



*Transportation*

**VEHICLE MAINTENANCE AND VEHICLE  
OPERATIONS, PREPARING FOR WARTIME  
OPERATIONS**

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This pamphlet provides broad guidelines to help vehicle maintenance and vehicle operations flights prepare for a Combat Employment Readiness Inspection (CERI). More importantly, it will help you ensure that significant areas are not overlooked in your preparation for war or contingency. It is not possible to cover in detail all possible scenarios, due to the vast differences between bases, countries, and missions. For those reasons, this is a generic guide of which some may apply to you, and some may not. Vehicle Maintenance and Vehicle Operations Managers may expand or revise these procedures to fit local circumstances, within the intent of this pamphlet. This publication does not apply to Air National Guard (ANG) or US Air Force Reserve (USAFR) units. The guides below correspond with Checklist **Attachment 1 - Attachment 4**.

**PREFACE**

The goal of this publication is to assist Vehicle Maintenance and Vehicle Operations Managers in planning for and conducting operations during a CERI or in an actual war time environment. It's important to note that you should start with your Base Support Plan (BSP) when validating your readiness for war or inspection. That is, after all, your wing's plan that explains how to support your OPlan (s). The problem with most BSP's, however, is that they don't address the how or the specifics down at the Flight level. This guide will help you to fill in that gap. There are two sections, one for vehicle maintenance and one for vehicle operations.

Your base may exercise on the entire base or just portions thereof that are designated "play areas". If your facilities are not within the play area, you may not be tested on most of what's below. You have to adapt this to your local conditions. Also, if you have a "Base X" scenario, you may find that only your personnel who mobilize and deploy to "Base X" are tested under this criteria.

**Chapter 1—VEHICLE MAINTENANCE 3**

1.1. Introduction. ....	3
1.2. General Guide for Deploying Units. ....	3

1.3. Convoy Guide for Deploying Units. .... 4

1.4. Self-Aid and Buddy Care (SABC) for Deploying Units. .... 5

1.5. ATSO for Deploying Units. .... 6

1.6. Miscellaneous Information for Deploying Units. .... 6

1.7. General Guide for Units Fighting-In-Place. .... 7

**Chapter 2—VEHICLE OPERATIONS 9**

2.1. Introduction. .... 9

2.2. General Guide for Deploying Units. .... 9

2.3. General Guide for Units Fighting-In-Place. .... 10

**Attachment 1—VEHICLE MAINTENANCE CHECKLIST FOR DEPLOYING UNITS 12**

**Attachment 2—VEHICLE MAINTENANCE CHECKLIST FOR UNITS FIGHTING-IN-PLACE 15**

**Attachment 3—VEHICLE OPERATIONS CHECKLIST FOR DEPLOYING UNITS 17**

**Attachment 4—VEHICLE OPERATIONS CHECKLIST FOR UNITS FIGHTING-IN-PLACE 19**

## Chapter 1

### VEHICLE MAINTENANCE

#### 1.1. Introduction.

1.1.1. Within vehicle maintenance, there are many areas that you should address in order to carry out the war in a fight in-place or deployed site scenario (CERI). Due to the large physical plant associated with vehicle maintenance and the criticality of the vehicles that generate aircraft sorties or move a deployed unit to the field, you need to be able to continue operations under wartime conditions and attacks. Expect the IG to test your unit to see if you can do that. Further, in order to allow for continuity of operations, you should develop Maintenance Operating Instructions (MOI) to detail these procedures within your flight.

1.1.2. Whether your mission leaves you at your “home base” or takes you to the field, there are several critical areas that need to be covered when you draw up your local plans (MOIs) to operate in wartime conditions. You must allow for alternate operations when your facilities are destroyed or rendered unusable. You need to be able to operate under wartime conditions, check condition of vehicles after attack, and you need to be able to have a robust mobile maintenance capability for post-attack recovery. These are detailed in the following categories.

#### 1.2. General Guide for Deploying Units.

**1.2.1. Technical Orders/Records .** In order to perform the vehicle maintenance mission while deployed away from the “home base”, deploying units need to ensure they have all required T.O.’s and records, (historical records, scheduled maintenance list, training records, etc.) as identified in AFMAN 24-307, Chapter 7. Further, in order to allow for continuity of operations, deploying units should develop Maintenance Operating Instructions (MOI) to detail their deployed maintenance procedures.

**1.2.2. Tools and Equipment .** Another key to being able to sustain vehicle maintenance operations while deployed is the deploying unit ensuring they have the tools and equipment required, as identified in AFMAN 24-307, Chapter 7. As an example, the unit needs to ensure there are enough of the following on-hand: complete tool boxes (based on the number of deployed mechanics), jack-stands, safety glasses, etc.

**1.2.3. Parts Support .** Along with the proper T.O.’s, records, and tools, all deploying units need to ensure their vehicle maintenance personnel are knowledgeable on all procedures used for procuring parts while in a deployed condition. This includes ensuring proper parts requests are on-hand.

**1.2.4. MC&A .** All deploying units need to ensure there is a procedure in place for reporting vehicle out-of-commission data to higher headquarters. Units also need to ensure their Maintenance Control and Analysis section has a laptop computer deployed with them for OLVIMS, in accordance with AFMAN 24-307.

**1.2.5. Mobile Maintenance .** If a mobile maintenance truck is part of the deployment team, and if a Leap and Main are deploying, there has to be at least 2 trucks available and able to perform separate functions, i.e., 2 trucks with tools are needed. Procedures need to be in place to relay information from the deployed MC&A to mobile maintenance personnel to ensure all vehicles requiring roadside repairs are responded to in a timely manner.

**1.2.6. Deploying vehicles .** Units need to ensure all vehicles identified for deployment are in a safe and serviceable condition prior to deploying. If at all possible, deploying units need to ensure they are taking only their best vehicles on a deployment; this in turn could lessen the chances of vehicle problems while deployed. Vehicle maintenance personnel need to perform a thorough Limited Technical Inspection prior to the vehicle deploying to ensure there are no fluid leaks, tires are serviceable, etc.

**1.2.7. Training .** Units need to ensure that deploying personnel are qualified to perform all required tasks to include, but not limited to driving vehicles while wearing the GCE (driver's licenses will be checked). During IG inspections, individuals will be required to perform task evaluations with results being documented on AF Form 803. All individuals are required to hand-carry their training records.

**1.2.8. Safety .** Safety procedures need to be in place and adhered to. As examples, jewelry cannot be worn while working around vehicles, jack-stands are in a safe and serviceable condition and being used when required, safety glasses and hearing protection are in good condition and being used when needed, the two-person concept is in place and being used, etc.

**1.2.9. Parts Kits .** Ensure all parts, whether for MRSPs or for TMSKs, required for deploying vehicles are identified and available prior to vehicle deployment. During an IG inspection, the VM inspector will physically validate this by comparing the parts list to parts available. Keep in mind, parts kits should support the vehicle for a minimum of 30 days. Attachment 7 of AF Manual 24-307 provides a suggested "generic" list of parts for parts kits.

**1.2.10. Working Stock .** Deploying units need to ensure there is a sufficient on-hand supply of working stock parts (based on the amount of deploying vehicles). Parts on-hand need to be for the type of vehicles deployed.

### **1.3. Convoy Guide for Deploying Units.**

**1.3.1. Convoy Procedures.** Convoy procedures in AFJMAN 24-306, Chapter 24, Motor Marches and Convoys must be adhered to.

**1.3.2. Vehicle Serviceability Standards.** As mentioned above, deploying units need to ensure all vehicles identified for deployment are safe and serviceable and in the best condition possible prior to their deployment.

**1.3.3. Visual Inspections.** Operators of deploying vehicles need to perform a visual inspection, prior to departure, of the vehicles they'll be operating during convoy procedures. Inspections should include but not be limited to ensuring there is a serviceable spare tire on the vehicle, there are no leaks, tires are safe and serviceable, etc.

**1.3.4. Vehicle Loads.** Operators need to inspect the loads carried by their vehicles, prior to and during periodic halts throughout the convoy's travels, to ensure they are restrained properly. Inspections should include but not be limited to ensuring their loads are properly strapped down, nothing is projecting from the sides or back, etc.

**1.3.5. Mobile Maintenance.** Mechanics assigned to perform maintenance duties during convoy operations need to ensure they have all tools needed to perform roadside repairs. The convoy commander must ensure that in case roadside repairs can not be made, a wrecker or some type of certified towing device is available. All mechanics assigned to the convoy need to have a radio with them to keep in constant contact with the rest of the convoy.

**1.3.6. Placement of Mechanic in the Convoy.** The convoy commander needs to ensure a mechanic is placed at the end of the convoy. By placing a mechanic at the end of the convoy, the mechanic can monitor all convoy vehicles as well as respond to any disabled vehicle without having to backtrack.

**1.3.7. Amount of convoy vehicles.** The amount of vehicles in a convoy element should not exceed 20 – 25 vehicles. If there are more vehicles than that, the convoy could end up being separated due to traffic stops, etc. and the convoy commander could lose command and control of the convoy. Furthermore, if there is more than one element to the convoy, the elements should be spaced-out from each other by a 40 – 45 minute interval. Barring any breakdowns by the first element, keeping a 40 – 45 minute interval should keep the convoy elements from bunching up and causing traffic problems.

**1.3.8. Convoy Commander Briefing.** Prior to the convoy deploying, the convoy commander needs to give a thorough briefing to all convoy participants. At a minimum, the briefing should include: a detailed description of the route to be used (to include maps for every vehicle), a description of the alternate route (to include maps), what to expect for weather conditions/road conditions/traffic conditions, the timeframe the convoy should be on the road, what to do in case of vehicle breakdown, and what to do in case of traffic congestion. The convoy commander should also make pre-arrangements with the local authorities and inform them of the route they will be using and number of vehicles in the convoy.

**1.3.9. Signs/Flags.** Each convoy needs to have the appropriate signs/flags marking the lead and trail vehicles. Type/color of flags needed are identified in AFJMAN 24-306.

**1.3.10. Radios.** The convoy commander needs to ensure there are two-way radios placed throughout the convoy, with key vehicles being the lead and trail vehicles. Radios will enable the convoy commander to remain in contact with convoy personnel so he/she knows when problems occur.

**1.3.11. Brake Check.** Convoy commanders need to ensure a “Hot Brake” check is accomplished approximately 15 miles from the point of embarkation. During this check all vehicle operators need to place their hands close to, but not on, the vehicles’ wheels to ensure they are not overheating. At the same stop operators need to do a re-check of their loads to ensure they are still secure. Other periodic stops can be accomplished at the discretion of the convoy commander.

#### **1.4. Self-Aid and Buddy Care (SABC) for Deploying Units.**

**1.4.1. Training.** All assigned personnel need to be trained on SABC, the training needs to be documented on the AF Form 1089 (or a locally generated form for E-8’s and E-9’s), and the training needs to be current (training is valid for two years).

**1.4.2. SABC Kits.** SABC kits needs to be available and complete to accomplish on-scene SABC. Supplies should include but not limited to splints, bandages, Band-Aids, etc. A word of advice concerning SABC kits is to have them on mobile carts so individuals performing SABC can quickly move from one victim to the other.

**1.4.3. SABC Procedures.** Although individuals may have been trained and certified, supervisors still need to ensure their troops can perform SABC procedures while in the “heat of battle”, i.e., when an attack has just taken place and there are several victims with multiple and varying wounds. The best way to get proficient in this is to practice, i.e., CERE’s. If your mission dictates the wear of the Ground Crew Chem-Defense Ensemble (GCE) then it’s best to practice while wearing the suit. REMEMBER – practice like you’re going to fight.

**1.4.4. Casualty Collection Point.** All assigned individuals need to know the location of the Casualty Collection Point (CCP). A vehicle needs to be made available for transporting victims to the CCP, i.e., the Mobile Maintenance truck, etc. Individuals also need to know the proper safety procedures for transporting victims in a vehicle.

## **1.5. ATSO for Deploying Units.**

**1.5.1. ATSO Guide.** All assigned personnel should have a current ATSO guide with them particular to their base. Although they don't have to know the entire contents of the guide, they should be familiar with the contents, i.e., base alarm signals, etc. AF Manual 10-100 (Airman's Manual) is an excellent reference and training aid – personnel should have it and use it.

**1.5.2. Wearing of the GCE.** If the mission dictates the wear of the GCE, all assigned personnel need to know the proper procedures for wearing the GCE, i.e., the mask goes on first, the pants go on over the boots, etc. They also need to be familiar with the proper venting procedures, i.e., the temperature is at a certain level and they can unzip their top, etc.

**1.5.3. MOPP Levels.** If the mission dictates the wear of the GCE, all assigned personnel need to be familiar with the various Mission-Oriented Protective Postures (MOPP) levels, i.e., during MOPP level 1 you need to wear your overgarment, mask carrier, and field gear.

**1.5.4. Changing Mask Filters.** If the mission dictates the wear of the GCE, all personnel need to be familiar with the procedures for changing their mask filters. NOTE: Due to the fact that blood agents damage mask filters personnel need to know they need to change their filters as soon as possible after a blood agent attack.

**1.5.5. Nerve Agent Antidotes.** If the mission dictates, personnel need to be familiar with nerve agent antidotes and know the proper procedures for administering them, i.e., when to give them, where to inject them, which one is given first, what to do with the used injectors, how long to wait between injectors, and the procedures for administering the injectors to a buddy.

**1.5.6. Pyridostigmine Bromide Tablets.** If the mission dictates, personnel need to be familiar with the pyridostigmine bromide tablets to include the proper procedures for taking them, i.e., when they start taking them, how often they take them.

**1.5.7. Decontamination Procedures.** If mission dictates, all personnel need to be familiar with the proper decontamination procedures, i.e., if a chemical agent gets on their skin or protective equipment, they need to know the correct way to decontaminate themselves. They need to know that the personal decontamination kit is the most effective method of removing chemicals from the skin; they need to know the proper way to irrigate their eyes, etc.

**1.5.8. Alarm/Giant Voice System.** Each deploying unit needs to have an alarm/giant voice system in place. Management/leadership should use this system to inform assigned personnel of current conditions and information requiring immediate release, i.e., alarm conditions, attack in progress, all clear, etc. When an attack is in progress, all assigned personnel need to display a sense of urgency and respond in an urgent manner. NOTE: Although a sense of urgency is required safety, should never be neglected.

## **1.6. Miscellaneous Information for Deploying Units.**

**1.6.1. Local Procedures.** All assigned personnel need to adhere to locally generated procedures and policies, i.e., Maintenance Operating Instructions, Field Operating Instructions, etc.

**1.6.2. Sign/Counter Sign Procedures.** If the mission dictates, all assigned personnel need to be familiar with the proper sign/countersign procedures and ensure they are being used properly.

**1.6.3. Firearms.** If individuals are armed, i.e., carrying an M-16, M-9, etc., supervisors need to ensure they are current with their qualifications and that they need to know the proper safety procedures concerning the carrying of firearms.

## **1.7. General Guide for Units Fighting-In-Place.**

**1.7.1. Training .** In order to perform the vehicle maintenance mission while in fight-in-place conditions, units need to ensure all assigned personnel are fully trained and qualified to perform all their wartime tasks identified in the CFETP. If your unit mission dictates wearing of the GCE, all assigned personnel need to be trained and qualified to perform all required tasks while wearing it. You need to be able to continue all operations under wartime conditions.

**1.7.2. Maintenance Operating Instructions .** There are several critical areas that need to be covered when you draw up your local Maintenance Operating Instructions (MOI's) to operate in wartime conditions. You need to allow for alternate operations when your facilities are destroyed or rendered unusable. You need to be able to operate under wartime conditions, check condition of vehicles after attack, and have a robust mobile maintenance capability for post-attack recovery.

**1.7.3. Alternate Maintenance Facilities .** If your maintenance facilities are destroyed, you need to have alternate locations. When making plans for your alternate locations, you need to consider the main shop, MC&A, Materiel Control, and your satellite locations to include Refueling Maintenance. Workable options include a formal agreement with AAFES or MWR's Automotive Skills Development Center.

**1.7.4. Parts Support .** If your shop is destroyed or damaged, what are you going to do for your parts support? Cannibalization is one answer, but there may be a better way. Have you ever thought about putting wheels on your parts bins so you can wheel them out of the damaged facility? Also, when you go into contingency conditions, stock your mobile maintenance truck with extra parts. Another thought is to establish robust special levels at Base Supply.

**1.7.5. Maintenance Control and Analysis .** You need to have an alternate location/method for your OLVIMS. This means OLVIMS must be set-up on a computer in one of the outlying locations prior to the contingency. You also need to ensure that any outlying OLVIMS is backed-up frequently. We can still repair vehicles without OLVIMS, but it's harder to keep track of what we're doing and when.

**1.7.6. Maintenance Management.** It's a plus to your organization if you have the Vehicle Maintenance Manager and Vehicle Maintenance Superintendent work out of separate locations during contingencies. One of the best units recently inspected had this down to a science. The managers didn't work out of the same location, they never went anywhere together, they ensured each knew what was going on and they had duplicate copies of personnel rosters, MOIs, etc. Each carried a book with all this information and more. If one of them was killed or incapacitated, the other was likely to survive, because they were not in the same vicinity. During pre-attack warnings, take a head count in all facilities (include visitors and mobile maintenance mechanics on the road). This will allow you to quickly ascertain who was injured or lost during an attack.

**1.7.7. Bug-out Kits.** If you have to relocate (and you will for the IG at least, not to mention real world situations) you need to be ready. You should have kits that are already packed and ready to go, with all the essentials you require to operate in your alternate location.

**1.7.8. Mobile Maintenance .** Depending on your operation, mission, location, and threat, you may find you need several mobile maintenance trucks. Your trucks may be tasked to set-up as a base of operations (for VM) in an alternate location if your shop is destroyed. You must ensure your trucks are adequately set-up for any possible tasking. AFMAN 24-307, paragraph 7.10.6 addresses this. In fact, Chapter 7 of the AFMAN has many good hints for wartime operation.

**1.7.9. Battle Damage Assessment.** All assigned personnel need to be familiar with vehicle battle damage assessment. When vehicles are damaged due to air or ground attacks, assigned personnel must be able to respond and assess the damage. All battle damage assessments need to be reported through the appropriate channels and relayed to the wing leadership. Fast and accurate damage assessment is key to critical decision making.

**1.7.10. Vehicle Triage .** Closely related to damage assessment, and done in conjunction with it, is vehicle triage. Based on MELs and any other guidance received from wing leadership, you should do triage as part of the damage assessment process. Triage is the process of assessing damage, putting the priority vehicles first, and doing cannibalization or whatever it takes to get those vehicles back in commission. Remember that during war, TO 36-1-191 standards will be waived as necessary. Field repairs are the norm, and many a vehicle can still do its job without a fender or non-critical part/component. If tasked to demonstrate your capability here, the IG will look for fast, accurate assessment, follow-through action to report assessments up the chain, obtain parts, and bring the vehicles in as conditions dictate.

**1.7.11. Vehicle Preparation and Shipment.** Often, as part of an OPlan tasking, you'll be asked to prepare a vehicle for shipment. Expect to have your inspection, preparation, LTI, and shipment process validated when being inspected by the IG. You may also be tasked to prepare TMSKs, depending on the vehicle's destination and your BSP.

**1.7.12. WRM Breakout .** Vehicles stored in WRM (either active or inactive) are subject to breakout for war, exercises, or contingencies. Plans should be pre-developed and practiced. Necessary parts or supplies should be on-hand. Critical vehicles needed in the first days of the war should be broken out first.

**1.7.13. Vehicle Dispersal Plan .** You should have a vehicle dispersal plan developed and tested in advance. Your Main Shop is a big target, and collateral damage is bound to take out a lot of the vehicles gathered there. Also, consider dispersing your mobile maintenance trucks; they are also good targets. Don't keep them together where one "lucky" bomb could take them both out.

**1.7.14. Hardening .** Your base should have local guidance regarding hardening of facilities, etc., if you're in a fight-in-place location. Remember, the more the better, and concentrate on your critical assets, i.e., buildings, mobile trucks, or equipment.

**NOTE:** Always ensure your personnel demonstrate a sense of urgency, have a good attitude, know their job, and know not to try to fool the inspectors. Above all – be SAFE!

## Chapter 2

### VEHICLE OPERATIONS

#### 2.1. Introduction.

2.1.1. Due to heavy taskings associated with generating aircraft sorties, you need to be able to continue operations under wartime conditions and attacks. ***Planning is key in your unit's ability to survive and operate in wartime conditions.*** You should be thinking ahead on what actions may occur to vehicles and put your plans on paper. From this, you need to develop quick-action checklists addressing what to look for in checking condition of vehicles after attack, how to ensure operational levels prior to the attack, and what key vehicles need to be identified for replacement.

2.1.2. Deploying to a contingency location or fighting in-place deserves careful consideration of what can reasonably be expected in performing your duties. Understand you cannot plan for every situation; you can hope for the best, but you need to plan for the worst. Suggested areas for concern are detailed in the following categories.

#### 2.2. General Guide for Deploying Units.

**2.2.1. Deployment Location** . Knowing where you are going is important in how you conduct your planning efforts. Many times you will not know exactly where you are going, but remember, plan for the worst. If you are going to a location with a military or Air Force presence, your ability to perform your duties may be easier and resources may be more readily available than if you are deploying to a Bare Base.

**2.2.2. Dispatch Operations** . The use of the Dispatch module of the Automated Fleet Information System (DAFIS) is the preferred method for tracking personnel and transportation requests, but you need to expect to use manual tracking. The old AF 868s still have a purpose and are a viable option when you cannot use the laptop computer. Upon arrival at a deployed location, seek out or develop gridmaps and quick action checklists. Look at contingency plans in detail. This will give you an idea of expected in-bound forces and timelines you need to adhere to. Finally, how will cargo and passengers be moved in country? Is this performed by an outside source like 25 TRANS (CULT) in Korea; what can they move and how do you get them to move cargo? Basically, define your capabilities and know what is available to you.

**2.2.3. Fleet Management** . Regardless of where you deploy, you must ensure accountability of all vehicles you have assigned. This includes all AF-owned, leased, host nation-provided and acquired assets. Just like during peacetime, you will need to track who has what, and can the vehicle provided support the unit's mission. Check the BSP to see how many vehicles a unit requires and provide assets to fill those requirements. You may find a need to adjust levels of vehicles provided, but remember to be reasonable. Keep in mind that requirements may have changed, so be prepared to make changes when needed. Operate like you would at home station...not everyone is entitled to or requires a vehicle.

**2.2.4. Workload Factors.** The normal requirements you encounter at home station will be much the same as wartime. You will have to make decisions and set priorities quicker, and the following is a laundry list to consider.

**2.2.4.1. Shuttle Buses** . This will be a primary around-the-clock effort to move troops between Billets, work centers, and dining facilities. Look for those out of the way areas like munitions. You may want to consider providing buses to units depending on their operational locations or work hours.

**2.2.4.2. Wartime Movement Plan Cargo**. Ensure all vehicles identified for outload were moved and it was the right equipment. On the other hand, what is in-bound. Identify through movements channels when assets are expected to arrive. Vehicles must be accounted for, and just because a unit brings it in does not mean they keep it -- may be better assigned to another unit that has excessive shortfalls.

**2.2.4.3. Aircrew Support** . Consider it takes more time to support airlift vice fighter aircrews. Ensure vehicles are large enough to accommodate more aircrew members on airlift aircraft.

**2.2.4.4. On-base Cargo Movements** . This type of workload can vary widely depending on the needs of your base to sustain activities. While many transportation services are not recurring, the following areas should be considered: pick-up and delivery support, munitions movements when called upon, sustaining resupply to include water and food, shelter resupply, hazardous materials to include unexploded ordinance or fuel, medical staging facilities, mass casualty assistance and vehicle recovery on and off-base. As you can see, there are a lot of areas to address here, but you just need to be flexible.

**2.2.4.5. Contracting** . Establish a rapport with the base contracting office as soon as possible. Begin the process of acquiring assets to fill vehicle lease/rental authorizations to meet inbound forces. Additionally, check to see if there are transportation services that could be contracted out if you cannot support all requirements. In considering contract services, keep in mind security and force protection as keys in your final decision.

**2.2.4.6. Communications** . Consider how you control and account for your troops. Will there be radios available for use at the deployed location if needed? If you take radios, will they work? You need to contact your local communications squadron and define what will be available to you. Base Support Plans should thoroughly address requirements and sourcing.

**2.2.4.7. Training** . Training is the foundation of all that we do--our job. Personnel need to be able to do tasks identified in CFETP under wartime conditions. Your training must be meaningful, realistic as possible and folks need to be truly qualified. Consider any unique training needed to support areas outside your AOR...no telling where you may be deployed. Bottomline is that unit training must accurately reflect how you will go to war!

### **2.3. General Guide for Units Fighting-In-Place.**

**2.3.1. Alternate Vehicle Operations Facilities** . Simply put, if your facility is damaged beyond use or destroyed, what is your alternative? Is there a secondary location, or do you consider a mobile or roving operation? Ensure your plan and facilities are identified in the base support plan.

**2.3.2. Fleet Management and Dispatch Operations** . We use AFIS and DAFIS during normal operations and need to have some back-up procedures to quickly transition if the vehicle operations facility is destroyed. Ensure you have redundant backups in-place at alternate locations; laptop computers are the best option. Have backup databases in as many different locations as feasible. If nothing else, have the programs loaded on PCs at many locations just in case it is needed. Whether you are

using laptops or PCs as alternatives, procedures need to be on-hand to back up data (disk) on a routine basis.

**2.3.3. Personnel** . Never have all your troops in one location at one time. Develop and use predetermined standby locations for vehicle operators, especially when radio communications are readily available. Managers should never travel together or be in the same place at the time. Each should carry duplicate copies of personnel rosters and operating instructions. During pre-attack warnings, take a head count in all facilities (include visitors and those operators on the road). This will allow you to quickly ascertain who was injured or lost during an attack.

**2.3.4. Bug-out Kits** . Be ready to move at a moment's notice. Identify what you are taking in advance, should you have to leave your facility. Keep items in a central location in containers easy enough for one person to carry. Remember, you may be leaving by yourself, and you do not want to be trying to drag around heavy containers. Look only at essential items to keep your operation going. Consider how you expect to get to an alternate location and if you can work anywhere right from the bug-out kit.

**2.3.5. WRM Vehicle Breakout**. This should be a vehicle maintenance and vehicle operations joint effort. Make WRM break out a priority in early stages or preparation of war or contingency operations. If required, ensure those vehicles required at other bases of planned use are being prepared for shipment as early as possible. These actions are time sensitive to meeting in-bound force reception and airlift operations. Ensure you have developed plans and they are included in the base support plan. Test your plan; does it work or need modifications?

**2.3.6. Damage Assessment**. When vehicles are damaged in air and ground attacks base-wide, wing leadership looks to us, the experts, to assess what effect vehicle status will have on the flying and base defense missions. Like with any other asset under his/her control, the wing commander needs accurate status reporting of vehicles and equipment that are damaged and destroyed. Fast, accurate vehicle damage assessment is key to decision making. You must have procedures in-place to get this information from unit control centers. It's important to remember that you aren't out there on your own. If your vehicle fleet has been taken to critically low levels, you need to know when it's time to ask for help from above. Coordination with Numbered Air Force and MAJCOM can help get you what you need.

**2.3.7. Vehicle Dispersal** . Large numbers of vehicles grouped together become a prime target. One bomb could take out half your capability at once if you are not careful. Disperse your fleet at different locations and conceal vehicles if possible. Ensure your prime movers, like wreckers, buses, and tractor/trailers, are far enough apart to protect these resources. Plans should include who will check dispersal sites(s) and how often. As a minimum, all dispersal locations should be checked at shift changes and after attacks. Another consideration would be using decoy vehicles. Use vehicles that are no longer serviceable, placing them in groups away from your primary locations to draw attention. The enemy may strike these targets, further protecting your prime movers. Ensure other functional users have developed dispersal plans for their vehicles and are included in base support plans.

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**Attachment 1****VEHICLE MAINTENANCE CHECKLIST FOR DEPLOYING UNITS****GENERAL**

- 1 – Does the deployed unit have all T.O.'s and required records (historical records, scheduled maintenance list, training records etc) in accordance with AFMAN 24-307 Chapter 7?
  
- 2 – Does the unit have sufficient tools and equipment to perform required field maintenance in accordance with AFMAN 24-307 Chapter 7?
  
- 3 – Are the vehicle maintenance technicians knowledgeable of procedures for procuring parts? Do they have parts requests on hand? If getting parts from another source (not at the deployed site), are there procedures in place for ordering?
  
- 4 – Have procedures been established for reporting vehicles out of commission? Does the MC&A element have a properly configured laptop computer, in accordance with AFMAN 24-307 Chapter 7?
  
- 5 – Is a mobile maintenance truck available in the field and are disabled vehicles being responded to in a timely manner?
  
- 6 – Are all vehicles identified for deployment in serviceable condition?
  
- 7 – Are mechanics qualified to perform tasks?
  
- 8 – Are all safety precautions in place and being utilized?
  
- 9 – Is an adequate Temporary Mission Support Kit (TMSK) on hand?
  
- 10 – Is there an adequate working stock of parts on hand?

**CONVOY'S**

- 1 – Are vehicles prepared for the road?

2 – Have operators performed adequate checks on all their vehicles?

3 – Are all loads restrained properly?

4 – Do vehicle mechanics have sufficient tools to accomplish roadside repairs? Do they have radios or cell phones with them to keep in contact with the rest of the convoy?

5 – Is a mechanic placed near the end of the convoy? If more than one mechanic is assigned, are they spaced throughout the convoy?

6 – Are there too many vehicles in the convoy? If there is more than one group of vehicles, are they spaced 40-45 minutes apart?

7 – Did the convoy commander give a thorough briefing prior to the convoy moving out? Did the convoy commander coordinate with the local authorities prior to the convoy deploying?

8 – Does the convoy have the required signs marking the lead and trail vehicles?

9 – Are there two-way radios spaced throughout the convoy?

10 – Was a “Hot Brake” check accomplished approximately 15 miles from the point of embarkation? Did all vehicle operators recheck their loads?

### **SELF-AID AND BUDDY CARE (SABC)**

1 – Are all personnel trained and current on SABC? Is training documented in their training records?

2 – Are SABC kits available in case of attack?

3 – Are all personnel trained on SABC procedures?

4 – Do all personnel know the location of the Casualty Collection Point (CCP)?

### **ATSO**

- 1 - Do personnel have a current base ATSO guide and Airmen's Manual with them?
- 2 - Are personnel familiar with proper wear of the Ground Crew Chem-Defense Ensemble?
- 3 - Are personnel familiar with the various MOPP levels?
- 4 - Are personnel familiar with changing filters in their mask?
- 5 - Are personnel familiar with nerve agent antidotes?
- 6 - Are personnel familiar with taking pyridostigmine bromide tablets?
- 7 - Are personnel familiar with immediate decontamination procedures?
- 8 - Is there an alarm/giant voice system in place and being utilized to inform everyone of current conditions?

\*\* Always check to ensure a sense of urgency is being displayed, but never at the cost of safety!

#### **OTHER AREAS**

- 1 - Are all local directives being followed?
- 2 - Are there sign/counter sign procedures in place and being utilized?
- 3 - If personnel are armed, are they qualified? Is weapons safety practiced?

**Attachment 2**

**VEHICLE MAINTENANCE CHECKLIST FOR UNITS FIGHTING-IN-PLACE**

**GENERAL**

- 1 - Are individuals trained and qualified to perform their job?
- 2 - Are there Maintenance Operating Instructions (MOIs) developed and utilized for wartime conditions?
- 3 - Are there alternate vehicle maintenance facilities available in case facilities are destroyed?
- 4 - Is there a plan in place to expedite moving on-hand parts from Materiel Control to another area in case your facility is destroyed or you have to leave due to other reasons?
- 5 - Is there an alternate location already set-up, and is there a plan in place to relocate your Maintenance Control and Analysis section?
- 6 - Is there a plan in place to ensure the Vehicle Maintenance Manager and Vehicle Maintenance Superintendent are not working from the same location?
- 7 - Are there copies of Maintenance Operating Instructions (MOIs) located in other maintenance sections?
- 8 - Is there a "bug-out" kit in place to ensure all needed materials and supplies are packed and ready to move-out at any time?
- 9 - Is there more than one Mobile Maintenance truck in-place? If more than one are they being utilized in an efficient manner? Are they properly equipped?
- 10 - Are personnel familiar with assessing battle damage and performing vehicle triage?
- 11 - Are personnel familiar with preparing vehicles for shipment and accomplishing the AFTO Form 91/LTI?
- 12 - Are personnel familiar with procedures for breaking-out WRM vehicles (either active or inactive)?

13 - Is there a vehicle dispersal plan in-place, and are personnel familiar with how it works?

14 - Is there "hardening" guidance developed for the facilities, vehicles, equipment, and is it being utilized?

**Attachment 3**

**VEHICLE OPERATIONS CHECKLIST FOR DEPLOYING UNITS**

- 1 - Will you have access to AFIS and DAFIS at the deployed location?
- 2 - If you know where you are deploying, have you looked at the base support plan and have an idea of what resources may be available?
- 3 - What vehicles should be available for use? What alternatives do you have to consider... lease/rental, host nation support or, as a final option deploying vehicles from home station?
- 4 - Are there gridmaps and quick action checklists available for use?
- 5 - How will you be able to move personnel and cargo throughout the AOR? Organic or other means?
- 6 - Upon arrival, have you ensured all vehicles are accounted for by functional user? Do units have what they need to perform their mission?
- 7 - Are procedures in place to identify in bound vehicles to you as they arrive?
- 8 - Are shuttle bus services warranted to support personnel between billets, work centers, and dining facilities?
- 9 - Are special shuttle bus or other transportation services warranted for some units due to location or unique work conditions?
- 10 - Do you have adequate personnel, vehicle types/quantities to support assigned and transient aircrews?
- 11 - Have you defined and established recurring or sustainment cargo movements?
- 12 - Have you contacted the contracting officer?
- 13 - Has the contracting officer implemented contracts to fill vacant vehicle authorizations to meet base support plan requirements? Are they needed?

14 - Are there any transportation services you can consider contracting out vice requesting more personnel or resources?

15 - In electing to contract out services, have you considered security and force protection implications?

16 - Are there radios available or do you have alternate plans for communications?

17 - Have your personnel received the best training possible in order to fulfill wartime skills and survive?

**Attachment 4**

**VEHICLE OPERATIONS CHECKLIST FOR UNITS FIGHTING-IN-PLACE**

- 1 - If your primary facility is destroyed, have you identified alternate work locations?
- 2 - Are alternate work locations defined in the base support plan?
- 3 - Are redundant, backup AFIS/DAFIS databases in place at alternate locations?
- 4 - Are procedures established to backup AFIS/DAFIS on a routine basis?
- 5 - Have you ensured all personnel are not in the same place at once?
- 6 - Have you considered establishing predetermined standby locations for vehicle operators?
- 7 - During pre-attack warnings, have you established procedures to account for all personnel in facilities, including visitors and those on the road?
- 8 - Have you determined and established bug-out kits?
- 9 - Have you developed a WRM vehicle breakout plan?
- 10 - Is WRM vehicle breakout early enough to meet in-bound force requirements in the base support plan?
- 11 - Are outload vehicles identified and included in the base support plan?
- 12 - Are procedures in place to accurately account for and report status of vehicles and equipment that are damaged or destroyed?
- 13 - Do personnel know how and to whom to report damaged or destroyed vehicles?
- 14 - Are unit damaged or destroyed vehicles placing you below mission essential levels?

15 - Have you established a vehicle dispersal plan?

16 - Have functional users developed vehicle dispersal plans, and are they included in the base support plan? Have you reviewed the plan to ensure implementation is feasible and other units are not using the same locations?

17 - Are procedures established defining who will check dispersal sites and how often?

18 - Have you considered using unserviceable vehicles as decoys? Where will they be placed?