from foreign countries when their lives are endangered by war, civil unrest, or natural disaster to safe havens or to the United States. Also called NEOs. See also evacuation; NEOPACK; noncombatant evacuees; operation; safe haven.

Operation Order (OPORD)—An order prepared by the supported commander to implement the National Command Authority's decision for the execution of an operation.

Operation Plan (OPLAN)—An operation plan for the conduct of joint operations that can be used as a basis for development of an OPORD. Complete plans include deployment/employment phases, as appropriate.

Operational Support Airlift (OSA)—Air Force-directed missions flown to provide low-cost flying experience for recent Undergraduate Pilot Training (UPT) graduates and, as a by-product, transportation for official business travel of government employees or high priority cargo. These missions include priority movement (via C-12, C-21, etc.) of personnel and cargo with time, place, or mission-sensitive requirements. See DoD 4500.43, Operational Support Airlift (OSA), DoD 4500.56 DoD Policy on the use of Government Airlift and AFI 24-101 Passenger Movement.

Privatization—Differs from competitive sourcing in that the Government divests itself of an activity and purchases goods and services from commercial sources. The Government may specify quality, quantity and timeliness requirements for purchased goods and services; however, it has no control over the operations of the activity.

Ready to Load Date (RLD)—A date when a unit will be ready to move from its origin.

Required Delivery Date (RDD)—A calendar date that specifies when materiel is actually required to be delivered to the requisitioner and it is always a date that is earlier or later than the computed standard delivery date, i.e., a required delivery date would not exactly equal a computed standard delivery date (Joint Pub 1-02).

Special Assignment Airlift Mission (SAAM)—A mission that requires special consideration because of the number of passengers, the weight or size of the cargo, the urgency or sensitivity of movement, or other special factors. Airlift is coordinated with appropriate agency and normally accomplished using MAJCOM controlled C-130, C-141, C-5, C-17, KC-10, and KC-135 aircraft. In short, this equates to chartering an AMC aircraft at a considerable expense cost.

Short-Notice SAAM—A SAAM requested 5 to 10 days before required day of operation. Request for this type of mission support is requested through the appropriate service validator or MAJCOM.

Standby Base (SB)—An austere base designated for wartime use having adequate airfield facilities to accept deployed aircraft. A SB will be maintained in a caretaker status until fully augmented, at which time it will be capable of receiving and employing assigned aircraft. To initiate and sustain operations, all supporting personnel, supplies, and equipment must be provided. Petroleum, oil, lubricants, and munitions may be pre-positioned in a state of readiness for use by the deploying forces.

Supported Commander—(DOD) The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. See also joint operation planning. (JP 1-02)

Supporting Commander —(DOD) A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. Includes the designated combatant commands and Defense agencies as appropriate. See also supported commander; supporting plan. (JP 1-02)

Time-Phased Force and Deployment Data (TPFDD)—The JOPES database portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan (JP 1-02).

Time-Phased Force and Deployment List (TPFDL)—Appendix 1 to Annex A of the OPLAN/CONPLAN. Identifies types and/or actual units required to support the OPLAN/CONPLAN and indicates Ports of Embarkation (POE) and Ports of Debarkation (POD). It may also be generated as a computer listing from the TPFDD (Joint Pub 1-02).

Total Force Assessment (TFA)—The specific goal of the Total Force Assessment (TFA) is to determine the manpower required for a 2 Major Theater War (MTW) scenario, given existing force structure and operational concepts as well as review the requirements for multiple smaller scale contingencies (SSC) as envisioned under the Expeditionary Air Force (EAF) construct. The total force requirements are categorized as deploying forces, in place forces, directed mission forces, and in place support forces.

Transportation Control Unit (TCU)—A management team that monitors and controls the transportation actions required to process passengers and cargo for deployment.

Unified Command—A command responsible for a geographic area with a commander over two or more services. Examples include: European Command (EUCOM) for Europe; Pacific Command (PACOM) for the Pacific; and Southern Command (SOUTHCOM) for South America. A unified command's responsibilities can also be divided functionally--rather than geographically--such as U.S. Transportation Command (USTRANSCOM).

Unit Identification Code (UIC)—A six character, alphanumeric code that uniquely identifies each Active, Reserve, and National Guard unit of the Armed Forces (JOPES).

Unit Line Number (ULN)—A seven character alphanumeric code that uniquely describes a unit entry (line) in a JOPES TPFDD (Joint Pub 1-03.2).

Unit Manpower Document (UMD)—An automated record of command's manpower resources. It reflects the status of manpower resources for each unit down to and including operating locations.

Unit Supportability Estimate (USE) —Document prepared by a unit stating whether or not the unit can support the tasking of a specific OPLAN.

Unit Type Code (UTC)—A five-character, alphanumeric code that uniquely identifies each type unit of the Armed Forces (Joint Pub 1-02). The USAF War and Mobilization Plan, Volume 3 (WMP-3) Part 3, lists the UTCs for all Air Force capabilities. UTCs are used by unified and specified commands, HQ USAF, and the JCS to identify forces required to support contingency plans. They are standardized between all units tasked for the same type deployment package in order to provide proper planning for operation plan requirements.

Wartime Aircraft Activity (WAA)—Volume 4 of the USAF War and Mobilization Plan (WMP). A secret document that list the aircraft activities of all approved war plans for each intended airfield. Extracts for individual airfields may be provided to the base planning staff by the parent MAJCOM.

War and Mobilization Plan, Volume 1 (WMP 1)—This document is for Air Force planning. It's the

source for Air Force planning factors used in JOPES planning. It provides general war-planning guidance, policies, and factors used to develop inputs to specific plans. The WMP provides the Air Staff and Air Force commanders current policies, planning factors and forces for conducting and supporting wartime operations. It encompasses all basic functions necessary to match facilities, personnel, and materiel resources with planned wartime activity.

Attachment 2**AIR FORCE TRANSPORTATION PLANNING GROUP**

(1) **Air Force Transportation Planning Group (AFTPG) is composed of two subgroups.** The Base Transportation Planning Group (BTPG) and the Aerial Port Force Structure Working Group (APFSWG). The membership consists of representatives from Air Staff, major commands (MAJCOMs), and other selected agencies. These two groups meet at the discretion of the Director of Transportation, Headquarters US Air Force.

(2) **The AFTPG is chaired by the Chief, Combat Readiness Division, Directorate of Transportation, Headquarters US Air Force.** It is the focal point for transportation planning matters and will:

a. Establish contingency and wartime base and aerial port transportation support policy, guidance, and requirements for manpower, equipment, and vehicles; this includes:

- (1) Reviewing and refining transportation support requirements.
- (2) Analyzing the required force structuring.
- (3) Ensuring the resources are sufficient to support contingency or wartime taskings.
- (4) Apportioning transportation forces to support theater requirements.
- (5) Disseminating planning information to subordinate planning functions.

b. Interface with the Combat Readiness Division, and appropriate Air Staff functional to improve the transportation planning process by developing automated systems or programs.

c. Participate in exercises or scenario development to practice and assess transportation contingency procedures.

d. Cultivate a knowledgeable cadre of transportation planners and ensure adequate training in planning and programming is included in formal transportation courses.

e. Meet annually, or at the request of the Director of Transportation, Headquarters US Air Force.

Attachment 3**SAMPLE JA/ATT REQUEST****MEMORANDUM FOR:** MAJCOM**FROM:** Unit**SUBJECT:** JA/ATT Training Request for (Month)

1. Name of requesting unit.
 - a. Date, in-place time (Zulu). Provide alternate dates/times.
 - b. Number/type of aircraft. Provide alternate aircraft.
 - c. Onload airfield.
 - d. Contact: Name, title, DSN duty phone, and 24-hour contact number.
 - e. Training requested by (name, title, office symbol, DSN duty phone).

NOTE: JA/ATT requests may be forwarded via message, fax, e-mail, or mail. Use Official Memorandum format for letters.

Attachment 4**QUICK PROGRAMMING REFERENCES**

AEF - AFI 10-400, Aerospace Expeditionary Force Planning

AFOSH - Air Force Occupational and Health Standards (As Required)

Ancillary Training - AFI 36-2201, Developing, Managing, and Conducting Training

Antiterrorism Program - AFI 31-210, The Air Force Antiterrorism (AT) Program

ARC Forces - AFI 10-301, Responsibilities of Air Reserve Component (ARC) Forces

Awards Program - AFI 36-2818, The USAF Logistics Awards Program

Budget - AFI 65-601, Vol. 1, Budget Guidance and Procedures

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

Disaster Preparedness - AFMAN 32-4004, Emergency Response Operations

Explosives Safety - AFMAN 91-201, Explosives Safety Standards

Facilities - AFI 32-1024, Standard Facilities Requirements

Information Security Program - AFI 31-401, Managing the Information Security Program

Manpower - AFI 38-205, Managing Wartime and Contingency Manpower

National Guard - AFR 45-17, Organizations and Functions of the National Guard Bureau

Nuclear Weapons Surety Program - AFI 91-101, Air Force Nuclear Weapons Surety Program

READY Program - AFI 10-217, Resource Augmentation Duty (READY) Program

Reserves - AFI 10-402, Mobilization Planning

Security - DOD 5200.1-R, Information Security Program Regulation

Security - AFI 10-1101, Operations Security (OPSEC) Instructions

Security - AFI 31-501, Personnel Security Management Program

Self-Inspection - AFI 90-201, Inspector General Activities

Support Agreement - AFI 25-201, Support Agreement Policy

Training - AFCAT 36-2223, USAF Formal Schools

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