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SECRETARY OF THE AIR FORCE**

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Operations

RED HORSE PROGRAM



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This Instruction implements Department of the Air Force Policy Directive (DAFPD) 10-2, *Readiness*, and provides requirements for the Air Force (AF) Rapid Engineer Deployable Heavy Operational Repair Squadron Engineers (RED HORSE) Program. This Air Force Instruction (AFI) applies to Regular Air Force (RegAF), AF Reserve (AFR), and Air National Guard (ANG) RED HORSE units. This publication does not apply to the United States Space Force. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with (IAW) Air Force Records Disposition Schedule located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the OPR using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. This Air Force Instruction may be supplemented at any level, but all supplements that directly implement this publication must be routed to the office of primary responsibility (OPR) of this publication for coordination prior to certification and approval. The authorities to waive forward operating agency, wing, and unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See Department of the Air Force Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*, for a description of the authorities associated with the tier numbers. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority, or alternately, to the publication OPR for non-tiered compliance items. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the AF. **This publication contains copyrighted material.**

SUMMARY OF CHANGES

This document has been substantially revised and needs to be completely reviewed. Major changes include the following: The updating of the training tables, roles and responsibilities and compliance with the Secretary of the Air Force Publications policy letters requirements.

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Chapter 1

FUNCTIONAL RESPONSIBILITIES

1.1. Purpose. This instruction defines responsibilities and provides guidance for the RED HORSE program. RED HORSE is a self-sufficient, mobile heavy construction unit capable of rapid response and independent operations in a Level I and Level II threat environment, as defined in Joint Publication (JP) 3-10, *Joint Security Operations in Theater*.

1.2. Objective. The main objective is to define roles and responsibilities for the RED HORSE program including deployments, organization, training, and equipping.

1.3. Roles and Responsibilities.

1.3.1. The Director of Civil Engineers (AF/A4C). AF/A4C will, as the chair of the AF Civil Engineer Board (CEB), act on recommendations from the Readiness Working Group and monitor progress toward total force readiness goals and objectives.

1.3.2. Chief, Readiness Division (AF/A4CX).

1.3.2.1. As the OPR for the AF RED HORSE program, AF/A4CX develops RED HORSE strategy, policy and guidance; provides oversight, resource advocacy as well as civil engineer (CE) career field management; represents RED HORSE matters in interdepartmental affairs; co-chairs the Readiness Working Group that provides strategic direction to the Total Force (TF) RED HORSE program and provides enterprise recommendations to the CEB concerning TF RED HORSE program management.

1.3.2.2. Coordinates with Air Force Civil Engineer Center (AFCEC) Director of Readiness (AFCEC/CX) on TF RED HORSE Manpower and Equipment Force Packaging Responsible Agency, coordinates all proposed unit type code changes with Major Commands (MAJCOMs) and/or Air Force Installation and Mission Support Center (AFIMSC) Detachments, as applicable in accordance with DAFI 10-401, *Air Force Operations Planning and Execution*.

1.3.2.3. Manages and performs Functional Area Manager duties for all RED HORSE Air Force Specialty Codes in accordance with DAFI 10-401 and coordinates with all non-civil engineer functional managers as required.

1.3.2.4. Validates Unit Type Code development, management, and maintenance activities for all RED HORSE capabilities.

1.3.3. Air Force Material Command (AFMC). AFMC, through the AFIMSC and the AFCEC will serve as OPR and implement this Air Force Instruction, allocate resources, and oversee execution of the RED HORSE programs throughout the Air Force. AFMC will:

1.3.3.1. Provide resource advocacy as the program element monitor for funding required to support the RegAF RED HORSE program. Will perform functional validation and allocation of RED HORSE funding requirements within the AFIMSC financial governance process in coordination with Air Force Civil Engineer Center Expeditionary Engineering Division (AFCEC/CXX).

1.3.3.2. Provide intermediate-level oversight of RegAF units for readiness reporting, which includes developing corrective action plans and providing recommendations to the appropriate readiness reporting offices when deficiencies are identified.

1.3.3.3. Ensure all RegAF RED HORSE units complete force readiness reporting in accordance with AFI 10-201, *Force Readiness Reporting*.

1.3.3.4. Develop, draft, and publish all Designed Operational Capability (DOC) statements for Continental United States based RegAF RED HORSE units in accordance with AFI 10-201. Component-Major Commands (C-MAJCOMs) develop DOC statements for its assigned RED HORSE units.

1.3.3.5. Conduct RegAF RED HORSE staff assistance visits in accordance with DAFI 90-302, *The Inspection System of the Department of the Air Force*, when requested by unit commander.

1.3.3.6. Manage the execution of RegAF RED HORSE/Contingency Training Troop Training Project (RH/CTS TTP) funds. AFCEC Technical Services Division (AFCEC/CFT) manages the centralized Facility Sustainment Restoration & Modernization (cFSRM) and will send the approved program funding authorization to AFIMSC Financial Management (AFIMSC/FM) to input into the Budget Execution Authorization Standardization Tool (BEAST) for distribution of the RegAF RH/CTS TTP program.

1.3.3.7. On an annual basis, ensure the Air Force Civil Engineer Center Director of Operations (AFCEC/CO) and the Director of Readiness (AFCEC/CX) jointly review lesson plans and points of instruction dealing with RED HORSE training in coordination with AF/A4CX, AFIMSC, Air Force Reserve Command Civil Engineer Operations (AFRC/A4O), and National Guard Bureau, Air National Guard Civil Engineer Readiness and Emergency Services Division (NGB/A4O).

1.3.3.8. Manage and publishes the annual Air Force Comprehensive Asset Management Plan (AFCAMP) Business Rules, which outlines the RED HORSE Troop Training Project selection process. AFCEC Business Rules can be found at: <https://usaf.dps.mil/teams/10041/CEPlaybooks/Pages/PlaybookViews.aspx>. Project funding approval requests for project increases above the funded and programmed amount of total project requires Air Force Civil Engineer Center Facility Engineering (AFCEC/CF) notification and approval.

1.3.3.9. Ensure the technical review and coordination of policies of this AFI, special capabilities training lesson plans, and publications for the TF RED HORSE program and reviews long-range requirements all in coordination with AFIMSC, AFRC/A4O, NGB/A4O and 800th RED HORSE Group (RHG).

1.3.3.10. Provide direct oversight of the organizing, training, and equipping of the RegAF RED HORSE program.

1.3.3.11. Implement force structure plans, policies and programs, including Unit Type Code development and deployment planning in accordance with DAFI 10-401.

1.3.3.12. Inform and coordinate with the AFIMSC RED HORSE program element monitor to plan, program, and budget for the RegAF requirements through the program objective memorandum process and manage execution of requirements.

1.3.3.13. Establish standards, procedures, guidelines, and training programs in coordination with MAJCOMs. Assign training and unit responsibilities for all RED HORSE special capability training. Coordinate exchange of unit-prepared lesson plans and training aids and approves training schedules.

1.3.3.14. Provide oversight of AFCEC/CXX to serve as the subject matter expert (SME) for the Automated Readiness Information System (ARIS) and ensure compliance with applicable source documents.

1.3.3.15. Provide oversight of AFCEC/CXX to serve as the lead-unit for TF Unit Type Code maintenance and management for all civil engineers. Ensure the logistics details for TF RED HORSE Unit Type Codes are based on approved changes to the Equipment Supply Listing in accordance with DAFI 10-401. Coordinate proposed logistics details changes with all TF RED HORSE units.

1.3.3.16. Provide oversight of AFCEC/CXX to serve as the lead-unit for UTC maintenance and management for all civil engineer capabilities. Ensure lead-pilot units' logistics details matches the approved Equipment Supply Listing during the coordination process. Ensure changes to Unit Type Code requirements (Equipment Supply Listings or logistics details in the Logistics Force Packaging System) are not made unless they are approved through the CE Governance Structure.

1.3.3.17. Conduct a triennial review, publish, and maintain the TF RED HORSE Equipment Supply Listing in coordination with 800th RHG, Pacific Air Forces Civil Engineer (PACAF/A4C), Air Force Reserve Command (AFRC/A4O), and National Guard Bureau (NGB/A4O).

1.3.3.18. Obtain final approval for the Allowance Standard (AS).

1.3.3.19. Establish minimum Mobility Readiness Spares Package standards at least 12 months prior to fielding new equipment or vehicle assets.

1.3.3.20. Serves as the point of contact (POC) for non-directive publications, technical documents, and training plans for RED HORSE.

1.3.3.21. Responsible for updating the training tables listed in Attachments **4 through 9** after changes have been approved through the CE Governance Structure (discussed in **paragraph 1.3.2.3**) in coordination with AFIMSC, AFRC, and NGB.

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

1.3.3.23. Review RegAF RED HORSE manning status, coordinate manpower actions and staff changes in coordination with MAJCOMs and AFIMSC (when applicable). Must ensure units are manned to accomplish requirements in the Designed Operational Capacity statement.

1.3.3.24. Manage and report excess assets in accordance with DAFMAN 23-300, *Materiel Management Procedures*, and this instruction.

1.3.4. General Responsibilities for MAJCOMs with assigned RED HORSE units.

1.3.4.1. Ensure command supplements to this instruction are in accordance with DAFI90-160 Publications and Forms Management and are coordinated with AFCEC/CXX and AF/A4CX as required.

1.3.4.2. Will ensure that TF RED HORSE construction projects comply with the applicable environmental laws and standards as described in 32 Code of Federal Regulations (CFR) Part 989, *Environmental Impact Analysis Process*. **(T-0)** The unit that originates or proposes a troop training project or training exercise along with AFCEC/CP, as part of the AFCAMP process, will ensure the proposed activity is evaluated in accordance with 32 CFR Part 989. **(T-0)** For enduring installations outside the United States (US), follow the guidance in DAFI 32-7091, *Environmental Management Outside the United States*. For activities at contingency locations, the AF will follow the guidance in Department of Defense Instruction (DoDI) 4715.22, *Environmental Management Policy for Contingency Locations*, Air Force Handbook (AFH) 10-222, Volume 4, *Environmental Considerations for Overseas Contingency Operations* and guidance published by the respective combatant command. **(T-0)**.

1.3.4.3. Will coordinate allowance change requests through the supporting Logistics Readiness Squadron (or equivalent) Equipment Accountability Element and notify all assigned RED HORSE units of changes to equipment allowance source codes. Coordinate all allowance change requests with AFCEC/CXX. Refer to DAFMAN 23-300 for coordination and processing of allowance source code requests.

1.3.5. ACC, Director, Logistics, Engineering and Force Protection (ACC/A4) leads ACC's role as AF force provider for conventional forces to the joint force commander. Assigns ACC Expeditionary Engineering (ACC/A4CX) as the primary advisor for the employment of TF RED HORSE with the development and management of Air Force Force Generation (AFFORGEN) rotation schedule.

1.3.5.1. As the Air Force Capability Manager, coordinates with AF/A4CX and applicable MAJCOMs on taskings of RED HORSE unit type codes, including verifying taskings, recommending sourcing solutions, recommending unit identification code changes, and providing reclama recommendations.

1.3.6. PACAF/A4C.

1.3.6.1. Will provide direct oversight of the organizing, training, and equipping of the assigned RegAF RED HORSE units.

1.3.6.2. Advocates for RegAF RED HORSE enterprise at Readiness Working Group and CE Board in accordance with assigned roles.

1.3.6.3. Ensures assigned RegAF RED HORSE squadron selects Troop Training Projects in support of setting the PACAF theater against major global powers.

1.3.7. NGB/A4O.

1.3.7.1. Will provide Federal logistics and funding support through the US Property and Fiscal Officer.

1.3.7.2. Must provide non-mobilized deployment direction for ANG RED HORSE Squadrons through the Adjutant General.

1.3.7.3. NGB/A4O will establish a command RED HORSE program to ensure personnel are organized, trained, and equipped to respond to wartime, disaster, and other contingency-related missions in coordination with AFCEC/CXX.

1.3.7.4. Ensures all NGB RED HORSE units complete force readiness reporting in accordance with AFI 10-201.

1.3.8. AFRC/A4O.

1.3.8.1. Provides non-mobilized deployment authority for the AFRC RED HORSE Squadrons.

1.3.8.2. AFRC/A4O will establish a command RED HORSE program to ensure personnel are organized, trained, and equipped to respond to wartime, disaster, and other contingency-related missions in coordination with AFCEC/CXX.

1.3.8.3. Ensures all AFRC RED HORSE units complete force readiness reporting in accordance with AFI 10-201.

1.3.9. 622nd Civil Engineer Group Commander.

1.3.9.1. Will provide direct oversight of the organizing, training, and equipping of the assigned AF Reserve RED HORSE units.

1.3.9.2. Manages assigned RED HORSE manning status and coordinates manpower actions and staff changes with MAJCOM and AFIMSC (when applicable).

1.3.9.3. Supports Unit Type Code development, management, and maintenance activities for AF Reserve RED HORSE capabilities.

1.3.9.4. Advocates for AF Reserve RED HORSE enterprise within the CE governance structure (Panels, Working Groups, Boards, etc.) in accordance with assigned roles.

1.3.9.5. Executes readiness validation of assigned AF Reserve RED HORSE squadrons during Certify phase and will report readiness status to 22 AF/CC.

1.3.9.6. Ensures assigned AF Reserve RED HORSE squadrons execute Troop Training Projects in coordination with HQ AFRC/A4O.

1.3.10. 800th RED HORSE Group Commander.

1.3.10.1. Will provide direct oversight of the organizing, training, and equipping of assigned RegAF RED HORSE units.

1.3.10.2. Manages assigned RED HORSE manning status and coordinates manpower actions and staff changes with ACC and AFIMSC (when applicable).

1.3.10.3. Supports Unit Type Code development, management, and maintenance activities for all RED HORSE capabilities.

1.3.10.4. Advocates for RegAF RED HORSE enterprise at Readiness Working Group and CE Board in accordance with assigned roles.

1.3.10.5. Executes readiness validation of assigned RegAF RED HORSE squadrons during Certify phase and will report readiness status to 15AF/CC.

1.3.10.6. Ensures assigned RegAF RED HORSE squadrons execute Troop Training Projects in accordance with AFCEC funding guidance and timelines.

1.3.11. RED HORSE Squadron Commanders.

1.3.11.1. Gather and report force readiness data in accordance with their unit DOC statement as prescribed in AFI 10-201.

1.3.11.2. Manage and document all RED HORSE related requirements (personnel, training, equipment, etc.) for their unit utilizing ARIS and ensure recorded data in ARIS is timely and relevant. Will appoint a primary and alternate member for ARIS management and ensure both members complete the in-residence ARIS course.

1.3.11.3. Ensure that all individuals that serve as a project engineer or project manager complete the project engineer and project manager Training Course at least once every 24 months (for RegAF units) or at least once every 48 months (for Air Reserve Component [ARC] units) prior to filling this role.

1.3.11.4. Ensure project costs do not exceed approved funded and unfunded amounts without prior approval from AFCEC/CF and AFCEC/CXX.

1.3.11.5. Ensure project costs do not exceed approved funded and unfunded amounts without prior approval from AFR approval process.

1.3.11.6. Ensure project costs do not exceed approved funded and unfunded amounts without prior approval from NGB approval process.

1.3.12. 554th RED HORSE Squadron Commander

1.3.12.1. Manages assigned RED HORSE manning status and coordinates manpower actions and staff changes with PACAF/A4C and AFIMSC (when applicable).

1.3.12.2. Supports Unit Type Code development, management, and maintenance activities for squadron's RED HORSE capabilities.

1.3.12.3. Ensures execution of Troop Training Projects in accordance with AFCEC funding guidance and timelines.

1.3.12.4. Reports readiness to PACAF/A4C during certify phase.

1.3.13. 801st RED HORSE Training Squadron.

1.3.13.1. RED HORSE units offer unique competencies in heavy repair, horizontal, vertical, and support construction. Some of these competencies require advanced or specialized training. 801st RED HORSE Training Squadron provides Total Force RED HORSE units with initial, advanced and refresher training courses for both high- and low-density requirements through their Special Capabilities Training Flight.

1.3.13.2. To the max extent feasible, 801st RED HORSE Training Squadron will develop a training schedule that prioritizes training slots for RED HORSE Squadrons in the "Prepare" window of their respective AFFORGEN cycles. Total Force RED HORSE Squadrons should communicate with AFCEC/CXXT and 801st RED HORSE Training Squadron to schedule out-of-cycle or urgent training needs.

1.3.13.3. 801st RED HORSE Training Squadron will develop lesson plans in conjunction with AFCEC and Total Force RED HORSE units. 801st RED HORSE Training Squadron will partner with Total Force RED HORSE units and industry to research and develop new and/or improved training standards and techniques.

Chapter 2

RED HORSE PROGRAM

2.1. RED HORSE Capability. RED HORSE units provide a mobile, self-sufficient, heavy construction engineer response force. These mobile heavy construction squadrons are capable of rapid response and independent operations in remote, contested environments worldwide with limited force protection capability. Teams perform airfield damage repair, infrastructure, and facility repair/construction, and have the inherent capability to procure and execute contracts. Special capabilities include asphalt and concrete batch plant operations, asphalt and concrete paving operations, concrete mobile operations, explosive demolition and quarry operations, material testing, expedient facility erection, and water-well drilling operations. The squadron has air/land transportable elements to quickly respond to contingencies. RED HORSE has its own beddown, medical, food service, vehicle maintenance, logistics planning, contracting, and limited security (small arms/light weight weapons) for organic capabilities. When operating in a higher threat, non-permissive environment outside a forward operating base or collocated operating base, the RED HORSE commander, in coordination with the area commander (i.e. combat arms land force commander), determines additional security requirements based on operational risk. Reference JP 3-10, *Joint Security Operations in Theater*, for additional information.

2.2. Concept of Operations. RED HORSE Squadrons are organized into “Capability Generation Teams” Unit Type Codes to operate in a hub-and-spoke concept. The concept is to deploy the squadron(s), including augmentees, to a single area of responsibility. RED HORSE establishes a centrally located hub and forward deploys construction teams (spokes) from the hub. The hub manages and supports multiple spoke operations. The number of areas of responsibility supported, and hubs and spokes opened, are determined by COMAFFOR requirements. A RED HORSE capability is generally comprised personnel and equipment Unit Type Codes for operations on two horizontal projects and one vertical project. All RED HORSE personnel Unit Type Codes are listed in [Table A2.1](#). All RED HORSE equipment Unit Type Codes are listed in [Table A3.1](#). Individual RED HORSE Unit Type Codes may be tasked to support any contingency in accordance with the *War and Mobilization Plan, Volume 1, CE Supplement*.

2.2.1. Hub and Spoke Operations. Hub operations are self-sufficient with re-supply of consumable items (water, fuel, food rations, construction materials, etc.) but may require assistance from local wings to receive/send equipment and supplies. If hub and spoke operations are collocated, they are self-sufficient. Spoke operations are not self-sufficient unless collocated with a base operating support provider.

2.2.2. Unit Type Code Mission Capability. The size and complexity of construction projects drive the number and type of equipment Unit Type Codes deployed. [Table A3.1](#) lists equipment Unit Type Codes and typical employment capabilities. Personnel and equipment Unit Type Code Mission Capability statements have detailed information on their capabilities and configuration.

2.3. Response Times. Response times in the unit’s DOC statement are determined by the owning MAJCOM A3 but may be developed and maintained in collaboration with AFIMSC. Refer to AFI 10-402, *Mobilization Planning*, for mobilization and timing requirements for ANG and AFRC Unit Type Codes.

2.4. Standard Deployment Augmentation. RegAF and ARC RED HORSE Squadron augmentees are two contingency contracting officers (64PX or 6C0X1) with Contracting Professional certification (formerly known as Acquisition Professional Development Program) and a medical physician. AFPC/DPMWS/HAF SAF/AQC will identify sources for deployment augmentation. **(T-1)**

2.5. Force Structure Tailoring. Upon receiving the warning order, a tasked unit's subject matter expert (SME) determines if sufficient force elements required for mission success, sustainment, and/or risk mitigation. SMEs may consider mission, environmental conditions, and threat. Upon deployment tasking, the tasked unit coordinates with the MAJCOMs to tailor force elements request additional forces if required. Possible augmentation includes but is not limited to: Bioenvironmental Engineering, additional physicians, Independent Duty Medical Technicians, logistics support, security forces, and/or Emergency Management specialists.

2.6. Mission Requirements. All personnel assigned to RED HORSE units, including augmentees, must be worldwide medically qualified in accordance with DAFMAN 48-123, *Medical Examinations and Standards*, and weapons qualified in accordance with DAFI 31-117, *Arming and Use of Force by Air Force Personnel*. **(T-1)**

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

2.7.1. US Transportation Command (USTRANSCOM) authorizes lift in accordance with Defense Transportation Regulation 4500.9-R-Part III, *Mobility*, for mobility via all modes of transportation to transport RED HORSE cargo when the following applicable conditions are met:

2.7.1.1. The contingency requires immediate rapid response from RED HORSE within DOC statement response time(s) and when the unit's capabilities are being transported via lift.

2.7.1.2. Pre-positioned fuel, water, ammunition, and other consumables are not readily available at a deployment destination or contingency area in enough quantity to allow the unit to operate independently for extended periods of time until normal supply channels are established.

2.7.1.3. The given mission requires an increased state of readiness to use ammunition, explosives, and other hazardous materials (HAZMAT) such as fuel, immediately after being transported to, within, or from objective areas.

2.7.2. Personal Items.

2.7.2.1. Standard Mobility Deployment Bags. All personnel must have at a minimum a standard A-Bag, B-Bag, and C-Bag components in accordance with DAFMAN 23-300. **(T-1)** Changes to mobility bags must be initiated via an Equipment Supply Listing review with MAJCOMs (with assigned RED HORSE forces) and AFCEC/CXX followed by any applicable CE Governance Structure approval. **(T-1)**

2.7.2.2. Personal Clothing. All personnel must prepare to deploy with the required clothing items per reporting instructions. **(T-1)** The RED HORSE Equipment Supply Listing covers any additional or special clothing allowances.

2.7.3. Communications. Communications equipment allowances are in Allowance Standard 660, *Communication Equipment*.

2.7.4. Weapons and Ammunition. Weapons and Ammunition. Weapons are required to support each applicable Unit Type Code specifying a weapons requirement. Ammunition is supported and forecasted using the applicable Ground Munitions Authorization Table. All personnel will follow the arming and use of force guidance prescribed in DAFI 31-117. **(T-1)**

2.7.5. Medical Equipment. Medical equipment authorizations are in Allowance Standard 889.

2.7.6. Chemical, Biological, Radiological, and Nuclear (CBRN) Equipment. CBRN equipment allowances are in Allowance Standard 429, Part DC.

2.7.7. Demolition. RegAF units will maintain an active demolition team. **(T-3)** Demolition tools and equipment authorizations are in Allowance Standard 429. Munitions for operational and training purposes are specified by the Ground Munitions Authorization Table.

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

2.8. Situation Report. The RED HORSE commander will provide Situation Reports (refer to **Attachment 10**) to the RED HORSE Group (36 CRG for 554 RHS with info copy to 800 RHG), informing MAJCOM, AFCEC/CXX, and others as appropriate, monthly while in-garrison (e.g., Troop Training Project related activity) and weekly while deployed (in support of contingency operations). **(T-2) Note:** ARC RED HORSE units are not required to provide Situation Reports while in-garrison unless conducting Deployment for Training activities.

2.9. Observations, Innovations, and Lessons Learned, After Action Reports and End of Tour Reports.

2.9.1. All deployed squadron commanders (or highest-ranking member if the commander is not deployed) must submit an After-Action Report no later than 30 days after departure from the deployed location. **(T-1)** Commanders submit their After-Action Reports through the Air Force-Joint Lessons Learned Information System web-based reporting tool using "After Action Report Builder." **(T-1)** These reports are accomplished after deployment, exercise, or other major event in accordance with AFI 10-1302, *Air Force Lessons Learned Program*.

2.9.2. Commanders or team chiefs will submit Observations, Innovations, and Lessons via the Air Force-Joint Lessons Learned Information System website using the "Add an Observation" form. **(T-1)**

2.9.3. All personnel are encouraged to submit pre-deployment training (e.g. combat skills training, etc.) Observations, Innovations, and Lessons Learned. These are submitted on the Air Force-Joint Lessons Learned Information System website using the "Add an Observation" form.

2.9.4. Unclassified After-Action Reports and individual observations are submitted via the Air Force-Joint Lessons Learned Information System Non-Secure Internet Protocol Router Network (NIPRNET) web link at: <https://www.jllis.mil/> and classified items are submitted

via the Air Force-Joint Lessons Learned Information System Secure Internet Protocol Router Network (SIPRNET) web link: <https://www.jllis.smil.mil/>. Deployment After Action reports is maintained by AFCEC/CXX on the AFCEC Expeditionary Engineering SharePoint site: <https://usaf.dps.mil/sites/13072/SitePages/Deployed%20Resources.aspx>.

2.9.5. AFCEC/CXX will immediately act upon and disseminate submitted Observations, Innovations, and Lessons Learned to the TF enterprise. (T-1)

2.9.6. After Action Reports and End of Tour reports (**Attachment 11**) should be submitted using the same distribution list as the situation reports. These documents are used to capture key issues and or concerns from the tasking as well as provide historical documentation.

2.10. Inspections. RED HORSE Squadrons will comply with DAFI 90-302. (T-1)

2.11. CE Governance Structure. The CE Board, Readiness Working Group, and RED HORSE Panel provide strategic direction to the TF RED HORSE program. To read more about the CE Governance Structure, visit the CE Enterprise Governance Portal: <https://usaf.dps.mil/teams/10041/governance/SharedTables/Pages/SharedTables.aspx>.

Working Group Charter and minutes can be found on the AFCEC Expeditionary Engineering SharePoint site: <https://usaf.dps.mil/sites/13072/WorkingGroups/SitePages/WORKING-GROUPS.aspx?csf=1&web=1&e=9UCYIX&CID=c39502c1-e18e-4dcc-a7d4-010053111c71>.

2.12. RED HORSE Administrative Control (ADCON).

2.12.1. When in-garrison, RegAF RED HORSE Squadrons that are based in the Continental US (CONUS) are under the ADCON of the 800th RED HORSE Group, 15th Air Force, Air Combat Command.

2.12.2. The RegAF 554th RED HORSE Squadron is under the ADCON of the 36th Contingency Response Group, 36th Wing, Pacific Air Forces.

2.12.3. All AFRC RED HORSE Squadrons are under ADCON of 22 AF/622d Civil Engineer Group (CEG) and MAJCOM.

2.12.4. In a state military duty ANG status, all ANG RED HORSE units are under the command authority of The Adjutant General (TAG) of their respective state (may be delegated within JFHQ-Air staff). RED HORSE units activated to a Title 10 military duty (Air National Guard of the United States) status are under relevant federal command authorities and are usually attached to the supported operational command (COMAFFOR) for OPCON and assigned to the 201st Mission Support Squadron, a subordinate unit of the Air National Guard Readiness Center, Joint Base Andrews for ADCON. The respective units' TAG may also order an ANG RED HORSE unit to state active duty for operational support of a state requirement in their respective state. TAG will exercise administrative and operational command and control of assigned ANG RED HORSE unit(s) during periods of state active duty. (T-1)

2.12.5. In a non-mobilized status, AFRC/A4O and NGB/A4O coordinate between the force provider(s) and their respective RED HORSE units.

Chapter 3

TRAINING

3.1. Purpose. This chapter outlines the minimum training requirements for RED HORSE personnel. RED HORSE training requirements are vetted and approved through the CE Governance Structure (see [paragraph 1.3.2.1](#)). Qualification consists of initial and recurring training to maintain proficiency. “Exercises” are events that are conducted to assess the training and readiness capabilities of the units. Common RED HORSE training terms are train, certify, and license. “Train” is considered the act of teaching a member a particular skill or type of behavior through practice and instruction over a period. “Certify” is considered as officially recognizing (someone or something) as possessing certain qualifications or meeting certain standards. “License” is being granted a license to (someone or something) to permit the use of something or to allow an activity to take place.

3.2. RED HORSE Special Capability and Air Force Specialty Code (AFSC) Specific Training. RED HORSE members will receive mandatory training in accordance with requirements listed in Attachments **4 through 9. (T-1)** The training requirements listed contain specific AFSC training and minimum frequency required for mission capability in each Unit Type Code. For example, pavements milling requires four trained AFSC 3E2X1 per large horizontal team, and for squadrons that posture the three large horizontal team Unit Type Codes, at least 12 3E2X1s need to be trained. At a minimum, training will be conducted as often as required by this instruction. **(T-1)** Squadrons are highly encouraged to train more often at their discretion to maintain required readiness levels.

3.3. RED HORSE Special Capability. RED HORSE units offer unique competencies in heavy repair, horizontal, vertical, and support construction. RED HORSE provides these competencies through their special capabilities training program. Special capability training is divided into high and low density categories.

3.3.1. High density capabilities are inherent to RED HORSE key tasks of heavy repair and construction. The minimum requirement is outlined in [Table A6.1](#), but units are encouraged to exceed the minimum required since these inherent capabilities enable RED HORSE key tasks. [Table A6.1](#) identifies the required Unit Type Codes and AFSCs that must accomplish the training as well as the frequency requirements and sources for training material. Units will ensure the required personnel meet the requirements in [Table A6.1. \(T-1\)](#) Training is normally accomplished through the unit’s Troop Training Project program. Alternately, it can be accomplished by attending courses held at the 801st RED HORSE Training Squadron’s training operating location Alpha as stated in [paragraph 3.4](#).

3.3.2. Low density capabilities require specialized training. A limited number of personnel are trained in these capabilities. [Table A6.1](#) identifies the required Unit Type Codes and AFSCs that must be trained in these capabilities, as well as the frequency requirements and sources for training material. This training will be accomplished through lead training units unless otherwise noted. **(T-1)**

3.3.3. When RED HORSE personnel perform a high-density special capability without attending a lead training unit course and still meet the criteria defined in [Table A6.1](#), the unit commander may certify those personnel as current. To qualify, the validation resource

readiness reporting standard must be performed under the full-time supervision and instruction of at least one member currently qualified from the lead training unit course. **(T-1)** The currency date for the validation resource readiness reporting standard is the day all required tasks have been completed.

3.4. RED HORSE Lead Training Units. RED HORSE lead training units, depicted in [Table 3.1](#), will develop training programs, lesson plans, and schedules in conjunction with AFCEC/CXX to support all RED HORSE units. **(T-1)** The lead training unit will provide a schedule of classes to AFCEC/CXX no later than 1 April each year. **(T-1)** The schedule will be approved by AFCEC/CXX and posted on the AFCEC Expeditionary Engineering SharePoint site at <https://usaf.dps.mil/sites/13072/SitePages/Homepage.aspx>. **(T-1)** An annual review of all lesson plans will be conducted by the lead training unit in conjunction with AFCEC (refer to [paragraph 1.3.4.3](#)). **(T-1)** Lesson plans can be found on the Expeditionary Engineering SharePoint site (see link above). Lead training units should research and develop new and or improved training standards and techniques and present them to AFCEC/CXX for review as necessary.

Table 3.1. RED HORSE Lead Training Units.

Lead Training Unit and Location	COMM/DSN	Training
801st RHTS Operating Location Alpha Nellis AFB, NV	702-652-1970 312-682-1970	Asphalt Batch Plant Asphalt Paving Concrete Batch Plant Concrete Mobile Concrete Paving Crane Operations Demolition Materials Testing Pavement Milling Project Engineer/Project Manager Project Management Quarry Operations Ultimate Building Machine Operations Well Drilling
AFCEC, Tyndall AFB, FL	850-283-6084 312-523-6084	Contingency Airfield Pavement Evaluation

3.5. Government Vehicle and Equipment Operations Training & Licensing. RED HORSE personnel operating AF government motorized vehicles must be properly trained and licensed in accordance with AFI 24-301, *Ground Transportation*. **(T-1)** Specific details for vehicle and equipment types are listed in [Attachment 8](#) to meet the minimum requirements to perform the RED HORSE wartime mission. Units may train additional personnel when time and resources permit.

3.6. Airland Delivery Additional Training Requirements (PACAF only). RED HORSE Specialized Expeditionary Airfield Damage Repair Team Unit Type Code personnel training are listed in [Attachments 4 through 7](#). Members train to fulfill the RED HORSE Specialized Expeditionary Airfield Damage Repair Team Unit Type Code Mission Capability statement requirements.

3.7. Supplemental and Enhancement Training. Supplementary AFSC specific training not identified in Attachments 4 through 7 should be coordinated and scheduled with the host base to ensure all AFSCs (in particular non-CE AFSCs) receive adequate career progression in accordance with their respective Career Field Education and Training Plan and remain familiar with their primary AFSC skills. Local Memorandums of Agreement or Memorandums of Understanding may need to be established to assist in facilitating supplemental AFSC training at the discretion of the commander.

3.8. Formal Documentation. RED HORSE Squadrons will document contingency and special capabilities training using ARIS in accordance with DAFMAN 36-2689, *Training Program*. Personnel deploying over 30 days will either hand carry DAF Form 623, *Individual Training Record Folder*, or have access to automated training records. **(T-1)** Upon separation or reassignment, the Unit Training Manager must provide a copy of the automated training record for the member and archive the record or transfer the record to the gaining unit via ARIS. **(T-1)** Data will be used to periodically verify the currency of information in ARIS. **(T-1)**

3.9. Troop Training Project Program. Troop Training Projects provide RED HORSE Squadrons the primary means for wartime heavy construction and AFSC specific training through the execution of real-world construction projects. Troop Training Projects ensure exercise of RED HORSE heavy construction and repair capability. Emergency and contingency-type projects related to tactical deployments or natural disasters are not included under the terms of this chapter as the scope and criteria is determined at the time of emergency or contingency employment.

3.9.1. Security cooperation projects also fall under the RED HORSE Troop Training Project program, and they include all training construction or repair projects. Additionally, RED HORSE troop labor should be used to support Joint Chief of Staff sponsored exercise related construction, innovative readiness training, humanitarian civic assistance, state partnership program, and MAJCOM or Combatant Commander specific building partnership capacity and engagement programs (e.g. engineering civic action engagement programs, deployment for training, etc.). RED HORSE units will provide quarterly updates to AFCEC/CXX on Troop Training Projects on behalf of their units which directly support Combatant Commands specific security cooperation lines of effort such as, but not limited to, building partnership capacity, Deployment for Training, and Engineering Civic Action Engagement Programs. **(T-2)** All security cooperation engagements will be coordinated with the respective Combatant Commands and MAJCOMs prior to execution in accordance with DAFMAN 16-101, *Security Cooperation (SC) and Security Assistance (SA) Management*. **(T-1)**

3.9.2. RegAF RED HORSE units will afford opportunity to enhance AFSC skills of ARC personnel through Troop Training Project accomplishment in accordance with the Deployment for Training construct. **(T-1)** In addition, RegAF RED HORSE units will identify requirements for the necessary military personnel appropriation days from their respective HQ AFIMSC Detachment Military Personnel Appropriation Day Manager to support ARC involvement in Troop Training Project execution. **(T-1)** Conversely, the ARC units will afford opportunity to RegAF RED HORSE units to participate in Deployment for Training program. **(T-1)** The RED HORSE Troop Training Project program enhances the overall management, technical and command skills as well as develop habitual relationships for the RED HORSE enterprise in accordance with AFI 90-1001, *Planning Total Force Associations* (TFAs).

3.9.3. Troop Training Project Compliance. All RED HORSE Troop Training Projects must be performed under the guidance of this instruction and must comply with the limits, terms, and authorities set forth in DAFI 32-1020, *Planning and Programming Built Infrastructure Projects*, or other applicable component programming rules. (T-1)

3.9.4. Troop Training Project Baseline. The Troop Training Project baseline represents the core capabilities to provide the minimum RED HORSE competencies. This baseline can be met by projects sourced through the AFCAMP, coordinated with and funded by non-AF customers, or completed during training exercises and security cooperation activities. Guidance for the AFCAMP process, Business Rules and future year Integrated Priority List (IPL) build can be found at the following link: <https://usaf.dps.mil/teams/10542/pap/pages/afcampa.aspx>. Each RED HORSE Squadron Commander must ensure the baseline requirements are exercised during a unit's dwell in the Reset, Prepare, and Certify phases of the AFFORGEN cycle. (T-1) As depicted in **Table 3.2**, during a standard dwell cycle, total force units paired together with associations will exercise construction capabilities in the following areas: exterior electrical, utility install, water well, asphalt and concrete pavement, heavy earthwork, UBM[®], and vertical construction. (T-2) RED HORSE commanders can direct additional Troop Training Projects to facilitate honing skills and techniques acquired and learned during training. AFCEC/CXX will facilitate coordination between the units, MAJCOMs and AFCEC/CP for the solicitation, selection, programming, approval, and funding of all Troop Training Projects sourced via the AFCAMP to support exercise of listed capabilities. (T-1) Additional details on unit Troop Training Project program are outlined in the AFCEC business rules. Troop Training Projects supporting security cooperation will adhere to **paragraph 3.9.1** and requirements as defined by the respective Combatant Commands or MAJCOMs. (T-1)

Table 3.2. Troop Training Project Baseline.

Capability	Type
Exterior Electrical	High voltage, overhead to underground, or airfield lighting install and or upgrade
Utility Install	Water, fuel, or sewer main install and or upgrade
Water Well	Well install (Applicable to units with assigned Special Capability 4FPHK UTC)
Asphalt Pavement	Large asphalt placement
Concrete Pavement	Large concrete placement
Heavy Earthwork	Elevation/grade control/berms
UBM [®]	Construct K-Span [®]
Vertical Construction	Construct pre-engineered building and Concrete Masonry Unit block placement

3.9.5. Troop Training Project Execution and Documentation. Guidance for the execution and documentation of Troop Training Projects is captured within the AFCEC business rules: <https://usaf.dps.mil/sites/13072/SitePages/Homepage.aspx>. Additional programming and Troop Training Project program management guidance is provided below.

3.10. Project Programming, Execution and Closeout Guidance.

3.10.1. Project Cost Accounting. The RED HORSE Squadron executing the Troop Training Project and the benefiting base will do the following:

3.10.1.1. During planning and design, if project estimates appear to be reaching statutory limits, the base will confirm project requirements to determine if a higher approval level is needed or if the project scope can be reduced. **(T-2)** During execution, if project costs appear to be reaching statutory limits, the base will work with the RED HORSE project engineer or project manager to identify portions of work to be eliminated and or alternatives to keep costs below limits. **(T-2)** All changes will still produce a complete and usable facility. **(T-2)**

3.10.1.2. RED HORSE project engineers and managers will prepare and submit the appropriate DD Form 1354, *Transfer and Acceptance of DoD Real Property*, in accordance with DAFI 32-9005, *Real Property Accountability and Reporting*. **(T-0)** Per Unified Facilities Criteria 1-300-08, *Criteria for Transfer and Acceptance of DoD Real Property*, a final DD Form 1354 must be submitted to the installation Real Property Office for project design phases (project approval), construction progress milestones (invoice), the placed in-service date (interim), and construction completion, and all required key supporting documents to the installation Real Property Officer. **(T-0)** Project engineers and project managers must use the Real Property Category Codes to complete the DD Form 1354s. **(T-1)** Codes can be found on the AFCEC CE Dash link <https://usaf.dps.mil/teams/10758/CITCATCODE/module/home.aspx>.

3.10.1.3. Settle all accounts and return any unspent funds upon project completion. If a project will not be complete before the end of the fiscal year, estimate project funds required to finish scheduled work for the year and return the remainder to the funding organization 30 days prior to the end of the fiscal year. **(T-2)** Additionally, request the remaining funds balance be available in the next fiscal year to complete the construction project in accordance with AFIMSC funding rules and guidelines.

3.10.2. RED HORSE project engineers will assist in programming and execute RED HORSE projects in accordance with DAFI 32-1020. **(T-1)**

3.10.2.1. Refer to DAFI 32-1020 and DoD Financial Management Regulation (FMR) 7000.14-R, Volume 2B, Chapter 6, for specific guidance on cost accounting and required content when developing the DD Form 1391, *FY_ Military Construction Project Data*.

3.10.2.2. Include any unfunded cost (e.g. military labor) that should be considered when developing the DD Form 1391. For more guidance, see DoD Financial Management Regulation (FMR) 7000.14R Volume 3: **Chapter 17**, *Budget Execution – Availability and Use of Budgetary Resources*.

Chapter 4

RED HORSE SUPPORT

4.1. RED HORSE Support. RED HORSE support forces are organized, trained, and equipped to enable the following organic, self-sustaining capabilities: Logistics Plans, Vehicle Management, Equipment and Supply, Readiness and Emergency Management, Force Support, Medical, Security Forces, and Contracting.

4.1.1. Logistics Plans. Logistics Readiness Officer, responsible for all deployment planning and execution as well as coordination of movement of unit assets with the host transportation office, USTRANSCOM components, and support commanders. Each unit will have a deployment plan or an appendix to the host installation deployment plan in accordance with AFI 10-403, *Deployment Planning and Execution*. **(T-1)** The Logistics Plans personnel are responsible for all aircraft load plans and over the road movement plans.

4.1.1.1. Aircraft Load Plan Certification. The RED HORSE Logistics Plans Element creates load plans for Unit Type Codes. RED HORSE units and parent MAJCOMs should review squadron-prepared load plans annually for updates to Unit Type Codes. The host base Logistics Readiness Squadron or Aerial Port Squadron certifies aircraft load plans created by the RED HORSE unit for airworthiness. Air Mobility Command, Contingency Flow Cell, reviews aircraft load plans for airworthiness for all RED HORSE Unit Type Codes but does not provide certification.

4.1.1.2. Over-the-Road Movement Plans. When traveling over-the-road in a deployed area of responsibility, each unit is responsible for obtaining over-the-road movement plans from the battlespace owner. While current theater scenarios require over-the-road movement of all RED HORSE echelons, theater commands are still responsible for initial movement from the point of debarkation to final destination.

4.1.2. Vehicle Management. Vehicle Management provides organic management and maintenance support to RED HORSE vehicle and vehicular equipment assets while in-garrison or deployed.

4.1.2.1. Vehicles and vehicular equipment will be managed and maintained in accordance with AFI 24-302, *Vehicle Management*, and Technical Order (T.O.) 36-1-191, *Technical and Managerial Reference for Motor Vehicle Maintenance*. **(T-1)**

4.1.2.2. All requests for authorization changes will be managed by AFCEC/COO Air Force Civil Engineer Vehicle Management. This office can be contacted at the following email address: afcec.co@us.af.mil. **(T-1)**

4.1.3. Equipment and Supply. The Equipment and Supply forces are responsible for obtaining, maintaining, and accounting for equipment, war reserve materiel, Mobility Readiness Spares Package Accountability, operation stock material, Equipment Authorization Inventory Data, mobility bags, weapons, and munitions to support RED HORSE Squadron employment and training.

4.1.3.1. Equipment. Equipment will be managed and maintained in accordance with DAFMAN 23-300. **(T-1)** Allowance Standard 429 identifies RED HORSE mobility equipment (Use Code A) and training and or contingency equipment (Use Code B)

allowances. Deployable assets will be coded as “Use Code A”, and non-deployable assets will be coded as “Use Code B”. **(T-1)**

4.1.3.1.1. Equipment Supply Listing Accountability. The Equipment Supply Listing is an authoritative source document for all CE Unit Type Code equipment requirements. It is the only source for details on how to report equipment items in Resources Readiness Reporting. The Equipment Supply Listing is also the source for equipment and supply data placed into the ARIS. This document enables the CE community to standardize requirements between Unit Type Codes and is the primary document used to conduct annual inventories and forecast funding for those Unit Type Codes. Inventories will be conducted annually and/or after deployments comparing the on-hand assets to the Equipment Supply Listings. **(T-1)** When shortages in wartime equipment are noted, units should take immediate action to budget for and acquire missing items. The approved Equipment Supply Listings are found in ARIS. All RED HORSE equipment is accounted for in one of the following three categories:

4.1.3.1.1.1. Authorized through an allowance source code.

4.1.3.1.1.2. Additional MAJCOM authorizations based on a unique training requirement or peacetime mission.

4.1.3.1.1.3. Expendable and non-repairable items (Budget Code 9) are managed in accordance with DAFMAN 23-300.

4.1.3.1.1.4. Equipment Supply Listing Review. An Equipment Supply Listing review is conducted annually by AFCEC/CXX and an in-depth review is conducted every three years. Procedures for the Equipment Supply Listing review are located in the Expeditionary Engineering Execution Group Charter, Appendix 2. AFCEC/CXX will communicate the results of the Equipment Supply Listing review with RED HORSE units within 6 months of completing the review. **(T-1)** An in-depth review consists of AFCEC/CXX personnel and craftsmen from all RED HORSE units voting on proposed changes to equipment Unit Type Codes followed by appropriate approval from the CE Governance Structure.

4.1.3.2. The RED HORSE Squadrons must comply with War Reserve Materiel policy and procedures in AFI 25-101, *Air Force War Reserve Materiel (WRM) Policies and Guidance*, and DAFMAN 23-300. **(T-1)**

4.1.3.3. Mobility Readiness Spares Package Accountability. The Mobility Readiness Spares Package should contain a minimum of 30 days of spares support for all echelons.

4.1.3.3.1. Supply. Supply personnel will maintain Mobility Readiness Spares Package accountability and monitor shelf-life for the Mobility Readiness Spares Package and mobility bags in accordance with DAFMAN 23-300. **(T-1)** The Supply function, with assistance from other pertinent sections (e.g. Vehicle Management, Operations, Cantonments, and Airfields), must perform an annual review of the Mobility Readiness Spares Package to ensure the authorized parts are adequate to support deployed assets. **(T-1)**

4.1.3.3.2. The unit HAZMAT monitor will monitor HAZMAT in the Mobility Readiness Spares Package while in-garrison and deployed and prepare for

- redeployment, if applicable, in accordance with AFMAN 24-604, *Preparing Hazardous Materials for Military Air Shipments*. **(T-1)**
- 4.1.3.4. In-garrison operation stock. The Supply Element may be responsible for ensuring all unit personnel are aware of available in-garrison sources of supply to include the government purchase card, shop stock, consumable Mobility Readiness Spares Package, maintenance, repair, and operations programs, and any local programs.
- 4.1.3.4.1. Supply personnel will support shops in the development of a material accountability program to manage project residue materials in accordance with Department of Defense Manual (DoDM) 4140.01, Volumes 1-11, *DoD Supply Chain Materiel Management Procedures*; Technical Manual 38-400/Air Force Joint Manual 23-210, *Joint Service Manual (JSM) for Storage and Materials Handling*, and AFMAN 32-7002, *Environmental Compliance and Pollution Prevention*. **(T-0)**
- 4.1.3.4.2. Supply personnel will ensure there is a viable due-in-form maintenance program to include tracking accountability and forecasting funding requirements in accordance with DAFMAN 23-300. **(T-1)**
- 4.1.3.4.3. Supply personnel will establish, maintain, and operate locally developed unit personnel equipment program while in-garrison and deployed in accordance with DAFMAN 23-300. **(T-1)**
- 4.1.3.5. Equipment Authorization Inventory Data. The Supply Element will coordinate with the Equipment Authorization Inventory Data custodians and host base Logistics Readiness Squadron to obtain Equipment Authorization Inventory Data support in accordance with DAFMAN 23-300, and all applicable Allowance Standards. **(T-1)**
- 4.1.3.6. Supply personnel will monitor and maintain unit mobility bags in accordance with DAFMAN 23-300. **(T-1)**
- 4.1.3.7. Supply personnel will maintain and secure weapons following the guidance in DoDM 5100.76_DAFMAN31-101V2, *Physical Security of Sensitive Conventional Arms, Ammunition, and Explosives (AA&E)*, DAFI 31-101, *Base Defense Operations*, DAFI 31-117, DAFMAN 23-300, AFI 10-403, and DAFMAN 31-131V3, *Small Arms and Light Weapons Handling Procedures*. **(T-0)**
- 4.1.3.8. Supply personnel will monitor mobility munitions during exercises and deployments in accordance with AFMAN 24-604, DoDM 5100.76_DAFMAN31-101V2, DAFMAN 21-201, *Munitions Management*, DESR 6055.09_AFMAN 91-201, *Explosives Safety Standards*, and AFI 10-403. **(T-0)**
- 4.1.3.9. Supply personnel will monitor the unit Defense Logistics Agency Disposition Services program and coordinate with host base Defense Logistics Agency Disposition Services and Supply section in accordance with local guidance. **(T-0)**
- 4.1.3.10. Supply personnel will coordinate with The Defense Logistics Agency Disposition Services on the procurement, licensing/permitting, storage, use, transportation, and disposition of equipment containing radioactive materials (i.e., density gauges, etc.) with AF Bioenvironmental Engineering in accordance with AFMAN 40-201, *Radioactive Materials (RAM) Management*. **(T-1)**

4.1.4. Readiness Section. RED HORSE units will appoint personnel to enable the following functions both in garrison and deployed: manage unit readiness status, and UTC status by updating information to appropriate levels and databases as required. **(T-1)** Manages unit readiness through coordination with other RED HORSE sections. Assists the Unit Deployment Manager (UDM), gathers data for force readiness reporting in accordance with AFI 10-201 and DAFI 10-401.

4.1.4.1. Garrison Support.

4.1.4.1.1. Manages unit readiness through coordination with other RED HORSE sections. Assists the UDM, gathers data for force readiness reporting in accordance with AFI 10-201 and DAFI 10-401.

4.1.4.1.2. The UDM is assigned to the Readiness Section and manages unit readiness through coordination with other RED HORSE sections. Collects force readiness data and accomplishes reporting in accordance with AFI 10-201.

4.1.5. Emergency Management Airmen are assigned as technical advisors to RED HORSE units on all matters pertaining to mission essential tasks for (1) All-Hazards Emergency Management and (2) Chemical, Biological, Radiological, and Nuclear (CBRN) defense. Emergency Management Airmen may conduct on-site CBRN hazard assessments, contingency and deliberate planning activities, and control center operations.

4.1.5.1. Garrison Support.

4.1.5.1.1. Coordinate with the host Installation Office of Emergency Management (IOEM) to apportion or employ CBRN defense and response capabilities based on theater assessed threats, hazards, and associated risks.

4.1.5.1.2. Ensures RED HORSE unit is included in the Installation Emergency Management Plan (IEMP) 10-2 by coordinating wartime, contingency response, and mobility plans with the host IOEM in accordance with DAFI 10-2501, *Air Force Emergency Management Program*.

4.1.5.1.3. Serves as the RED HORSE Squadron representative to the host IOEM established Emergency Management Working Group.

4.1.5.1.4. Coordinates functional training/exercise requirements with the host IOEM in accordance with DAFI 10-2501 and DAFI 10-2503, *Chemical, Biological, Radiological, Nuclear (CBRN) Defense Program*.

4.1.5.1.5. Conducts CBRN defense planning and site assessments for the assigned RED HORSE unit in accordance with DAFI 10-2501 and DAFI 10-2503.

4.1.5.2. Contingency or Deployed Operations.

4.1.5.2.1. Provides All-Hazards Emergency Management and CBRN technical advisement/subject matter liaison capability for activities ranging from Defense Support to Civil Authorities (DSCA) to Large Scale Combat Operations (LSCO).

4.1.5.2.2. Coordinates assigned RED HORSE unit requirements for DSCA and LSCO with the host IOEM.

- 4.1.5.2.3. Provides CBRN Sub Collection Center (SCC) capabilities based on theater assessed threats, hazards, and associated risks; receives and evaluates attack data; conducts CBRN hazard predictions; and disseminates CBRN warning to assigned RED HORSE unit personnel in accordance with AFTTP 3-2.46, *Multi-Service tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Protection*.
- 4.1.5.2.4. Advises leadership on CBRN hazards and coordinates with the CBRN Zone Control Center (ZCC) to in accordance with the CBRN Warning and Reporting System (CBRNWRS). RED HORSE units are equipped to establish source level capability (i.e. understand CBRN attack data and process information for associated theater CBRN Control Centers). As such, they are tasked to ensure the unit has the capability to:
- 4.1.5.2.4.1. Coordinate with the IOEM and CBRN ZCC, if applicable, providing location of RED HORSE forces operating off the installation. This enables the CBRNWRS to appropriately notify forces operating off the installation of potential CBRN hazards, protection, and mitigation strategies.
 - 4.1.5.2.4.2. Coordinate assigned RED HORSE unit work party travel routes with CBRN ZCC based on theater assessed threats, hazards, and associated risks. The IOEM at the base of departure coordinates movements with the CBRN SCC.
- 4.1.6. Force Support. The Force Support function is organized, trained, and equipped to ensure warfighting capabilities and life-sustaining essential services through the following mission essential functions: food service, beddown (lodging), personnel accountability, casualty reporting, administration support, and mortuary affairs operations as well as limited recreation programs. Additional Force Support training requirements are listed in [attachment 4](#).
- 4.1.6.1. Food service support includes procuring and accounting for required rations, operating field feeding platforms, and implementing proper sanitation procedures. Refer to Air Force Tactics, Techniques, and Procedures (AFTTP) 3-4.34, *Expeditionary Force Support Operations* for specific tasks and procedures.
 - 4.1.6.2. Personnel (3F0X1) and Administration (3F5X1) AFSCs establish Commander's Support Staff (CSS) roles, and procedures for accountability for all deployed personnel (not only RED HORSE) until Personnel in Support of Contingency Operations (PERSCO) teams arrive in accordance with AFTTP 3-4.34, DAFI 36-3802, *Force Support Readiness Programs*, and the Commander's Support Staff PSDG. Additionally, training management (3F2X1) roles are included in the CSS functions. Qualified Unit Training Managers may act as mobile Test Control Officers at deployed locations that do not have host base Test Control Facilities or capabilities.
 - 4.1.6.3. Mortuary Affairs operations should be performed in accordance with DAFI 34-160, *Mortuary Affairs Program* and AFTTP 3-2.51, *Mortuary Affairs in Theaters of Operation*.
 - 4.1.6.4. Recreation programs should be established and implemented as mission allows.
- 4.1.7. Ground Transportation. Ground Transportation personnel should be responsible for implementing and maintaining self-sustaining Ground Transportation programs within RED HORSE. Ground Transportation personnel will provide efficient and economical organic

ground transportation capabilities within the RED HORSE for movement of personnel and cargo. **(T-1)** Ground Transportation Airmen provide training, examination and licensing of government motor vehicle operators, manage the squadron's pooled vehicle fleet, aid in the efficient planning and use of equipment and resources, and aid in the performance of preventative maintenance of the pooled vehicle fleet. Ground Transportation personnel will maintain proficiency and qualifications on assigned and core vehicle requirements (Bus, Forklift, Tractor/Trailer, Wrecker). Additionally, Ground Transportation members must maintain Home Station Training requirements outlined in AFQTP 24-3-600, *Ground Transportation Home Station Training*, for the minimum contingency and wartime training requirements. **(T-1)** RED HORSE units will allocate time for Ground Transportation personnel that enter 7-level Upgrade Training to seek support from the host Ground Transportation element to train on resources/tools/equipment to support UGT timeline/requirements. **(T-1)**

4.1.8. Air Transportation. Air transportation personnel should be responsible for RED HORSE air transportation activities to include planning, scheduling, and processing assigned passengers and cargo for air movement, preparing and maintaining air movement records and reports, providing in transit visibility over passenger and cargo movement operations, and providing installation readiness training as needed for RED HORSE missions (cargo preparation, aircraft loading/offloading, hazardous material preparation, passenger processing, etc.).

4.1.9. Traffic Management Operations. Traffic Management Operations personnel should be responsible for RED HORSE traffic management activities to support mobility operations both at home-station and deployed locations.

4.1.10. Aircraft Metals Technology. Aircraft Metals Technology personnel will be responsible for adapting Aircraft Metals Technology skills and programs within RED HORSE Vehicle Management shops. **(T-1)** Aircraft Metals Technology personnel will be responsible for implementing and maintaining self-sustaining metal repair and fabrication programs to support and advance RED HORSE construction fleet and RED HORSE missions. **(T-1)** As needed, Aircraft Metals Technology personnel will train assigned forces on use of precision measuring devices and tools, proper use of oxyacetylene, metallic arc, and inert gas shielded arc, operation and capacity of metal working and welding equipment, use and fabrication of layout tools and fixture devices, safety codes, and practices regarding equipment and supplies, hazards of explosive and compressed gasses, hazardous rays, dust and fumes, and proper handling, use, and disposal of hazardous waste and materials. **(T-1)**

4.1.11. Contracting. For RegAF and ANG RED HORSE units, AFPC/DPMWS/HAF SAF/AQC will designate the contingency contracting officer to augment the unit when tasked to deploy. **(T-1)** When deployed, the senior RED HORSE officer normally has OPCON over contingency contracting officers. These augmentees improve logistical support responsiveness, and in some cases, contracted efforts may provide the only source of logistical support. The assigned contingency contracting officer(s) must have achieved the Contracting Professional certification (formerly Acquisition Professional Development Program). **(T-1)** In addition, the individuals must have the ability to deploy with a contracting officer warrant at a level commensurate with the assigned workload. **(T-1)**

4.2. Specialized Functions and Key Staff Advisors.

4.2.1. Medical. The Independent Duty Medical Technician assigned to RegAF RED HORSE Squadron is responsible for medical management of personnel, equipment, and programs in accordance with AFI 44-103, *The Air Force Independent Duty Medical Technician Program*, and applicable MAJCOM/local supplements. Further, RegAF Independent Duty Medical Technicians (4N0X1C) assigned to the RED HORSE unit will be certified in accordance with AFI 44-103 and be current on initial and sustainment training requirements. **(T-1)**

4.2.1.1. Each RED HORSE unit is assigned a dedicated air transportable clinic to support field operations in remote locations. The air transportable clinic is a readiness reportable item as outlined in each unit's Designed Operation Capability statement.

4.2.1.2. The RED HORSE medical element will ensure a 30-day supply of medications and medical supplies are available to support world-wide deployments. **(T-2)**

4.2.1.3. The Host Medical Treatment Facility will maintain controlled medications and those with a short shelf-life required by RED HORSE. **(T-2)** A Memorandum of Agreement will be established with the Host Medical Treatment Facility and will include a statement requiring such medications to be made available to RED HORSE within 48 hours of notification. **(T-2)**

4.2.1.4. The Host Medical Treatment Facility, in coordination with RED HORSE Squadron, will designate a physician to augment a RED HORSE Squadron when tasked to deploy. **(T-2)** When deployed with a RED HORSE Squadron, the physician reports to, and is supervised by, the senior deployed officer. The physician serves as the senior medical officer and provides clinical oversight to the Independent Medical Duty Technician when deployed.

4.2.1.5. AFRC and ANG RED HORSE Squadrons may assign their physician to their unit when no Host Medical Treatment Facility is available.

4.2.1.6. ARC RED HORSE Squadrons are staffed by a Physician Assistant (42G3) versus a 4N0X1C, and the medical officer works directly for the RED HORSE Squadron Commander.

4.2.1.7. The appropriate substitute for the Independent Duty Medical Technician for Unit Type Code taskings is a Physician Assistant (42G3).

4.2.1.8. The medical section will coordinate with AF Bioenvironmental Engineering on use of engineering controls, administrative procedure, and personal protective equipment to protect individuals from occupational and environmental health threats (e.g. toxic chemicals/materials, hazardous noises, ionizing radiation, etc.). **(T-2)** RED HORSE medical personnel, in coordination with AF Bioenvironmental Engineering will ensure exposures to occupational and environmental health threats are analyzed and documented in the Defense Occupational and Environmental Health Readiness System by AF Bioenvironmental Engineering in support of the Individual Longitudinal Exposure Record. **(T-1)**

4.2.2. Security Forces. Assigned Security Forces personnel provide organic force protection, leadership, and expertise to assigned forces while maintaining RED HORSE's self-sustaining capabilities.

4.2.2.1. Garrison Support.

4.2.2.1.1. Contingency skills training instructor conducts and coordinates all training events for all personnel to ensure RED HORSE readiness. The Security Forces member should be responsible, as an instructor, for training combat skills training requirements as outlined in Attachments 4 and 5.

4.2.2.1.2. The Force Protection Advisor conducts Antiterrorism/Force protection Level I and other mandatory deployment briefings, advises the deployed commander on the current intelligence threats, and develops countermeasure options to defeat possible enemy offensive action. The Security Forces member should coordinate with the host base Anti-Terrorism Officer (ATO) to effectively manage the program for RED HORSE. The Security Forces member should interface with host base Security Forces Squadron and should participate in any related Antiterrorism, Base Defense and or Threat Working Groups to ensure RED HORSE operations are performed in coordination with force protection requirements and is postured appropriately.

4.2.2.1.3. Resource Protection and Physical Security Program. Responsible for the security of all personnel, equipment, and resources under their control to include the security and protection of weapons, ammunition, night vision equipment, buildings, vaults, keys, and other designated vital resources. The Security Forces member should interface with host base Security Forces Squadron to ensure RED HORSE compliance and interoperability with protection systems.

4.2.2.1.4. Conduct site surveys to determine the number of personnel and logistics needed to defend the forward operating base, meet physical security requirements, and/or develop a base defense plan for implementation, as necessary.

4.2.2.2. Contingency or Deployed Operations.

4.2.2.2.1. While deployed, the Security Forces member may serve as the Force Protection advisor to the Commander. The Security Forces member advises the deployed commander on the current intelligence, threats, and develops countermeasure options to defeat possible enemy offensive action. The Security Forces member should interface with host base Security element (or equivalent) and should participate in any related Antiterrorism, Base Defense and or Threat Working Groups to ensure RED HORSE operations are performed in coordination with force protection requirements and is postured appropriately.

4.2.2.2.2. The Security Forces member should review gathered threat intelligence and become familiar with any local Threat Vulnerability Assessments (TVA) and Counter-Intelligence Vulnerability Assessments (CIVA) to advise the deployed commander. The Force Protection Advisor should have access to all local threat intelligence and vulnerabilities to create a TVA where one does not exist.

4.2.2.2.3. If assigned, the Security Forces member should be the direct advisor to all base camp projects that involve force protection countermeasures and security implementations. In forward operations this is accomplished via the use of alarmed weapon vaults, response teams, fences, C-wire, intrusion detection systems, Command and Control (C2) or any means necessary to maintain protection and security of all assets and personnel.

4.2.2.3. Combat Arms Training and Maintenance (CATM) Instructors. CATM instructors (i.e., 3P01XB) assigned to RED HORSE will provide organic weapons qualifications, maintenance, and training following the guidance in DAFI 31-131 and DAFMAN 31-131V1. **(T-1)**

4.2.3. Financial Management Section. The Financial Management section processes, administers, and manages all funds provided to the unit. Financial Management will:

4.2.3.1. Formulate, justify, and execute the annual budget. **(T-3)**

4.2.3.2. Ensure funds are properly tracked and reflected in accounting records and legal limitations are not exceeded. **(T-1)**

4.2.3.3. Oversee the government purchase card program and ensure purchases meet established guidelines. **(T-3)**

4.2.3.4. Coordinate with the FM offices at the installation, Numbered Air Forces (NAF), major command (MAJCOM), and Air Force (AF) on funding requirements. **(T-2)**

4.2.3.5. Manage and track disbursements and expenditures for Troop Training Projects. **(T-3)**

4.2.3.6. Serve as Paying Agents when deployed--applies to 6F071 and 6F051. **(T-3)**

Chapter 5

TOTAL FORCE

5.1. Overview. The AF utilizes its active and reserve components to generate forces and combat power for the nation and its joint warfighters. The Total Force consists of the RegAF, ARC, which is comprised of the ANG and the AFR. The ARC, consisting of the AFR and ANG, are integrated across the spectrum of mission areas, train to the same standards as the RegAF, and are essential in planning for and meeting Total Force commitments in Global Vigilance, Global Reach, and Global Power. To provide efficient and effective combat capability with the resources assigned to the Total Force, the components and MAJCOMs rely on Capability Generation Teams. These teams provide surge and rotational capacity of combat power, enhanced training, and more efficient operations. Through the sponsor MAJCOM, RED HORSE units may establish Total Force Associations in accordance with [Figure 5.5](#), to improve productivity, retain mission capabilities, and achieve synergy in the use of Total Force equipment, manpower and infrastructure both in dwell and during contingency operations. The capacity line represents the total number of Airmen available in each of the teams.

5.2. Total Force Success. Successfully managing the Total Force requires effective leadership and collaboration from all Airmen. Specifically, RED HORSE commanders are responsible for attaining and maintaining mission readiness to ensure the Total Force is best capable of leveraging their maximum collaborative effects as they operate together. Total Force Associations are an essential element within RED HORSE planning and programming functions and for developing, evaluating, resourcing, executing, and managing Total Force Associations in accordance with AFI 90-1001.

5.3. Total Force Integration Management. Total Force Integration Management is the collaborative command-level process of planning, organizing and aligning associated squadrons to ensure readiness while respecting force management statutes, policies, guidance, culture and expectations, and then meet mission requirements. MAJCOM management of associated squadrons includes planning, resourcing, and managing issues related to interoperability, training, communication, installation support, personnel support, and professional development. RED HORSE commanders will establish working relations within the Capability Generation Teams to present a competent capable RED HORSE capability to support each deployment period. **(T-2)** For more specific details on the Total Force governance structure, force mix analyses and guidance, and developing Total Force Associations, refer to AFI 90-1001.

5.4. Force Presentation. Presentation of RED HORSE forces for Combatant Commanders uses the AFFORGEN model and forces will deploy in a team concept, as depicted in [Figure 5.5](#). **(T-1)** The team concept provides predictable combatant command vulnerability periods for RegAF RED HORSE Squadrons at a 1:3 Deploy to dwell (D2D) tempo and vulnerability periods for AFR and ANG RED HORSE Squadrons are on a 1:5 Mobilization to Dwell (M2D). The concept is also designed to outline habitual relationships between the RegAF, AFR and ANG squadrons in their vulnerability periods through Total Force Integration. These relationships across RED HORSE squadrons may provide an opportunity for these units to establish working relationships with specific combatant commands when supporting non-request-for-forces requirements.

5.4.1. AFFORGEN-aligned framework. Active-duty RED HORSE units will train within the 18-month AFFORGEN cycle prior to the Available phase. **(T-1)** ARC RED HORSE units will

train within the 42-month AFFORGEN cycle prior to the Available phase. **(T-1)** RED HORSE units will accomplish 100-level and 200-level training for certification, verification, and validation to prove the team is operating at peak mission performance. **(T-1)** RED HORSE units are not typically assigned as a Force Element (FE) to an Expeditionary Air Base (XAB), Air Task Force (ATF) or Deployable Combat Wing (DCW). However, if assigned as an attached FE to an XAB, ATF, or DCW, RED HORSE units may be required to participate in 300-level and 400-level training and certification events. Total Force RED HORSE units that are associated together within the same AFFORGEN cycle are required to train and conduct exercises together to enhance the skills and interoperability of the teams.

5.4.1.1. 100-Level. Beginning in the Reset phase and continuing as needed (at a lower relative weight) into Prepare and Certify phases, 100-level training focuses on individual and UTC requirements. It addresses foundational skill sets and part-task training that requires minimal outside agency support. UTC skill sets are outlined in Mission-Aligned Training Tasks, conditions, and standards, as well as mission capability (MISCAP), and designed operational capability (DOC) statements.

5.4.1.2. 200-Level. Beginning at the end of the Reset phase and primarily in the Prepare phase, 200-level training is the first level of multi-UTC or FE integrated training to support overall Air Expeditionary Wing requirements. It requires multi-UTC or entire FE participation with mutually supportive Mission-Aligned Training Tasks. Different UTCs involved should be in the same Force Element and AFFORGEN phase to the maximum extent possible. When feasible, critical capabilities/UTCs of a FE that are postured to external wings/installations should be integrated into 200 and 300 level exercises.

5.4.1.3. 300-Level. Centered on the Certify phase, 300-level training brings together an entire AFFORGEN XAB, ATF, or DCW (C2 FE, EAB FE and OAB FE, if required), some of the MGFs, and DFT FEs to build proficiency in generating effective combat airpower. Initial 300-level training will integrate UTCs from the same XAB, ATF, or DCW to achieve proficiency in Mission-Aligned Training Tasks. Any certification events should be conducted by the entire XAB, ATF, or DCW, some of the MGFE, and assigned DFTs. Commanders should seek theater training partners and ACE-capable certification in accordance with anticipated requirements of the gaining commander, Air Force forces (COMAFFOR) in the Available phase where possible.

5.4.1.4. 400-Level. Centered on the Certify phase, 400-level training pulls together an entire AFFORGEN XAB, ATF, or DCW (C2 FE, EAB FE, and OAB FE, if required, and assigned DFTs) along with associated MGFs. A 400-level event conducts high-fidelity, high-tempo conflict, integrated joint training, and executing a scheme of maneuver against a peer adversary in a highly contested environment. It necessitates that an entire XAB, ATF, or DCW be trained together. Not all XABs, ATF, or DCW will require 400-level training to be certified; requirements will depend on anticipated theater, usage, and gaining COMAFFOR requirements in the Available phase.

5.4.1.5. RED HORSE AFFORGEN Certification. Certification refers to the act of assessing and confirming that unit or force element training has been conducted to established mission essential tasks (METs), conditions, and standards and is therefore mission capable. Active-duty RED HORSE units will have their units 100-level and 200-level AFFORGEN training certified by their Group commander (PACAF/A4C for assigned

PACAF units). **(T-1)** ANG RED HORSE units will have their 100-level and 200-level AFFORGEN training certified by their Wing Commander. **(T-1)** Air Force Reserve units will have their 100-level and 200-level AFFORGEN training certified by the 622 CEG commander. **(T-1)** If RED HORSE units are assigned as a FE to an XAB, ATF, or DCW, the commander of the XAB, ATF, or DCW will certify assigned RED HORSE units. **(T-2)**

5.4.1.6. RED HORSE AFFORGEN Verification. Verification refers to the act of confirming unit mission readiness in accordance with established. The NAF or MAJCOM will verify RED HORSE unit's AFFORGEN certification (AFRC/A4O will conduct verification of Air Force Reserve RED HORSE units). **(T-1)**

5.4.1.7. RED HORSE AFFORGEN Validation. Validation refers to the act of endorsing that a certified force element is capable of meeting CCMD requirements. AF/A3 will validate MAJCOM Force Element AFFORGEN certifications in support of Global Force Management planning. **(T-1)**

5.4.1.8. When appropriate and applicable, ANG RED HORSE training, certification, and verification will be done in accordance with AFI 10-405, Ready Airmen Training; Air Force Force Generation Support Plan (AFFORGENSP); and the Air National Guard AFFORGEN White Paper.

Figure 5.1. Air Force Force Generation (AFFORGEN) Presentation.

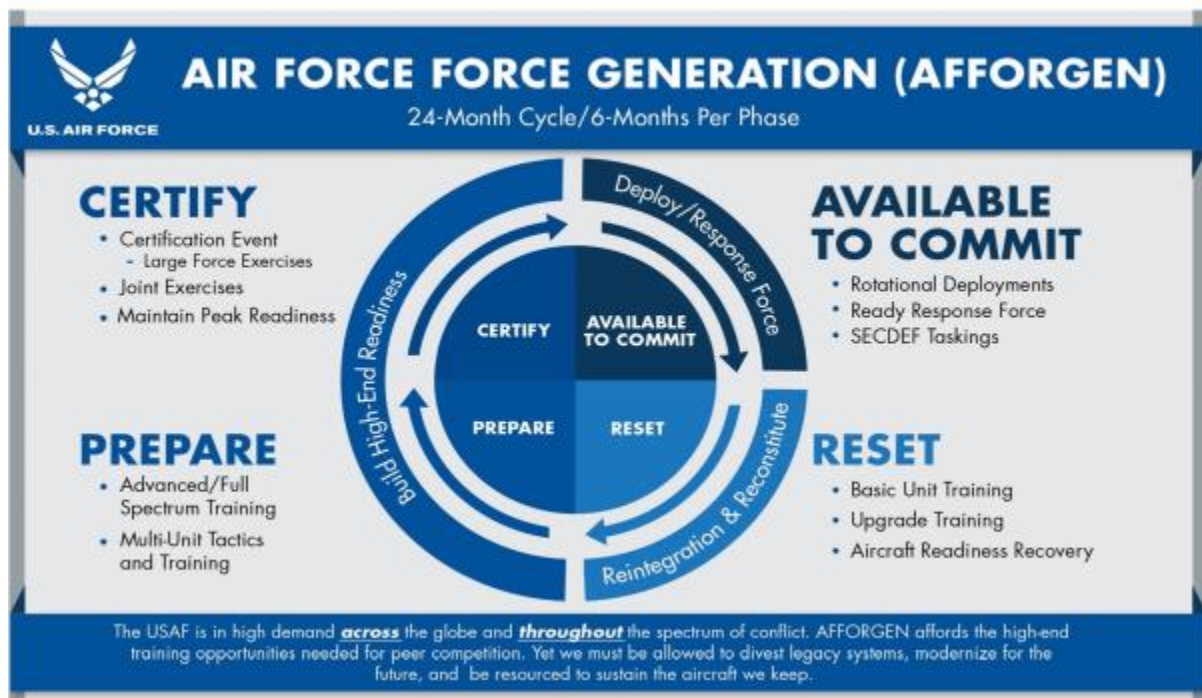


Figure 5.2. RED HORSE Active Duty 24 Month AFFORGEN Cycle.

**Active Duty 24 Month
AFFORGEN Cycle**



Figure 5.3. RED HORSE ANG 48 Month AFFORGEN Cycle.

**ANG 48 Month
AFFORGEN Cycle**



Figure 5.4. RED HORSE AFRC 48 Month AFFORGEN Cycle.



Figure 5.5. RED HORSE AFFORGEN Unit Association.



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Abbreviations and Acronyms

ACC—Air Combat Command

ADCON—Administrative Control

AF—Air Force

AFCAMP—Air Force Comprehensive Asset Management Plan
AFCEC—Air Force Civil Engineer Center
AFI—Air Force Instruction
AFIMSC—Air Force Installation and Mission Support Center
AFMAN—Air Force Manual
AFPD—Air Force Policy Directive
AFR—Air Force Reserve
AFSC—Air Force Specialty Code
ANG—Air National Guard
ARC—Air Reserve Component (forces from the ANG and AFRC)
CBRN—Chemical, Biological, Radiological, and Nuclear
CE—Civil Engineer
CFR—Code of Federal Regulations
cFSRM—centralized Facility Sustainment Restoration & Modernization
COMAFFOR—Commanders of Air Force Forces
CONUS—Continental US
DOD—Department of Defense
DODI—Department of Defense Instruction
DODM—Department of Defense Manual
DSN—Defense Switched Network
HAZMAT—Hazardous Materials
JP—Joint Publication
JSM—Joint Service Manual
MAJCOM—Major Command
MILCON—Military Construction
NAF—Numbered Air Force
NGB—National Guard Bureau
NIPRNet—Non-Secure Internet Protocol Router Network
OPCON—Operational Control
OPR—Office of Primary Responsibility
PACAF—Pacific Air Forces
POC—Point of Contact

RegAF—Regular Air Force

SECDEF—Secretary of Defense

SIPRNet—Secure Internet Protocol Router Network

SME—Subject Matter Expert

TAG—The Adjutant General

TF—Total Force

T.O.—Technical Order

US—United States

USTRANSCOM—United States Transportation Command

Office Symbols

ACC/A4C—Air Combat Command Civil Engineer

ACC/A4CX—Expeditionary Engineering

AF/A4C—Directorate of Civil Engineers

AF/A4CX—Readiness Division

AFCEC/CC Det 1—Commander, Detachment 1

AFCEC/CF—Air Force Civil Engineer Center Facility Engineering

AFCEC/CFT—Air Force Civil Engineer Center Technical Services Division

AFCEC/CO—Director of Operations

AFCEC/CP—Director of Planning and Integration

AFCEC/CX—Director of Readiness

AFCEC/CXX—Expeditionary Engineering Division

AFIMSC/FM—Air Force Installation and Mission Support Center Financial Management

AFRC/A4O—Air Force Reserve Command Civil Engineer Operations

NGB/A4O—National Guard Bureau, Air National Guard Civil Engineer Readiness and Emergency Services Division

PACAF/A4C—Pacific Air Forces Civil Engineer

Terms

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

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

High Density Capabilities—This term is used for Special Capabilities within RED HORSE to identify construction requirements that are in high demand and require more Airmen to support required tasks.

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

Logistics Force Packaging System—Logistics Force is a subsystem of the Manpower and Equipment Force Packaging system. It provides a detailed listing of equipment and material requirements and summarized transportation characteristics for each Unit Type Code.

Low Density Capabilities—This term is for Special Capabilities within RED HORSE to identify construction requirements that are in low demand and require more technical training but require less Airmen to perform required tasks.

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

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

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

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

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

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

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

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

Sustainment—The provision of logistics and personnel services required to maintain and prolong operations until successful mission accomplishment.

Unit Type Code—A five-character, alphanumeric code that uniquely identifies each unit type in US Armed Forces.

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

Attachment 2

RED HORSE PERSONNEL UNIT TYPE CODES

A2.1. Personnel Unit Type Codes.

Table A2.1. Personnel Unit Type Codes.

Unit Type Code Series	Unit Type Code	Title
Advanced Echelon Teams	4FPRQ	RED HORSE Site Assessment ADVON Team
	4FPRL	RED HORSE Specialized Expeditionary Airfield Damage Repair Team (PACAF Only)
Hub Teams	4FPRY	RED HORSE Hub Team
	4FPRH	RED HORSE Command Team
Construction Teams	4FPRV	RED HORSE Horizontal Construction Team, Large
	4FPRT	RED HORSE Vertical Construction Team, Large
	4FPRS	RED HORSE Vertical Construction Team, Small
Special Capabilities	4FPHK	RED HORSE Water Drilling Team
	4FPHU	RED HORSE Asphalt Batch Plant Operations
	4FPHV	RED HORSE Concrete Batch Plant Operations
	4FPHW	RED HORSE Demolition and Quarry Operations

Attachment 3

RED HORSE EQUIPMENT UNIT TYPE CODES

A3.1. RED HORSE Equipment Unit Type Codes.

Table A3.1. RED HORSE Equipment Unit Type Codes.

Special Capabilities Equipment		Typical Project Scope
4F9CW	Cold Weather Equipment	Concrete/asphalt placing and curing aides
4F9HB	RH Concrete Operations	Concrete construction and repair (airfield slabs)
4F9HC	RH Asphalt/Concrete Milling	Road, runway, apron demolition of surface layer
4F9HD	RH Medium Horizontal Construction	Airfield damage repair, site preparation
4F9HE	RH Heavy Horizontal Construction	Long taxiway expansions, large munitions storage area construction
4F9HF	RH Heavy Transport Eq	Moves oversized construction equipment
4F9HG	RH Heavy Earthwork Scraper	Large earthwork projects (wide area leveling, assault strips)
4F9HJ	RH Explosive Demolition	Quarry, facility demolition
4F9HK	RH Water Well Drilling	New wells and well rehabilitation
4F9HL	RH Crane Support Eq	Pre-Engineered Building and ultimate building machine construction
4F9HM	RH Vertical Construction	Pre-Engineered Buildings, Concrete Masonry Unit facilities and insulated concrete form facilities
4F9HN	RH UBM 120 Construction	One ultimate building machine facility without re-supply
4F9HP	RH Overhead Electrical	Line truck for high voltage electrical work
4F9HR	RH UBM 240 Construction	One large ultimate building machine facility without re-supply

4F9HT	RH Asphalt Paving Operations	Asphalt roads and taxiways
4F9HU	RH Asphalt Batch (Note 1)	Supports Asphalt Paving Operations
4F9HV	RH Concrete Batch (Note 1)	Supports Concrete Operations
4F9HW	RH Quarry Ops (Note 1)	Produces materials for subbase, subgrade, asphalt and concrete
4F9HX	RH Airfield Concrete Pave	Supports large airdrome projects applications: runways, taxiways, and parking aprons type requirements
4F9HY	RH Airfield Asphalt Pave	Supports asphalt for runways, taxiways, and parking apron type requirements
Traditional Capabilities Equipment		
4F9RS	RH Vertical Construction Tm Eq, Small	Team Equipment
4F9RT	RH Vertical Construction Tm Eq, Large	Team Equipment
4F9RU	RH Horizontal Construction Tm Eq, Small (PACAF Only)	Team Equipment
4F9RV	RH Horizontal Construction Tm Eq, Large	Team Equipment
4F9RW	RH Additional Construction Supt Tm Eq	Team Equipment
4F9RX	RH Secondary Beddown C2 Hub Equipment	Team Equipment
4F9RY	RH Primary Beddown C2 Hub	Team Equipment
4F9RQ	RH Site Assessment Tm Eq	Team Equipment
4F9RH	RH Air Land Repair Tm Eq (PACAF Only)	Team Equipment
Note 1: This Unit Type Code is for training use only and is not normally deployed but can be deployed when given significant lead time to disassemble, ship and reassemble at required location.		

Attachment 4

CONTINGENCY SKILLS TRAINING TABLE

A4.1. RED HORSE members will receive mandatory training in accordance with requirements listed in Table A4.1. (T-1)

Table A4.1. Contingency Skills Training Requirements.

Sub-Category/Topic	Unit Type Code Affected	AFSs Affected	Frequency	Source for Training Material	Resource Readiness Reportable
Tent Erection	All	All	24 months (48 months for ARC)	Lesson Plan (Note 2)	Yes
Defensive Fighting Positions (Note 3)	All	All	24 months (48 months for ARC)	Lesson Plan (Note 2)	Yes
CPR	All	All	Current	(Note 4)	Yes
TCCC (Tier 1/ASM) (Note 5)	All	All	24 months (48 months for ARC)	Lesson Plan (Note 2)	Yes
Individual Movement Techniques	All	All	24 months (48 months for ARC)	Lesson Plan (Note 2)	Yes
Team Movement Techniques and Combat Organization	All	All	24 months (48 months for ARC)	Lesson Plan (Note 2)	Yes
Troop Leading Procedures/Military Decision Making Process	All	All (Note 6)	24 months (48 months for ARC)	Lesson Plan (Note 2)	Yes
Arming Use of Force	All	All	12 months (48 months for ARC)	Lesson Plan (Note 2)	Yes
Introduction to Night Vision Devices	4FPRQ, 4FPRY	All	24 months (48 months for ARC)	MyLearning	Yes
Integrated Defense Course	All	All	24 months (48 months for ARC)	MyLearning	Yes
Tactical Convoy Operations Course	All	All	24 months (48 Months for ARC)	MyLearning & Lesson Plan (Notes: 2, 7, 8)	Yes
Tactical Communications Course	All	All	24 months (48 months for ARC)	MyLearning	Yes
Tactical Communications Radio MEET Course	4FPRY	3E651/71(1) and 1D751/71 (1) per UTC	24 months (48 months for ARC)	In-residence Course	Yes

Tactical Communications Operator for PRC-163 & PRC-167	4FPRQ, 4FPRY (Note 9)	All	24 months (48 months for ARC)	Lesson Plan (Note 2)	Yes
Land Navigation Course	All	All	24 months (48 months for ARC))	MyLearning & Lesson Plan (Note 2)	Yes
Command and Control (C2)(UCC Operations)	4FPRH, 4FPRY	38F, 3F0X1,3F1X1, 3F2X1, 3F5X1	18 months (24 months for ARC)	Lesson Plan (Note 10)	Yes
Contingency Beddown Operations (Lodging)	4FPRY	3F1X1	18 months (24 months for ARC)	Lesson Plan (Note 10)	Yes
Contingency Feeding Operations (a. Operate available platforms: SPEK, EEK, PEK, or JACKS. (Explain ordering and procurement of subsistence)	4FPRY	3F1X1	18 months (24 months for ARC)	Lesson Plan (Note 10)	Yes
Search & Recovery Training	All	All	18 months (24 months for ARC)	Lesson Plan (Note 10)	Yes
Personnel Accountability	4FPRH, 4FPRY	38F, 3F0X1, 3F1X1, 3F2X1, 3F5X1	18 months (24 months for ARC)	Lesson Plan (Note 10)	Yes
PERSCO Operations	4FPRH	3F0X1	18 months (24 months for ARC)	Lesson Plan (Note 10)	Yes
Casualty Reporting (including use of DCIPS)	4FPRH	3F0X1	18 months (24 months for ARC)	Lesson Plan (Note 10)	Yes
Administration	4FPRY	3F5X1	Once	CFETP Requirements	No
Training Management	4FPRY	3F2X1	Once	CFETP Requirements	No
DCAPES	4FPRH	3F0X1	Once	In-residence Course	Yes
Silver Flag	4FPRH, 4FPRY	38F, 3F0X1, 3F1X1	36 months (48 months for ARC)	In-residence Course	Yes
Force Support Basic Contingency Course	4FPRH, 4FPRY	38F, 3F0X1, 3F1X1, 3F2X1, 3F5X1	Once	Distance Learning	Yes
Force Support Advanced Contingency Course	4FPRH, 4FPRY	38F, 3F0X1, 3F1X1, 3F2X1, 3F5X1	36 months (48 months for ARC)	Distance Learning	Yes
ServSafe	4FPRY	3F1X1	Every 36 months	Distance Learning or In-residence Course	No

Contingency Mortuary Operations	4FPRY	38F, 3F1X1	18 months (24 months for ARC)	Lesson Plan (Note 2)	Yes
Austere Butcher's Course	4FPRY	3F1X1	Once	In-residence Course	No
Babington Burner Maintenance Course	4FPRY	3F1X1	Once	In-residence Course	No
Postal Operations Course	4FPRY	3F5X1	Once	In-residence Course	Yes

Note 1: Upon tasking, unit augmentees will complete required contingency skills training as pre-deployment ("just-in-time") training. (T-1)

Note 2: Suggested training materials for these requirements can be found on the Expeditionary Engineering SharePoint site under Contingency Training -> Lesson Plans, <https://usaf.dps.mil/sites/13072/SitePages/Homepage.aspx>. Or through Security Force SMARTNET SharePoint site, <https://usaf.dps.mil/teams/SMARTNet/SitePages/S23-OPERATIONS,-TRAINING-and-INTELLIGENCE-DIRECTORATE.aspx>.

Note 3: Squadron Master Training Plans (MTPs) and AFCEC Lesson Plans specify DFP operations, expedient construction methods, and range card application.

Note 4: Certification must be presented by an American Red Cross or American Heart Association certified trainer.

Note 5: Highly Recommend Training at the Tier 2 level of Combat Life Saver (CLS).

Note 6: Grade E6-E9 and O1-O4.

Note 7: The computer-based training is a pre-requisite to this course followed by field training in accordance with a lesson plan using field gear and primary weapons.

Note 8: Complete field training in accordance with the lesson plan using field gear and primary weapons.

Note 9: RQ and select RY UTC personnel only require training on proper use and operation of specially assigned equipment and devices.

Note 10: Suggested training materials for these requirements can be found on the A1XOR Training Site under FSCT - Silver Flag Curriculum at:

<https://usaf.dps.mil/sites/10097/KM/A1XORTraining/Forms/AllItems.aspx?View=%7B841F42D4%2D1F20%2D46B9%2DBC0F%2DAC24E6EBFBF0%7D>.

Attachment 5

FIELD TRAINING TABLE

A5.1. RED HORSE members will receive mandatory training in accordance with requirements listed in Table A5.1. (T-1)

Table A5.1. Field Training Requirements.

Sub-Category/Topic	Unit Type Codes Affected	AFSs Affected	Frequency	Resource Readiness Reportable
Field Exercise (Note 1)	All	All	24 months (48 months for ARC)	All
ROWPU	4FPRQ, 4FPRS	3E4X1 (1 per Unit Type Code)	24 months (48 months for ARC)	Yes
EALS	4FPRS, 4FPRT	3E0X1 (1 per Unit Type Code)	24 months (48 months for ARC)	Yes
Pest Certification	4FPRY	3E4X3	Current (Note 2)	Yes
Site Development and Preparation	4FPRY, 4FPRQ	1 ea. 32E3, 3E5X1 per Unit Type Code	24 months (48 months for ARC)	Yes
Rapid Damage Repair	4FPRL	4FPRL, 32E3C/G, 3EXXX	24 months (48 months for ARC)	Yes
Installation, Operation, and Repair of Utility Systems	4FPRQ, 4FPRY, 4FPRT	1 ea. 3E0X1, 3E0X2, and 3E4X1 per 4FPRQ and 4FPRT. 1 ea. 3E0X2 per 4FPRY	24 months (48 months for ARC)	Yes
Revetment Erection (Note 3)	4FPRT, 4FPRV	2 ea 3E2X1 per 4FPRT & 4FPRV 2 ea 3E3X1 per 4FPRT	24 months (48 months for ARC)	Yes
Field Messing	4FPRY	2 ea. 3F1X1 per Unit Type Code	24 months (48 months for ARC)	Yes

Note 1: The field exercise takes place in a bare base environment and includes overnight field training consisting of a minimum of 48 continuous hours for RegAF and at least 36 continuous hours for ARC units. The unit commander may grant equivalency credit for personnel participating in a non-exercise bed down in a bare base environment. Augmentees are not required to participate in the field exercise.

Note 2: DOD Pest Management Certification for pesticide application (DD Form 1826-1, Pesticide Applicator Card, and categories 3, 5, 6, 7 & 8) must be current throughout the duration of a tasking.

Note 3: Can substitute with other barrier material type containers.

Attachment 6

SPECIAL CAPABILITIES TRAINING TABLE

A6.1. RED HORSE members will receive mandatory training in accordance with requirements listed in Table A6.1. (T-1)

Table A6.1. Special Capabilities Training Requirements.

Sub-Category/Topic	Unit Type Codes Affected	AFSs Affected	Frequency	Source for Training Material	Resource Readiness Reportable
High Density Capabilities					
Ultimate Building Machine	4FPRQ, 4FPRS, 4FPRT	3E371 (1) per 4FPRQ 3E3X1 (4) per 4FPRS 3E3X1 (10) per 4FPRT 2T3X1 (1) per 4FPRT 3E0X2 (1) per 4FPRT	24 months (48 months for ARC)	Special Capabilities Site, 801 RHTS OL-A	Yes
Asphalt Paving	4FPRV	3E2X1 (4) per Unit Type Code 2T3X1 (3) per Unit Type Code	24 months (48 months for ARC)	Special Capabilities Site, 801 RHTS OL-A	Yes
Concrete Mobile	4FPRV, 4FPHV	3E2X1 (12) per Unit Type Code 2T3X1 (3) per Unit Type Code 3E2X1 (8) per 4FPHV	24 months (48 months for ARC)	Special Capabilities Site, 801 RHTS OL-A	Yes
Concrete Paving	4FPRV	3E2X1 (4) per Unit Type Code 2T3X1 (3) per Unit Type Code	24 months (48 months for ARC)	Special Capabilities Site, 801 RHTS OL-A	Yes
Pavement Milling	4FPRV	3E2X1 (4) per Unit Type Code	24 months (48 months for ARC)	Special Capabilities Site, 801 RHTS OL-A	Yes

		2T3X1 (3) per Unit Type Code			
Low Density Capabilities					
Asphalt Batch Plant	4FPHU	3E2X1 (4) per Unit Type Code	24 months (48 months for ARC)	Special Capabilities Site, 801 RHTS OL-A	Yes
Concrete Batch Plant	4FPHV	3E2X1 (4) per Unit Type Code	24 months (48 months for ARC)	Special Capabilities Site, 801 RHTS OL-A	Yes
Well Drilling	4FPHK	3E2X1 (8) 2T3X1 (1) 3E4X1 (1)	REGAF Only 24 Months (Note 1)	Special Capabilities Site, 801 RHTS OL-A	Yes
Quarry Ops	4FPRV, 4FPHW	3E2X1 (3) per 4FPRV 2T3X1 (3) per 4FPRV 3E2X1 (8) per 4FPHW	24 months (48 months for ARC)	Special Capabilities Site, 801 RHTS OL-A	Yes
Demolition	4FPHK, 4FPHW, 4FPRV	3E2X1 (1) per 4FPHK 3E2X1 (8) per 4FPHW 3E2X1 (3) per 4FPRV	(Note 2)	Special Capabilities Site, 801 RHTS OL-A	Yes
Materials Testing	4FPRL, 4FPRQ, 4FPRT, 4FPRV, 4FPRY	3E5X1 (All)	(Note 3) (Note 4)	Special Capabilities Site, 801 RHTS OL-A	Yes
Contingency Airfield Pavement Evaluation	4FPRL, 4FPRQ	3E5X1 and 3E2X1 (1) per Unit Type Code 32E3X (1) per Unit Type Code	(Note 4) (Note 5)	AFCEC Tyndall APE Team	Yes
Airland Delivery	4FPRL	4 per Unit Type Code	(Note 4)	Lesson Plan	Yes
Note 1: Members must receive the initial pilot training and successfully complete a well drilling Troop Training Project to meet initial training requirements. Upon completion of the pilot					

training and Troop Training Project completion members may requalify via Troop Training Project completion or pilot unit course after completing initial requirements.

Note 2: Demolition training is required monthly. An active demolition program conducts live explosive proficiency training monthly. Any squadron that cannot satisfy this requirement is required to have an inactive demolition program. Inactive teams conduct monthly classroom instruction using inert explosives and participate in an annual live explosive training session supervised by an active RED HORSE demolition team supervisor. Inactive teams will be deemed active when the inactive team is on a joint contingency deployment with an active demolition team and receives live explosive training or receives live explosive training in the Area of Responsibility from an active team and conducts demolition responsibilities throughout the deployment. The 40-hour refresher training course must be conducted by a lead training unit instructor between 24-36 months but not to exceed 36 months to provide procedural or educational updates. Annual explosives safety must be accomplished by individual squadron demolition teams every 12-15 months but not to exceed 15 months with two versions of the documented explosives safety test. DESR6055.09_AFMAN91-201, *Explosive Safety Standards* directs the RED HORSE Demolition team to work with the installation safety office of the respective squadron demolition team approval of the lesson plan.

Note 3: Members must complete the pilot course either prior to assignment to a RED HORSE unit or within the first 12 months for RegAF or within 24 months of technical school completion for ARC units. Members must exercise material testing during the respective dwell cycle. The pilot course is a one-time training requirement; unit commanders should consider sending members back to the pilot course if increased proficiency is required.

Note 4: 4FPRL UTC requirements applies only to PACAF RED HORSE units.

Note 5: A Contingency Airfield Pavement Evaluation (CAPE) certification is valid for 36 months for both RegAF and ARC personnel upon completion of the CAPE course. AFCEC may extend the certification for an additional 36 months if the member routinely conducts evaluations during the initial certification period in accordance with Engineer Technical Letter 02-19. If a certification has expired, the member must re-accomplish the CAPE course to be recertified.

Attachment 7

SPECIAL CAPABILITIES VALIDATION TABLE

A7.1. RED HORSE members will receive mandatory training in accordance with requirements listed in Table A7.1. (T-1)

Table A7.1. High Density Special Capabilities Validation Requirements.

Special Capability	Traditional Resource Readiness Reporting Standard	Validation Resource Readiness Reporting Standard
Ultimate Building Machine®	Successful completion of Lead Training Unit course within required training frequency	<u>Minimum of 40 hours “hands-on” training completing all of the following:</u> ☐ Planning a K-Span® ☐ K-Span® specific safety ☐ Machine maintenance/repair ☐ Design software use ☐ Machine calibration ☐ Site preparation ☐ Roll-up/personnel door installation ☐ Erect building with at least 3 picks ☐ End wall installation ☐ Insulation techniques
Asphalt Paving		<u>Minimum of 40 hours “hands-on” training completing all of the following:</u> ☐ Apply prime/tack coat ☐ Determine asphalt temperatures ☐ Independent set-up/operation of paver ☐ Place minimum of 250 tons of asphalt ☐ Construct transverse/longitudinal joint ☐ Meet asphalt compaction specifications ☐ Breakdown/intermediate finish rolling
Concrete Mobile		<u>Minimum of 40 hours “hands-on” training completing all of the following:</u> • Calibration of machine to design mix weight within accuracy of +/- 10 lbs. • Operating control panel/producing concrete within one inch of specified slump. • Assembly, disassembly and preparation for transport and batching operations.
Concrete Paving		<u>Minimum of 40 hours “hands-on” training completing all of the following:</u> ☐ Install/lubricate forms ☐ Place steel reinforcing bar/wire mesh ☐ Install load transfer devices ☐ Independent set-up/operation of screed ☐ Perform slump test ☐ Place 100 cubic yards of concrete ☐ Finish/texture concrete ☐ Cure concrete ☐ Fabricate/seal joints

Attachment 8

VEHICLE TRAINING TABLE

A8.1. RED HORSE members will receive mandatory training in accordance with requirements listed in Table A8.1 and Table A8.2. (T-1)

Table A8.1. Vehicle Training Requirements.

Vehicles	AFSC	Assigned Personnel
Dump Truck	3E0XX, 3E1X1, 3E3X1, 3E4XX 3E2X1 3E5X1, 3E6X1, 2S0X1	50% All 25%
Cargo Truck, 2 ½ ton and below	3E0XX, 3E1X1, 3E2X1, 3E3X1, 3E4XX, 3E6X1, 2S0X1, 3F0X1, 3F1X1, 3F2X1, 3F5X1, 3P0X1, 4N0X1	All
Water Distribution Truck	3E2X1, 3E4XX 3E3X1	All 25%
Electrical Line Truck	3E0XX	All
Tractor-Trailer	3E2X1 3E3X1 and 2S0X1	75% 50%
Grader	3E2X1	All
Dozer	3E2X1	All
Excavator	3E2X1	All
Front-End Loader	3E0XX, 3E1X1, 3E3X1, 3E4X1 3E2X1 2S0X1	50% All 25%
All-Terrain Forklift, 10-13K	3E1X1, 3E2X1, 3E3X1, 3E6X1, 3F1X1, 2S0X1 3E0XX, 3E4XX 3E5X1	All 75% 25%
Multi-purpose Sweeper	3E2X1	All
Sweeper Front Mounted Rotary	3E2X1	All
Backhoe	3E2X1 3E0XX and 3E4X1	All 50%
Wrecker	2T3X1	All
Scraper	3E2X1	8 each per 4FPHW 3 each per 4FPRV
Fuel Truck	3E0X2 3E2X1	All 25%
Well-Drilling Rig	2T3X1 3E2X1 3E4X1	1 each 2T3X1 per 4FPHK 8 each 3E2X1 per 4FPHK 1 each 3E4X1 per 4FPHK
Maintenance Truck	2T3X1	All
Rock Dump	3E2X1	All
Transit Truck	3E2X1	4 each per 4FPRV
Extendable Boom Forklift	3E0X1 3E1X1 3E4X1	1 each per 4FPRY, 2 each per 4FPRT 1 each per 4FPRY and 4FPRT 1 each per 4FPRY and 4FPRT
Man-lift	3E0X1 3E1X1 3E4X1	1 each per 4FPRY, 2 each per 4FPRT 1 each per 4FPRY and 4FPRT 1 each per 4FPRY and 4FPRT

Note 1: Table shows minimum required training for UTC and AFSCs. Units may conduct additional training at their discretion.

A8.2. OFF-ROAD CONSTRUCTION EQUIPMENT TRAINING TABLE.

Table A8.2. Off-Road Construction Equipment Training Requirements.

Construction Equipment	AFSC	Quantity per UTC
Paving Machine	3E2X1	4 each per 4FPRV
Vibratory and Motorized Rollers	3E2X1	All
Trencher with Trailer	3E0X1, 3E2X1 and 3E4X1	25% of each AFSC
Rock Drill	3E2X1	8 each per 4FPHW 3 each per 4FPRV
Crawler Loader	3E2X1	1 each per 4FPRV
Water Wagon	3E2X1	1 each per 4FPRV
CTL/Skid-steer	3E0XX, 3E1X1, 3E3X1, 3E4XX, 3E2X1	25% of each AFSC All
Crane (Note)	3E2X1	2 per, 4FPRT, 4FPRV, 4FPHU, 4FPHV, 4FPHK, 4FPHW 1 per 4FPRS

Note: A minimum of two (2) persons assigned to each 4FPRV, 4FPHK, 4FPHU, 4FPHW, 4FPRT, and one (1) person assigned to 4FPRS and 4FPRU UTC will be qualified, and certified. Use T.O. 36C-1-5, DAFMAN 91-203, Air Force Occupational Safety, Fire, and Health Standards, and the AFCEC Mobile Wheel Mounted Hydraulic Crane Certification Package to determine operator qualification requirements.

In accordance with Occupational Safety and Health Administration, Standards - 29 CRF 1926.1427, personnel required to operate mobile hydraulic cranes in the performance of their duties must be both certified through an approved AFCEC sponsored training course. The AFCEC Mobile Crane Certification Course will cover all cranes from 0–100-ton capacity.

Certification will be obtained by successfully completing the 80-hour AFCEC Mobile Crane 0–100-ton Hydraulic Only Certification course. Certification will be valid for a period of 36 months from the date of issue at which time the member must re-accomplish the 80-hour AFCEC Crane Certification Course for re-certification.

Attachment 9

WEAPONS TRAINING TABLE

A9.1. RED HORSE members will receive mandatory training in accordance with requirements listed in Table A9.1. (T-1)

Table A9.1. Weapons Training Requirements.

Sub-Category/Topic	Unit Type Codes Affected	AFSs Affected	Frequency	Source for Training Material	Resource Readiness Reportable
M4 Qualification	All	All	Per DAFI 31-131 and DAFI 31-117 (Note)	Base CATM/Unit assigned	Yes
M9/M18 Qualification	All	All	Per DAFI 31-131 and DAFI 31-117 (Note)	Base CATM/Unit assigned	Yes
M240B Machine Gun	4FPRL, 4FPRQ, 4FPRY	2 per Unit Type Code	Per DAFI 31-131 and DAFI 31-117	Base CATM/Unit assigned	Yes
M249 Squad Automatic Weapon	4FPHK, 4FPHU, 4FPHV, 4FPHW, 4FPRL, 4FPRQ, 4FPRS, 4FPRT, 4FPRV, 4FPRY,	2 per Unit Type Code	Per DAFI 31-131 and DAFI 31-117	Base CATM/Unit assigned	Yes
M320A1 Grenade Launcher	4FPHK, 4FPHU, 4FPHV, 4FPHW, 4FPRL, 4FPRQ, 4FPRS, 4FPRT, 4FPRV, 4FPRY	1 per Unit Type Code	Per DAFI 31-131 and DAFI 31-117	Base CATM/Unit assigned	Yes
Shotgun	4F9RY	1 per Unit Type Code	Per DAFI 31-131 and DAFI 31-117	Base CATM/Unit assigned	Yes

Note: In accordance with DAFI 31-131, Combat Arms Training and Maintenance (CATM) Program, members assigned to RED HORSE Unit Type Codes will conduct qualification training within 12-months of their deployment arrival in country date. **(T-1)** This qualification will be valid for 12 months or the entire duration of the deployment, regardless of length, providing qualification training was successfully completed as required prior to deployment.

Attachment 10

SAMPLE SITUATION REPORT

A10.1. Sample Situation Report.

Figure A10.1. Sample Situation Report (Page 1).

	DEPARTMENT OF THE AIR FORCE [APPROVED ORGANIZATIONAL LETTERHEAD]	
		dd mmm yy
MEMORANDUM FOR NAF/CCs AFIMSC/Det XX MAJCOM/A4C AFCEC/CX		
FROM: XXX RHS/CC Organization Street address City, State 12345-6789		
SUBJECT: XXX RED HORSE Situation Report – (month)		
1. Deployments/Training Projects (TTPs)/Inspections:		
2. General comments, New Horizons, other missions, etc.		
3. Named Operation (NO)		
4. Inspections		
5. TTPs under construction:		
a. Project Number, Project Title, Infrastructure Type, etc.		
b. Project Number, Project Title, Infrastructure Type, etc.		
c. Project Number, Project Title, Infrastructure Type, etc.		
6. TTPs in design:		
a. Project Number, Project Title, Infrastructure Type, etc.		

Figure A10.2. Sample Situation Report (Page 2).

b. Project Number, Project Title, Infrastructure Type, etc.	
7. Personnel Actions:	
a. Personnel Departed/Personnel Arrived.	
b. Personnel attending ALS	
c. Personnel currently attending NCOA	
d. Personnel attending SNCOA at Maxwell AFB	
e Personnel attending SOS at Maxwell AFB	
f. Personnel issues	
8. Other Significant Events:	
9. Equipment/Vehicle Delivery	
10. Weapons	
Weapons Training:	
11. Lead Unit Training:	
12. Other:	
13. Vehicle Maintenance status:	
a. Mission Capable (MC) rate:	XX%
b. Non-Mission Capable (NMC) rate	XX%
c. Non-Mission Capable-Supply (NMCS) rate:	XX%
14. If your staff requires any additional information, please have them contact me at DSN: XXX-XXX-XXXX.	
//Signed// FIRST MI LAST, Colonel, USAF Commander	

Attachment 11

SAMPLE AFTER ACTION REPORT AND END OF TOUR REPORT

A11.1. Sample After Action Report and End of Tour Report.

Figure A11.1. Sample After Action Report and End of Tour Report (Page 1).

	DEPARTMENT OF THE AIR FORCE [APPROVED ORGANIZATIONAL LETTERHEAD]
	dd mmm yy
MEMORANDUM FOR NAF/CCs ACC/A4C AFIMSC/Det ## AFCEC/CX	
FROM: XXX RED HORSE Squadron/CC Organization Street address City, State 12345-6789	
SUBJECT: XXX RED HORSE After Action Report/End of Tour Report (per AFI10-209)	
1. Deployment Overview:	
a. Purpose/objective: Our mission was to support ...	
b. Scope: Provide overview of mission accomplishments as well as any unique situations encountered.	
c. Background: Who did you work for (ADCON, OPCON, TACON)	
2. Deployment Information:	
a. Team composition: The rotation team consisted of XXX personnel from XX different units at XX duty stations. Team members are listed in Attachment 2.	
b. Team deployment number: Our total numbers of deployed positions were XXX for the Expeditionary RED HORSE Squadron and for the 1 Expeditionary RED HORSE Group.	
c. Team location: Provide overview of the locations RED HORSE worked at across the AOR.	
d. Deployment data:	

Figure A11.2. Sample After Action Report and End of Tour Report (Page 2).

1. ADVON Team: Provide dates, locations of deployment from home station throughout the deployment. Include augmentee base info as well. 2. Main Body: Provide dates, locations of deployment from home station throughout the deployment. Include augmentee base info as well. 3. Comment and make recommendations on: a. Project problems and solutions: Reference Attachment 3 b. Personnel problems and solutions: Reference Attachment 4 4. Lessons learned: Reference Attachment 5 5. Reconstitution Status: a. Team Chief/DSN: Reconstitution POC is DSN: XXX-XXX-XXXX b. Funding required (see note below). Reference Attachment 6. 6. Additional comments: //Signed// FIRST MI LAST, Colonel, USAF Commander Attachments: 1. Completed Project Listing/Projects Under Construction 2. Personnel Roster 3. Project problems and solutions 4. Personnel problems and solutions 5. Lessons Learned Annex 6. Reconstitution items 7. Bullet Background Papers cc: Employing MAJCOM/A4C
