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Operations

**PRIME BASE ENGINEER EMERGENCY
FORCE (BEEF) MANAGEMENT**

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This pamphlet contains guidance and suggestions to help Air Force Civil Engineer units manage their Prime BEEF programs and organize, equip, and train their Prime BEEF teams. It also contains practical information to help those units prepare Prime BEEF teams for deployment. This pamphlet supports AFI 10-210, *Prime Base Engineer Emergency Force (BEEF) Program*, and encourages, but does not require, units to collect and maintain information protected by the Privacy Act of 1974 authorized by 10 U.S.C. 8013. System of records notice F036 AF PCN applies. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123 (will convert to 33-363), *Management of Records*, and disposed of in accordance with the *Air Force Records Disposition Schedule (RDS)* located at <https://afirms.amc.af.mil/rds/index.cfm>. The identification of any specific manufacturer, commercial product, commodity or service in this publication does not imply endorsement by the Air Force. See **Attachment 1** for references, acronyms and abbreviations, and terms used in this pamphlet. Send comments and suggested improvements to HQ AFCESA/CEX, 139 Barnes Drive Suite 1, Tyndall AFB FL 32403-5319.

This publication is nondirective. However, suggested procedures, actions, or tasks are often presented in directive language to improve readability and understanding by simplifying sentence structure. Except when specified actions are mandated by Air Force or DOD directive publications, units may modify the actions, directions, tasks, and worksheets to suit their needs.

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Chapter 1

MILITARY OPERATIONS AND PRIME BEEF

1.1. Introduction. When called upon to protect vital national interests, the Air Force must be able to quickly send combat and support forces to crisis locations anywhere in the world to deter war and, should deterrence fail, fight and win. Civil Engineer (CE) support is a vital element in the Air Force's ability to maintain global presence and project global power. Air Force civil engineers must be able to deploy units to provide immediate beddown, fire emergency services (FES), Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) response, emergency management (EM) functions, and explosive ordnance disposal (EOD) support. Engineers must be capable of rapid and effective base recovery in support of sustained operations. Prime BEEF teams, along with in-place CE forces and Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer (RED HORSE) squadrons, ensure civil engineers meet this challenge. This volume focuses on the Prime BEEF mission.

1.2. Engineer Combat Support. Combat support—not just CE support—is an essential component of the Air Force's deterrence and warfighting capability. Combat air operations and strategic airlift depend on bases with adequate facilities and resources to launch and recover mission aircraft and support high sortie generation rates. Prime BEEF teams, in-place CE forces, and RED HORSE units prepare bases for wartime operations and recover them from war damage. Although all three elements are essential to the overall effort, Prime BEEF teams are considered the backbone of CE combat support because they provide an organic engineer capability for deploying combat forces and comprise the bulk of all CE forces.

1.2.1. In-place CE forces that support military operations are said to have a generation mission while forces that deploy are considered to have a mobility mission. Prime BEEF teams deploy with combat forces to collocated operating bases (COBs), stand-by bases, bare bases, en route bases, and main operating bases (MOBs). In-place civil engineers at overseas locations “generate” the support required at their base, but rarely are there sufficient in-place forces to meet total mission requirements. Consequently, Prime BEEF teams may also deploy to augment in-place forces.

1.2.2. The Prime BEEF concept provides for a dual use of military civil engineers. In garrison, personnel perform real property operations and maintenance, EOD, FES, and EM missions. In war, those same personnel can deploy as teams to provide CE combat support wherever required.

1.2.3. Prime BEEF was established to support combat/warfighting scenarios, but teams can and do respond to peacetime taskings such as lesser contingencies, major accidents, natural disaster relief and recovery operations, peacetime engineering projects, defense support to civil authorities, and military training exercises. Support may range from many teams to a few individuals.

1.2.4. The Prime BEEF program ensures engineer forces are organized, equipped, and trained to perform any of those roles. Teams must be able to deploy with little advance warning and perform CE contingency and wartime tasks at any type of base and in all weather conditions. The Air Reserve Components (ARC)—the Air Force Reserves and the Air National Guard—posture Prime BEEF teams to round out the Total CE Force.

1.3. Military Operations Planning. Good operations planning enables the Air Force—jointly with its sister services—to respond rapidly and effectively to anticipated threats or unforeseen crises. Because many of the concepts and terms used in this volume are tied to joint operations planning, this short over-

view of military operations planning is included to help clarify the process unfamiliar to many personnel. For more details, see AFI 10-401, *Air Force Operations Planning and Execution*.

1.3.1. Deliberate Versus Crisis Action Planning. Operation planning is usually done deliberately during peacetime to prepare for likely threats; however, operation planning is done in the crisis action mode when an unanticipated crisis arises with little or no warning. The big difference between deliberate and crisis action planning is the amount of time available. In the crisis action mode, the situation will dictate whether commanders and planners can modify a deliberate plan or must create a “no plan” response.

1.3.2. Operation Plans. In either case, operation planning is a process to determine how to respond to a likely threat or actual crisis and what forces are needed. The result is documented in an operations plan (OPLAN) or, if time is very short, in the operations order (OPORD). An OPLAN or OPORD identifies which combat and support units will be used to respond to the threat or crisis. It shows where, when, and how those forces will be deployed, employed, and supported. An OPLAN also outlines the command structure and provides functional area direction. An OPLAN covers the five phases of a military operation: mobilization, deployment, employment, sustainment, and redeployment. Major OPLANs are updated every 24 months.

1.3.3. Basic and Supporting Plans. Combatant commanders are responsible for preparing the controlling OPLAN and each component commander builds a supporting plan. The OPLAN identifies essential support needed from commands not under the joint commander’s control. Those supporting commands, such as the Air Mobility Command (AMC) and Air Combat Command (ACC), are required to prepare supporting plans to ensure they provide needed personnel and equipment on time. Two key functions of joint planning are to ensure all of the plans collectively satisfy the combatant commander’s needs and to resolve any conflicting requirements between the plans, especially transportation requirements.

1.3.4. Installation Support Plans. Theater bases and units get involved in operations planning by creating installation support plans (or joint support plans for host nation bases) to ensure each base can support its OPLAN taskings and can properly receive, beddown, and support arriving or transiting forces. Continental United States (CONUS) and overseas bases which provide deploying forces create deployment plans to ensure their forces are prepared to load and move by the time aircraft or surface transport arrive on station.

1.3.5. Time-Phased Force and Deployment Data (TPFDD). To complete an OPLAN, planners create a master database of all tasked combat and support units—both in-place and deployed forces. Within this database, they add the transportation requirements to get those forces into position. This database is called the TPFDD (pronounced “tip fid”). Each OPLAN or OPORD has a unique TPFDD.

1.3.5.1. The TPFDD is critical. This master force list makes it possible for limited land, sea, and air transportation assets to move OPLAN-designated units from their home station to the correct destination, in the proper sequence, and on time. The TPFDD also contains non-unit requirements such as personnel, equipment, and supplies not assigned to a unit, but must flow to the area of operations to sustain OPLAN forces. The TPFDD is available to the Joint Chiefs of Staff (JCS), the joint command, all of its component commands, and all supporting commands through the Global Command and Control System (GCCS).

1.3.5.2. When one or more Prime BEEF teams are tasked to support an OPLAN, each team will be included in the TPFDD for that OPLAN. Each tasked team is uniquely identified in the TPFDD

by a unit line number (ULN). The TPFDD, along with the actual deployment order, drives the deployment plan and schedule.

1.3.6. **Transportation Feasibility.** To complete an OPLAN, US TRANSCOM, consisting of the Air Force's AMC, the Army's Surface Deployment & Distribution Command (SDDC), and the Navy's Military Sealift Command (MSC)—uses the TPFDD to develop transportation plans to support the combatant commander's operations concept. The TPFDD and transportation plans are adjusted until the OPLAN can be supported. This process is called TPFDD refinement. When the requirements are set, the transportation commands prepare movement tables for the OPLAN or movement schedules for actual deployments.

1.4. Computer Systems and Operations Planning. Getting the forces and supplies in position to fight the war is a big part of operations planning because most forces are based in the CONUS. Quickly moving an Army division or Air Force wing with its personnel, equipment, and supplies to an overseas location is a large, complex effort involving many different organizations and commands. Due to its complexity, the US military uses computers to help create and store data on OPLAN forces and their transportation details. The next few paragraphs highlight key parts of the systems and subsystems that affect civil engineers. For more information on these systems, refer to AFI 10-401.

1.4.1. **Joint Operations Planning and Execution System (JOPES).** JOPES is the principal system within DOD for translating policy decisions into OPLANs and OPORDs in support of national security objectives. It identifies capability shortfalls and provides movement requirements to transportation providers. It is used by the joint community to conduct joint planning during peace and crisis. The TPFDD is just one of its many "products." JOPES is really a group of computer systems that "talk" to each other through the GCCS communications links.

1.4.2. **Deliberate and Crisis Action Planning and Execution Segments (DCAPES).** DCAPES is the Air Force's war planning system and provides an Air Force feed to JOPES. DCAPES provides standard data files, formats, application programs, and management procedures that are Air Force-unique and joint guidance compliant and are used primarily for force planning, sourcing equipment and personnel requirements, transportation feasibility estimation, civil engineering support, and medical planning. DCAPES is the standard automated data processing (ADP) system designed to provide communication of OPLAN requirements and resource monitoring capability by integrating planning data with operations, logistics, manpower, and personnel processes to enable planners to develop and access near-real-time data from Service and joint systems.

1.4.2.1. **War and Mobilization Plan (WMP).** The WMP is an Air Force system that provides Air Staff and AF commanders with current policies, forces, and planning factors for conducting and supporting wartime operations. It is an automated planning tool which includes an integrated database containing WMP-3, Part 1 (Combat Forces); WMP-3, Part 2 (Unit Type Code [UTC] Summary); WMP-3 Part 3 (Readiness Spares Package); WMP-3, Part 4 (Air and Space Expeditionary Force [AEF] Rotational Allocation Schedule); WMP-3, Part 5 (US Air Force Rotation Allocation Plan); WMP-5 (Rates & Factors); and a TPFDD development tool.

1.4.2.1.1. **Air and Space Expeditionary Task Force (AETF) Force Modules (FMs).** In order to facilitate UTC requirements determination, FMs have been developed. FMs are combinations of UTCs that provide a generalized mission or capability. In addition to linking UTCs, FMs may or may not link specific units.

1.4.2.1.2. AETF FMs consist of generic UTC combinations that support an overarching mission. The UTCs that comprise these FMs will be equitably aligned across the AEF libraries to facilitate crisis action planning while maintaining the AEF.

1.4.3. Integrated Deployment System (IDS). IDS is the standard Air Force wing-level deployment system. It is an umbrella base system designed to streamline the base-level deployment process. It (a) allows one-time data capture and immediate substitution of unit equipment and personnel and (b) improves data transfer and accuracy. The IDS consists of the following software programs: Logistics Module (LOGMOD), Manpower and Personnel Module (MANPER), Cargo Movement Operations Systems (CMOS)/Global Air Transportation Execution System (GATES), and Computer Aided Load Manifesting System (CALM)/Automated Load Planning System (ALPS).

1.4.4. LOGMOD. LOGMOD at base level is maintained by the host base Logistics Plans Flight. The base LOGMOD system is tied to a regional server that has a central database all users share (users have varying levels of access). LOGMOD can talk to the Manpower and Personnel Module-Base (MANPER-B) to produce installation deployment products. Within LOGMOD, there are four subsystems (modules): Logistics Force Packaging System (LOGFOR), Logistics Plan (LOGPLAN), Deployment Schedule of Events (DSOE), and Unit Deployment Manager (UDM).

1.4.4.1. LOGFOR Module. The LOGFOR subsystem provides the standard logistics details (LOGDET) for deployable force packages called UTCs. LOGFOR files contain the baseline information units must use to posture the equipment and supplies for their UTCs. These files tell units what equipment and supplies they need, provides movement configuration for those items, and identifies any special requirements for transporting the planned cargo. Military planners at major commands (MAJCOMs) and joint commands use these files to conduct feasibility planning. These read-only files can be copied to the LOGPLAN subsystem by the Logistics Plans Flight to serve as a starting point when creating unit-unique deployment data or when comparing the manpower and equipment force packaging (MEFPAK) system data with that in the LOGPLAN module.

1.4.4.2. LOGPLAN Module. The LOGPLAN subsystem is specifically designed so it can manage and store the LOGDET for the unit. The LOGPLAN subsystem gives the capability to enter unit-specific data about equipment and supplies and the ability to adjust the file information when adding, deleting, or replacing items. One of the subsystem products is called a LOGPLAN materiel list. The LOGPLAN products show exactly what equipment and supplies have been packed and how to load them. The subsystem can also create some of the shipping documents that must accompany the cargo. Units must create the LOGPLAN data for each OPLAN, exercise, or actual deployment they are tasked to support. This does not mean a unit starts all over and generates new data each time. Each unit creates an exercise LOGPLAN that reflects its most challenging OPLAN tasking. Keep the exercise LOGPLAN database current. Then only validate or adjust the data for an actual deployment. Gain access to the LOGPLAN database in one of two ways: through the Logistics Plans Flight or through the Intranet connection to LOGMOD using the UDM module.

1.4.4.3. DSOE Module. Base-level logistics planners use the DSOE module to create a movement schedule for all personnel and cargo that must be transported during a deployment operation. This module draws on data from the LOGMOD and MANPER-B modules to create the DSOE. Units have read-only access to view the DSOE on line, or they can receive hard copy printouts of the DSOE from the deployment control center.

1.4.4.4. UDM Module. The UDM module is a unit's gateway to MANPER-B and LOGMOD. With the software loaded on a personal computer in the unit and a local area network (LAN) connection to the LOGMOD system, deployment managers can update their cargo data in LOGPLAN and personnel data in MANPER-B. User IDs and passwords are used to control access to the system. A unit can view and update only the data for its UTCs. The view and the update capabilities are limited to cargo and personnel associated with the UDM's "Unit Org Id." (The Unit Org Id for a hypothetical 332 CES would be 0332CESSQ0000.) The UDM enters training, immunizations, duty sections, and deployment checklist data for individuals assigned to his/her unit. The UDM assigns personnel to mobility positions by line numbers and also assigns those personnel to "chalks" based on the number of seats allocated to the unit during the DSOE preparation (see paragraph 3.8.2. for a description of a chalk). With this module, the UDM can create cargo load and packing lists and management reports concerning unit equipment and personnel. Instructions for using this module are available from the on-line help screen in LOGMOD.

1.4.5. MANPER-B. Within the MANPER module there are also two subsystems: the Manpower Force Packaging System (MANFOR) and the Deployment Requirements Manning Document (DRMD).

1.4.5.1. MANFOR. Similar to LOGFOR, the MANFOR subsystem contains details on the standard manpower requirements for each UTC. These files tell units the number of positions, by specialty and skill level, they must posture. In effect, the read-only MANFOR files identify required "spaces." In conjunction with the LOGFOR files, military planners also use these files in feasibility planning. The MANFOR product is available from the base Manpower Office.

1.4.5.2. DRMD. The deployment requirements/manning document (DRMD) subsystem provides the mechanism to assign "faces" to the "spaces." This subsystem manages and stores the data on each individual a unit assigns to a primary mobility position. This subsystem gives the capability to easily make changes in those assignments when someone is not available to deploy. The main product is called the DRMD. The subsystem also generates other needed deployment documents such as contingency, exercise, and deployment (CED) orders. Just as with LOGPLANs, a unit must create DRMDs for each OPLAN, exercise, or actual deployment and maintain a current exercise DRMD that reflects the most challenging tasking. From the exercise DRMD database, simply add, delete, or substitute personnel as needed to support an actual deployment. Get the DRMD information through the Personnel Readiness Unit (PRU) in the Military Personnel Flight (MPF). Create these products from the UDM module of LOGMOD.

1.4.6. Cargo Movement Operation System (CMOS) and the Computer Aided Load Manifesting System (CALM). The transportation community uses these two systems. CMOS draws on data units provide to LOGMOD and MANPER-B and from data obtained from CALM. Movement requirements for each UTC must be entered by hand into CALM. **Note:** CALM is scheduled to be replaced by the Automated Load Planning System (ALPS), which draws data directly from LOGMOD.

1.5. UTCs—The Building Blocks. A UTC is a potential unit of capability focused on accomplishing a specific mission the military Service component provides. A UTC can consist of a manpower force element listing (MFEL) only, a LOGDET (equipment) only, or both manpower and equipment. UTCs are represented by a five-character, alphanumeric code. All CE UTCs begin with "4F." War planners use UTCs to document total Air Force manpower and logistics requirements needed to support the national military strategy during operational planning and execution activities. The MISCAP associated with a

UTC defines the basic mission of the UTC. A right-sized UTC is one that provides a generic building block capability. This provides greater flexibility to planners and enables optimal support to the warfighting combatant commander or component. UTCs are used across the range of military operations (ROMO), whether for peacekeeping operations, humanitarian relief operations (HUMRO), rotational operations, lesser contingencies, or combined with additional UTCs to meet OPLAN requirements. Small UTCs that build upon each other may be necessary to provide greater capability at a given location.

1.5.1. There are two types of UTCs - standard and non-standard.

1.5.1.1. A standard UTC is a UTC in the MEFPK and Type Unit Characteristics (TUCHA) data file with complete movement characteristics in both files. Such a UTC would be of fixed composition. Standard UTCs are used in JOPES/DCAPES to identify manpower and logistics requirements for deployment, movement planning, and plan execution.

1.5.1.2. A non-standard UTC is a UTC in the MEFPK and TUCHA file without complete movement characteristics. The two types of non-standard UTCs are “Z99” and “Associate” UTCs. Examples are 3FZ99 and 4FZZZ.

1.5.1.2.1. There are occasions when a planner does not have a standard UTC to move his manpower and/or equipment. A “Z99” non-standard UTC in the TUCHA allows a planner to enter the UTC “shell” into a TPFDD. The planner can then build specific detailed requirements in the TPFDD using DCAPES.

1.5.1.2.2. Unit manpower that provides excess capability but cannot be captured in a standard UTC will be postured into an “Associate” UTC (A-UTC). A-UTCs are placeholders for all deployable positions that cannot fit into an existing standard deployable UTC. Each functional area has an A-UTC to represent that functional area. The A-UTCs themselves are not deployable, but the authorizations postured within the UTC are deployable.

1.5.2. Prime BEEF UTCs: Prime BEEF UTCs can be viewed on the CE UTC Management community of practice (CoP) at:

<https://afkm.wpafb.af.mil/ASPs/CoP/EntryCoP.asp?Filter=OO-EN-CE-23>. This link provides a list of Prime BEEF UTCs, mission capability statements, UTC manpower composition and equipment requirements.

1.6. MEFPK Responsible Agency, Pilot Units, and Non-Pilot Units. The Air Force (and the other military services) use the MEFPK to create, store, and update the information on its standard UTCs. MEFPK has two subsystems: MANFOR and LOGFOR. The MANFOR contains the MISCAP and the manpower details. The LOGFOR contains the logistics details and movement characteristics. Standard MEFPK data for any UTC is adjusted only when needed.

1.6.1. A MAJCOM is assigned MEFPK responsibilities for each UTC. The MEFPK Responsible Agency (MRA) ensures detailed MANFOR and LOGFOR data is developed, maintained, and entered into the MEFPK database for use throughout the Air Force. The MRA generally does not do the work. It designates a “pilot unit” to develop the standard LOGDET. **Note:** HQ AFCEA/CEXX has been designated as the MEFPK command and pilot unit responsible for all standard Prime BEEF UTCs.

1.6.2. CE uses the Equipment and Supply Listing (ESL) to identify specific items of equipment and supplies required to meet the MISCAP. The designated pilot unit acquires those items; establishes a good way to pack and load the equipment and supplies onto 463L pallets in accordance with (IAW)

AFI 10-401, Chapter 5 to minimize the transportation requirements (footprint); and satisfies all restrictions placed on shipping normal, sensitive, and hazardous cargo. In effect, the pilot unit creates the “model” packing plan for each pallet. A load of equipment and supplies for a UTC is referred to as a cargo increment. Typically an increment is the load that fits on a standard 463L pallet or in a vehicle or a trailer. To more easily identify and track the loads, each cargo increment in a UTC has its own number.

1.6.3. Utilizing the UTC ESL as the source document for development of the LOGFOR, pilot units pack and weigh the pallets and, through the servicing Logistics Plans office, coordinate its change recommendations with all the non-pilot units to ensure they can posture the UTC as designed (non-pilot units are all other units that must posture the UTC). When everyone agrees to the packing standards, the pilot unit forwards the data to HQ USAF, where the standard MEFPAK LOGFOR files are updated. Each quarter, HQ USAF makes the updated information available to the joint planning community through DCAPEs.

1.6.4. Pilot units have an obligation to keep non-pilot units informed of changes in the LOGDET. Sometimes they send a message or email direct; sometimes the information is passed to the MAJCOMs or posted to the CE UTC Management CoP located at

<https://afkm.wpafb.af.mil/ASPs/CoP/EntryCoP.asp?Filter=OO-EN-CE-23>.

1.7. Force Modules (FM). An FM, as defined in the Chairman, Joints Chiefs of Staff Manual 3122.01A, JOPES Volume 1, *Planning Policies and Procedures*, is a planning and execution tool that provides a means of logically grouping records, which facilitates planning, analysis and monitoring. FMs may include both forces and sustainment. The elements of FMs are linked together or are uniquely identified so they may be extracted from or adjusted as an entity in the JOPES databases to enhance flexibility and usefulness of the operations planning and execution process. AETF FMs are the basis from which the AEF lead wings are postured and sourced; in addition, they are the basis from which provisional combatant commander functional capability requirements are sourced. Functional Area FMs provide an additional mechanism for packaging UTCs in larger groups for “teaming” of smaller/modular UTCs when needed. UTCs are not static. They are created, adjusted, and canceled in response to changing threats, organizational adjustments, new equipment, and changing force employment strategies.

1.7.1. Force Presentation Force Modules.

1.7.1.1. The AETF FMs are defined as a grouping of combat and expeditionary combat support (ECS) UTCs with accompanying supplies and required non-unit re-supply and personnel necessary to sustain forces for a minimum of 30 days.

1.7.1.2. The Functional Area FMs can also be a grouping of combat and ECS UTCs; however, they provide a more specific capability than the AETF FMs. They can be OPLAN-dependent or used for Force Tracking.

1.7.2. AETF FMs. The AETF FMs are a method of packaging command and control, operational mission, and ECS forces for presentation to a combatant commander through the commander of Air Force forces (COMAFFOR) and component commanders. The modules were developed to provide a standardized template optimizing initial planning through rapid requirements generation.

1.7.2.1. The AETF FMs consist of six scalable, modular elements: Open the Airbase, Command and Control, Establish the Airbase, Generate the Mission, Operate the Airbase, and Robust the Airbase.

1.7.2.2. When utilized in concert, the scalable AETF FMs provide capabilities required to open, establish, and operate an Air Expeditionary Wing (AEW) or Group (AEG). AEGs are normally formed utilizing the Generate the Mission FMs as tenant organizations at an Air Force, joint, or coalition operating location as long as the Service/nation responsible for providing base operating support can provide sufficient support capabilities for the AEG to establish adequate command and control over assigned forces.

1.7.2.3. Each element is built on capabilities required to accomplish specific processes necessary to achieve desired effects. The capabilities contained within each module element are designed to work synergistically.

1.7.3. Open the Airbase. This module provides the capabilities to open an airbase, regardless of the follow-on mission. Open the airbase forces will normally arrive first and assess the airbase for establishing minimum airfield operating parameters, developing command and control, and supporting host-nation support capabilities. If extensive runway preparation is not required, then the Initial Operating Capability (IOC) for this module is approximately 24 hours. For the IOC module, **CE provides a 2-person element from Prime BEEF for beddown planning as well as Airborne RED HORSE for runway repair/preparation, and limited EOD, Readiness and FES support.**

1.7.4. Command and Control. This module contains the capability to establish an AEW command and control structure, which includes initial maintenance group, mission support group, operations group, and medical group staffs. This module begins at some point on or after C-0 and must be in place prior to any command elements leaving from the Open the Airbase FM. The Command and Control FM IOC should be established in approximately 16 hours.

1.7.5. Establish the Airbase. This module contains limited forces to bring the base to an IOC. This module will provide capabilities to build and modify existing and deployed support infrastructure (petroleum, oils, and lubricants (POL), munitions storage and operating sites, maintenance shelters, tents, electrical), establish 24-hour day/night mission operations, enhance force protection, and communications. Establish the Airbase FM begins at some point after C-0 with its efforts integrating with the Open the Airbase FM. This FM should achieve IOC in approximately 10 days. **CE provides the bulk of Prime BEEF to this module as well as RED HORSE.**

1.7.6. Generate the Mission. There are 13 Generate the Mission FMs. These Generate the Mission FMs will produce the desired military effects as requested by the combatant commander. These FMs are intended to provide a rapid response and to conduct operations within 36 hours of initial arrival.

1.7.7. Operate the Airbase. The Operate the Airbase FM contains mission support forces needed to achieve full operating capability. Forces within this module make the initial operating capabilities of the airbase more robust. This module will provide capabilities to enhance force protection, communications, cargo handling, and quality of life activities such as chaplain, fitness, library, health care, feeding and sheltering, and reach-back support. This module brings the airbase into a steady, robust state of operational capability. The timing of force flow begins on or after day C+2 and reaches closure on or before day C+14. This FM should achieve IOC in approximately 7 days. **CE provides additional forces as needed.**

1.7.8. Robust the Airbase. The Robust the Airbase FM contains those support forces that would typically not arrive until 30 days after an operating location is established. This module provides additional ECS forces to robust the capabilities already in place from the previous FMs until a rotational

operation can be implemented. The Robust the Base FM is considered part of the baseline structure for the AETF.

1.8. Air and Space Expeditionary Force (AEF). The AEF is the Air Force's methodology for organizing, training, equipping, and sustaining rapidly responsive air and space forces to meet defense strategy requirements. Through the AEF, the Air Force supports defense strategy requirements using a combination of both permanently assigned and rotational forces.

1.8.1. AEF Structure. The Air Force's total force is organized into ten equally capable AEFs and one Enabler. This is achieved by aligning Air Force installations and available UTCs into the 10 AEF libraries so each AEF possesses roughly equal capabilities. The resulting 10 AEF plus Enabler libraries provide the forces available to meet the AEF schedule. Most ARC forces are aligned against the 10 AEFs.

1.8.2. AEF Life Cycle. The AEF operates on a 20-month life cycle (a 40-month life cycle for ARC forces). This cycle includes periods of normal training, preparation, and on-call/deployment eligibility.

1.8.2.1. An approximately 14-month normal training period concentrates on unit missions and basic proficiency events IAW applicable Air Force directives and Air Force Specialty Code (AFSC) requirements and may include joint, Air Force, or MAJCOM exercise participation (exercises of less than 30 days duration) such as Eagle Flag and Silver Flag. Most contingency and deployment training should take place during this period.

1.8.2.2. A 2-month final deployment preparation period focuses unit activities on specific deployment preparation activities and area of responsibility (AOR)-specific requirements, if known. Exercises of less than 30 days may be supported if the training is appropriate to AEF preparation.

1.8.2.3. The 4-month deployment/on-call period is the "vulnerability" or "eligibility" window when forces assigned to the tasked AEF (plus Enablers) are available to deploy to meet known requirements, other operational TDY requirements, or JCS exercises of 30 days or more duration. During approved surge operations, deployment commitments may extend outside the scheduled AEF deployment window to meet mission requirements. Individuals and equipment must not participate in any activity that directly impacts their availability to deploy during their AEF window unless specifically approved by appropriate authority.

1.8.3. AEF Availability. Forces postured in the AEFs will be used to meet known rotational expeditionary requirements and emerging operational requirements across the ROMO from humanitarian and disaster relief operations up to and including OPLAN execution. Forces allocated to the tasked AEFs but not tasked to deploy will remain in an on-call status to reinforce forward-deployed forces or provide additional response capability. All AEF forces are vulnerable for OPLAN tasking at all times, including the month immediately following redeployment.

1.8.4. AEF Surge. If requirements exceed forces available in the two AEFs normally available, the AEF is designed to surge to meet increased requirements. In accordance with AFPD 10-4, *Operations Planning: Air & Space Expeditionary Force Presence Policy (AEFPP)*, surge requires Secretary of Defense approval because surge operations may impact the ability of the Air Force to satisfy other combatant commander's requirements and/or sustain sufficient ready forces to meet Strategic Planning Guidance (SPG) and Joint Strategic Capabilities Plan (JSCP) requirements.

1.8.4.1. Through surge operations, the Air Force can make available up to all 10 AEFs plus Enablers, but will require a sustained period after this level of effort to reconstitute the force, during which time Air Force capabilities will be severely curtailed.

1.8.4.2. Surge operations will not be used to support exercises or rotational presence, unless specifically directed by the Secretary of Defense or delegated authority. When the capabilities to support requirements are not in the current AEF pair or available enablers, the Air and Space Expeditionary Force Center (AEFC) will normally reclamation these requirements to HQ USAF/A5 based on Secretary of Defense prioritization guidance.

1.8.4.3. Some capabilities may need to surge at different rates and durations to meet combatant commander requirements.

1.8.5. An AEF deployment can significantly reduce the support available at home station. After their forces have deployed, affected units should identify essential backfill requirements to their sourcing command. The sourcing command reviews the requirements and decides whether and how to fill them.

1.8.6. Prime BEEF teams are very much a part of the AEF concept, and our mission support taskings are unchanged. Initial engineer emphasis remains on force beddown, airfield recovery and augmenting RED HORSE as needed. CE also assist Security Forces in developing physical security measures for force protection.

1.9. SORTS DOC Statement. The base postures UTCs as directed by their MAJCOM. This direction comes in the form of a Designed Operational Capability (DOC) statement. The DOC statement outlines capabilities the unit must maintain, specifies its mission response time, lists UTCs the unit must posture, provides Status of Resources and Training System (SORTS) measurement instructions, and when required, provides special posturing or reporting instructions. Maintenance of DOC statements is explained in detail in AFI 10-201, *Status of Resources and Training System*.

1.9.1. The DOC statement summarizes the unit's wartime tasks and requirements. It does not establish taskings. The DOC statement identifies the capabilities a unit must have "on the shelf," ready to go. OPLANS, OPORDS, functional plans (FUNCPLANS) and concept plans (CONPLAN) tell how, when, and where those forces are used.

1.9.2. The DOC statement may be a printout from the SORTS-DOC Management Information System or an AF Form 723, **SORTS DOC Statement**.

1.10. Essential Publications. Read this pamphlet and the publications listed in [Table 1.1](#). to understand operations planning, to learn the Air Force deployment process, and to get teams ready to deploy. This table provides a short description of the guidance in each publication that will be most useful. Reading AFI 10-210, *Prime Base Engineer Emergency Force (BEEF) Program*, and this pamphlet first will make the other publications easier to understand. Other important publications are referenced throughout this pamphlet. All source documents are listed in [Attachment 1](#).

Table 1.1. Essential Publications.

PUBLICATION	KEY GUIDANCE
AFPD 10-2, <i>Readiness</i>	Establishes standard readiness definitions and measures to ensure accurate decision making across the spectrum of military operations.
AFPD 10-8, <i>Homeland Defense and Civil Support</i>	Provides guidance to apply principles, capabilities, and competencies to Homeland Defense, Civil Support, and Emergency Preparedness missions.
AFPD 10-25, <i>Full-Spectrum Threat Response</i>	Establishes policy to ensure Air Force prepares, plans, trains, and equips personnel to respond to and recover from a full spectrum of physical threat events.
AFMAN 10-100, <i>Airman's Manual</i>	Provides a guide for war skill tactics, techniques, and procedures.
AFI 10-201, <i>Status of Resources and Training System</i>	Provides detailed guidance for preparing SORTS reports.
AFI 10-210, <i>Prime BEEF Program</i>	Provides the basis for the Prime BEEF program, outlines Air Force and MAJCOM responsibilities, and sets training and equipment requirements.
AFI 10-211, <i>Civil Engineer Contingency Response Planning</i>	Helps civil engineers plan initial responses enemy actions, major accidents, natural disasters, and other contingencies.
AFPAM 10-219, Volume 1, <i>Contingency and Disaster Planning</i>	Provides information to help civil engineer units plan responses to contingencies, disasters, war and other military operations.
AFI 10-244, <i>ART Reporting</i>	Provides guidance for PB managers in preparing ART reports.
AFI 10-245, <i>Air Force Antiterrorism (AT) Standards</i>	Establishes guidance for Air Force AT Programs and integrates security precautions and defensive measures.
AFI 10-2501, <i>Air Force Emergency Management (EM) Program Planning and Operations</i>	Defines the Emergency Management Program.
AFI 10-401, <i>Air Force Operations Planning and Execution</i>	Outlines the entire planning and execution process. This is a Logistics Planning directive document.
AFMAN 10-401, Volume 2, <i>Planning Formats and Guidance</i>	Provides guidance on Air Force-unique planning aspects.
AFI 10-403, <i>Deployment Planning and Execution</i>	Skim this short instruction for general information on deployment planning. This is the directive document.
AFI 10-404, <i>Base Support Planning</i>	Outlines how base support plans play in operations planning and what role CE must play.
Installation Deployment Plan	Details deployment process used on base and lists unit responsibilities. Read and understand all of it.
WMP-1, CE Supplement	Provides guidance for MAJCOM CE planners, which is good background material for base level.

Chapter 2

PROGRAM MANAGEMENT

2.1. Introduction. Management of the unit Prime BEEF program requires a proactive effort to keep the teams staffed, trained, equipped, and ready to deploy. It is the responsibility of everyone within the unit, from commander to each Airman. Every flight has a role in ensuring CE meets the combatant commander's objectives.

2.2. Unit Commander's Role.

2.2.1. In words and actions, repeatedly make it clear that each member in the unit is important to the Prime BEEF mission. Everyone should understand the unit's ability to deploy and support combat operations is dependent on their support as a Prime BEEF team member. This emphasis should be part of the unit's culture. All officers and senior NCOs should share it with their subordinates. Periodically show up at training sessions and exercises.

2.2.2. Assign quality personnel to Prime BEEF leadership positions. The Prime BEEF program will only be as good as the personnel who manage it, and good personnel will overcome most problems they will encounter. Start by appointing the Prime BEEF manager/UDM, then assign UTC functional subject matter experts (SMEs). Brief and motivate them on the criticality of their responsibilities.

2.2.3. Provide guidance and support. Early on develop goals and expectations for the Prime BEEF program. Clearly state those to the UDM and functional SMEs, and expect good "production" from them. Assist by supporting their efforts and demand others in the unit support them as well.

2.2.4. Posture and equip the Prime BEEF UTCs as directed in the unit's DOC statement and the Prime BEEF ESL. Ensure all Prime BEEF team members are organized, equipped, and trained to perform their duties and all equipment is on hand and ready to deploy. Budget for equipment, supplies and training TDYs.

2.2.5. Upon assuming command, when the unit's DOC statement changes, and at the annual review, sign the DOC statement acknowledging understanding of the unit's mission task IAW AFI 10-201. The DOC statement is, in effect, an order to posture the specified UTC capabilities. If the unit cannot meet DOC requirements for any reason, notify the MAJCOM Prime BEEF Functional Area Manager (FAM) and the local Logistics Plans Flight for guidance.

2.2.6. Get the shop superintendents and functional SMEs actively involved in monitoring their teams' training, equipment, and personnel status. The functional SMEs should be thoroughly familiar with the team equipment, training requirements, and deployment procedures. Functional SMEs should be responsible for organizing and coordinating team skills training. They should also perform an annual inspection and maintenance review of their teams' equipment and supplies. Ensure all squadron leadership (officers and senior NCOs) are actively involved in supporting the Prime BEEF mission. Lessons learned from Operations ENDURING FREEDOM and IRAQI FREEDOM (OEF/OIF) revealed UDMs cannot do the job alone. In fact, the UDM may be deployed. In this situation, success or failure in future taskings will directly relate to the level of effort (and emphasis) placed on training and educating the unit's leadership.

2.2.7. Determine the overall level of unit combat readiness. Objective factors portray the status of selected unit resources measured under the areas of personnel, equipment and supplies on hand, equipment condition, and training. For additional guidance see AFI 10-201.

2.2.8. Ensure officers and NCOs learn and understand the details of Prime BEEF. Areas of interest include: (1) UTCs the unit must posture, (2) the mission capability (MISCAP) of each UTC, (3) the personnel/equipment requirements for their team, (4) how a team is mobilized and deployed, and (5) what is expected of them.

2.2.9. The Prime BEEF manager, UDM, or functional SMEs should brief Prime BEEF team status monthly to the commander and senior personnel in the unit. Suggested topics include current and projected UTC staffing, equipment status, training status, annual training schedule, and budgeting needs. Problem areas and corrective actions are appropriate items for discussion. **Do not discuss classified SORTS C-levels in any meeting unless proper security measures have been taken.**

2.2.10. Conduct unit deployment exercises and inspections to determine the unit's capability to mobilize and deploy personnel, equipment, and supplies as specified in the installation deployment plan (IDP). Use a self-evaluation program to keep the Prime BEEF program working effectively.

2.2.11. Ensure the Prime BEEF manager works with the base Manpower Office to ensure UTC taskings can be satisfied by available authorizations in the UMD.

2.2.12. Functionally align the EM Flight into two elements: Emergency Management and Prime BEEF. If feasible, consider converting one of the Prime BEEF military positions to a civilian position to ensure program continuity. If a civilian is assigned to the Prime BEEF element, this person may be the best choice for the UDM and equipment increment manager. See [Attachment 3](#) for the suggested Prime BEEF organizational chart. (**Note:** ARC forces align these two functions separately)

2.2.13. If appropriate, designate a unit war reserve materiel (WRM) monitor. This person is responsible for looking after WRM items, participating in the annual inspection by the installation WRM office, and maintaining the paperwork. Recommend selecting one of the equipment custodians or a Prime BEEF equipment NCO to do this job. In most stateside units, the only WRM items are the 463L pallets, netting, and dunnage.

2.3. Prime BEEF Manager/UDM Responsibilities. The Prime BEEF Manager manages the Prime BEEF program and is the OPR.

2.3.1. General Responsibilities.

2.3.1.1. The Prime BEEF element is the focal point for unit deployments and related UDM activities. UDMs, along with functional SMEs and squadron leadership, must understand the IDP and every task associated with deploying each UTC. If possible, ensure there is at least one alternate identified for every deployment task performed in the unit (see [Table 2.1](#)).

Table 2.1. Possible Formal Appointment/Authorization Requirements.

POSITION [1]	METHOD OF APPOINTMENT [2]	PAPERWORK SENT TO [3]
ART Monitor	Letter signed by unit commander	*
Cargo Increment Monitor	Letter signed by unit commander	Logistics Plans Flight
Deployed Equipment Custodian for each UTC	Letter signed by unit commander	EMS in Base Supply and a copy to the Logistics Plans Flight
Deployed Munitions Custodian	AF Form 68 signed by unit commander	Munitions Flight in the Maintenance or Munitions Squadron and a copy to the Logistics Plans Flight
Deployed Weapons Custodian for each UTC	Letter signed by unit commander	Mobility Section in Base Supply and a copy to the Logistics Plans Flight
Equipment Custodian [4]	Letter signed by unit commander	Equipment Management Section (EMS) in Base Supply
Hazardous Cargo Certifier	Letter signed by unit commander after individual is formally trained	Combat Readiness Flight in Base Transportation (or the Air Freight Flight in the Aerial Port Squadron)
Munitions Custodian [4]	AF Form 68 signed by unit commander	Munitions Flight in the Maintenance or Munitions Squadron and a copy to the Logistics Plans Flight
Personnel authorized to pick up medical records on deploying personnel	Letter signed by unit commander	Medical Records Section in the base medical unit
SORTS Monitor	Letter signed by unit commander	Base SORTS Manager (normally in the base command post)
Unit Deployment Manager	Letter signed by unit commander	Installation Logistics Plans Flight
Weapons Custodian [4]	Letter signed by unit commander	Mobility Section in Base Supply

[1] Also applies to alternates.

[2] This column lists the common method. The format and required information may vary at each base. Normally the commander's representative may also sign.

[3] This column lists the usual base OPR; may be different at each base.

[4] In-garrison custodian. This person may or may not serve as the deployed custodian.

* Follow local guidance for appointment letter distribution.

2.3.1.2. Develop a working relationship with the installation deployment officer (IDO) and staff; these relationships are explained in detail in **Chapter 6**. Participate in base deployment planning and training meetings. Use annual staff assistance visits to improve the unit program.

2.3.1.3. Understand the commander's goals and priorities and keep him/her informed. The commander must know the status of team equipment, personnel, and training. Advise the commander about plans, problems, and proposed solutions. Schedule time each month to update the commander. As a minimum, do it when presenting the monthly ART and SORTS report for the commander's assessment.

2.3.1.4. Push to get as much training time as possible, but work with the Operations, FES, Programs, Readiness and EOD Flights to find a good balance between time spent on base O&M activities, on quality training, and on deployment, contingency, and warfighting preparations.

2.3.2. Planning.

2.3.2.1. Prepare CE inputs for the IDP. The IDO (usually from the Logistics Plans Flight) provides the instructions and format for input to the IDP, previously called the “base mobility plan.” Review all annexes in the plan as other functional areas may task CE.

2.3.2.2. Establish unit internal procedures to deploy Prime BEEF UTCs. Prepare detailed instructions and checklists for each deployment task. Instructions and checklists should cover: (1) unit deployment control center functions and set up, (2) personnel recall, mobilization, and processing, (3) equipment marshaling, preparation, and movement, (4) storage and issue of mobility bags, (5) storage, movement, issue, and control of weapons and munitions, (6) Prime BEEF team members’ responsibilities prior to, during, and after a deployment, and (7) post-deployment team demobilization and equipment reconstitution.

2.3.3. Personnel.

2.3.3.1. Assign personnel to Prime BEEF teams with support from the UTC functional SMEs. Individuals must meet criteria specified in AFIs 10-201, 10-210, and 10-403, *Deployment Planning and Execution*, to fill UTC positions and be eligible to deploy.

2.3.3.1.1. Most active duty CE units have military manpower authorizations that exceed UTC requirements. These spaces are not excess but cover wartime attrition planning requirements and unit shortfalls. Although the individuals filling those UMD positions are not assigned to a standard UTC, they are assigned to a non-standard UTC (4FZZZ), are subject to deploy, and may substitute for primary team members who are temporarily unavailable. For active units, all military personnel are eligible to deploy and should be assigned to a primary or alternate UTC position. ANG and AFRC units do not have additional authorizations; everyone is assigned to a primary mobility position.

2.3.3.1.2. Assign personnel to mobility positions using a letter signed by the commander. Attach key information such as (1) unit deployment instructions and (2) AEF pair and individual pre-deployment and deployment responsibilities. Have the individual sign and date the letter indicating he/she understands and acknowledges receipt. The signed letter may be used for disciplinary purposes should the member fail to comply with individual requirements and responsibilities (i.e., staying current with immunizations, family care issues, legal matters, medical and dental issues, individual clothing maintenance, responsibility for unit/AF-supplied materials and equipment, etc.). Prepare an AEF card for each individual that shows name, rank, squadron and AEF pair assigned (ANG and AFRC personnel utilize employment locator cards). Ensure MILPDS/PC-III AEF information is updated. This is normally handled by the commander’s support staff (CSS).

2.3.3.1.3. Team assignments require continuing adjustments. Always keep the commander informed of any permanent and temporary shortfalls.

2.3.3.2. Assign personnel to deployment support positions such as cargo increment monitors, hazardous cargo certifiers, and cargo preparation/pallet build-up teams. These positions are detailed in [Chapter 6](#).

2.3.3.2.1. In coordination with team chiefs, appoint deployment custodians (and couriers) for equipment, munitions, and weapons.

2.3.3.2.2. Some positions must be appointed in writing. Be sure to keep appointment letters and certification requirements current. File copies in the Prime BEEF management file (see paragraph 2.4.) and in the individual personal readiness folders. **Table 2.1.** lists these positions, identifies the method of appointment, and indicates paperwork routing requirements.

2.3.3.3. Keep track of individual duty status and deployment availability. With assistance from the CSS, monitor the duty status and deployment availability (DAV) codes on each military member of the unit. In some cases, these two-digit codes limit deployment eligibility of an individual and can affect the unit's ability to deploy a small UTC. The CSS retrieves the codes from the personnel system through the PC-III/Personnel Data System terminal. The correlation of those codes to deployment eligibility is discussed in **Chapter 3.** Be careful when using the UDM module to draw data from the MANPER-B files. The MANPER-B data is updated only periodically, not in real time. Contact the PRU in MPF to find out when the information was last updated.

2.3.3.4. When assigning personnel to a UTC, ensure the individual has an updated security clearance or is eligible for one. IAW AFI 31-501, *Personnel Security Program Management*, positions identified for deployment will, as a minimum, be assigned a National Agency Check with Local Agency and Credit Check (NACLIC) requiring access to Secret information for the in-country threat briefing. Members who do not have a clearance or are not eligible to get one will not be able to deploy into certain areas or on specific operations.

2.3.3.5. Monitor the unit's current and projected staffing. Notify the commander if shortfalls are long term and will degrade the unit's combat support capability and SORTS C-rating.

2.3.3.6. Monitor manpower changes. Inform the commander and notify/inform the MAJCOM if a UTC position cannot be filled.

2.3.3.7. When a person is newly assigned to a team, brief the new member on the following topics: (1) team assignment, his or her responsibilities, and name of team chief, (2) Prime BEEF objectives and type of work to be performed, (3) directives and deployment plans that apply to Prime BEEF deployments, (4) training and exercise requirements, (5) local alert and recall procedures and responsibilities, (6) tool kits, team equipment, mobility bags, and personal items, and (7) personal responsibilities including financial, legal, and personal affairs. **Attachment 2** provides additional details on suggested briefing topics.

2.3.3.8. Create and maintain personal readiness folders for each military member assigned to the squadron. The minimum contents are based on Wing preference. For more information, refer to AFI 10-403 or the IDP.

2.3.3.9. Brief each functional SME on his or her responsibilities. The briefing should cover functional SME responsibilities in all phases of contingencies, exercises, and operations such as planning and peacetime preparations for training, mobilization, deployment, employment, redeployment, and demobilization. Emphasize pre-deployment responsibilities for team management, equipment maintenance and inspection, and training. Consider developing generic checklists to summarize those responsibilities. Checklists can be stand-alone or incorporated into a unit deployment handbook. Advise functional SMEs of any program or procedural changes.

2.3.4. Equipment and Supplies.

2.3.4.1. Use UTC functional SMEs to assist in acquiring, maintaining and controlling Prime BEEF equipment and supplies. Individual and team equipment requirements are identified in the Prime BEEF ESL available on the CE UTC Management CoP at:

<https://afkm.wpafb.af.mil/ASPs/CoP/EntryCoP.asp?Filter=OO-EN-CE-23>. Acquire additional items (pallets, cargo nets, shipping containers, and packing materials) needed to prepare UTC cargo for shipment. Inspect, inventory, service, and test items and replace shelf-life items. This should be completed at least annually. Ensure reference materials in the team's technical library are available and current; this includes technical orders, regulations, instructions, field manuals, etc.

2.3.4.1.1. To ensure equipment and tools are always serviceable, designate responsible individuals or shops to maintain specific equipment items and vehicles. Be sure to establish inspection and maintenance schedules and report the status to the Prime BEEF Manager.

2.3.4.1.2. Using functional SMEs, annually inventory and inspect all Prime BEEF equipment. Include items such as team kits, home station training sets, mobility bags (if stored by CE) and consolidated tool kits. Document the inventory and inspection results. Replace missing or unserviceable items.

2.3.4.1.3. Keep an accountability file to hold custody receipts for deployed equipment and weapons. Acquisition, maintenance, and control of equipment and supplies are discussed more in depth in [Chapter 4](#).

2.3.4.2. Prepare standard cargo deployment packages/load plans for each UTC. Take advantage of the peacetime, no-pressure environment to build deployment packages/load plans for each of the unit's Prime BEEF UTCs. Begin with the LOGDETs in the standard LOGFOR files and the ESL. Using the LOGDET, the Logistics Plans Flight will create a LOGPLAN file in the LOGMOD system for each UTC. Be sure to forward any discrepancies found within the packaging process to HQ AFCESA/CEXX. This process is addressed in [Chapter 5](#).

2.3.5. Training. In an ideal situation, every unit would have a training site at home station (or nearby) where all contingency tasks could be trained in near-real conditions. All special equipment would be on hand with instructors who were knowledgeable and current, and the unit would train frequently to keep contingency skills sharp. The reality is far different. Limited resources and time for training have forced the CE community to find other ways to train. The first source of information is AFI 10-210, [Chapter 4](#). It gives specific (mandatory) guidance on contingency training requirements for all Prime BEEF personnel. AFPAM 10-219, Volume 1, *Contingency and Disaster Planning*, provides general guidance on developing a unit training program.

2.3.5.1. Ensure personnel are trained. Identify training requirements for each Prime BEEF team member and schedule, document, and monitor the training status of each individual using Automated Civil Engineer System, Personnel and Readiness (ACES PR). Periodically provide team chiefs with the training status of team members. Training requirements are listed in AFI 10-210.

2.3.5.2. Determine who will conduct the required in-house training. It can be done by functional SMEs or by qualified individuals from other CE flights (such as FES and EOD). Be sure the deployment support personnel and teams are also trained.

2.3.5.3. Make arrangements for training conducted by other base organizations. Several base agencies provide required training. The Prime BEEF Manager should appoint one or more individuals to work with other units to identify requirements and schedule training. Additional sources

of excellent training may be found utilizing other services such as Army, Navy or Marines for Air Force-compatible requirements such as Convoy Security, Personal and Work Party Security, Contingency Vehicle Operations, Self-Aid and Buddy Care, etc., especially if such units are available on or near the installation. A little leg work and face-to-face coordination could result in outstanding training being afforded to Prime BEEF personnel.

2.3.5.4. Develop objectives and scenarios for unit and local exercises. Functional SMEs or experienced team members should participate to maximize the training opportunities.

2.3.5.5. Provide Prime BEEF training records to departing members. When a member permanently leaves the unit, provide that individual with a copy of his or her Prime BEEF training record. The record should show what training was received and when.

2.3.6. Deployment.

2.3.6.1. Keep personnel and cargo deployment data current. A base builds its deployment process to meet its most rigorous OPLAN tasking. To simplify deployment preparations, keep the unit's deployment databases up to date, especially the "canned" exercise DRMD files and the LOGPLAN files (including the cargo load and packing lists). These databases tell who will deploy and what cargo they will take.

2.3.6.1.1. The PRU and the base Logistics Plans Flight will periodically ask to have the information in the LOGPLAN and DRMD databases validated. Be sure to adjust the LOGPLANS when changes occur in the UTC LOGDET.

2.3.6.1.2. Keep all shipping paperwork current. This includes documents such as **Shipper's Declarations of Dangerous Goods** and DD Forms 1387-2, **Special Handling Data/Certification**.

2.3.6.1.3. Guidance on maintaining deployment data, reports, and documents is found in **Chapter 3** and **Chapter 5**.

2.3.6.2. Develop a unit deployment handbook. To be most helpful, it should contain everything an individual needs to know about the unit Prime BEEF program and his or her responsibilities. A unit deployment handbook can be a ready reference for personal deployment preparations to include highlighting the base deployment process, summarize functional SME/member responsibilities, listing local points of contact, etc.

2.3.6.3. Ensure team members satisfy individual deployment responsibilities. Periodically check to make sure each team member is up to date with his or her immunizations, has received the training required for overseas deployments, holds a valid driver's license, has dog tags, and has satisfied his or her other personal deployment preparation responsibilities (see paragraph 2.7.). This responsibility can be assigned to or shared with functional SMEs. Periodically provide functional SMEs with the immunization status of team members.

2.3.6.4. Periodically brief unit personnel on the Prime BEEF program and any changes in unit deployment procedures. Brief individual responsibilities, program changes, current activities and exercises. Make the briefings interesting. Use photos or videos to show teams in action. These briefings can take place in conjunction with other unit training or commander's calls. They can be given to the entire unit at one time, to one shop, or to each Prime BEEF team. When possible, include all military and civilian personnel. It is helpful when everyone is aware of the Air Force civil engineer mission and Prime BEEF roles.

2.3.7. Management.

2.3.7.1. Prepare the SORTS report. The unit SORTS monitor or alternate must prepare the supporting documents and calculations and draft the SORTS report for the unit commander. The SORTS report must be submitted each month or when any measured area rating or overall unit C-rating changes. Maintain a record of the unit's C-ratings. If the unit is tasked to provide resources in direct support of another unit, provide timely SORTS data to personnel in the receiving unit so they can prepare their SORTS report (see [Chapter 7](#)).

2.3.7.2. Prepare budget requests for Prime BEEF equipment and training. Develop budget inputs prior to the annual budget call.. Identify or forecast Prime BEEF funding requirements for TDY, equipment, supplies, exercises, munitions and training. Use data from the previous year's training, exercises, and equipment inspections and the latest ESL to identify requirements.

2.3.7.2.1. Include the travel and TDY costs to deploy personnel to the Silver Flag Exercise Sites (for the year scheduled to deploy) and formal school training. Ensure funds have been set aside to attend training on the ACES PR. If the MAJCOM tasks the unit for a deployment or offers a formal training school slot, ask the MAJCOM to fund the training.

2.3.7.2.2. Research other funding opportunities. For example, units participating in military operations or exercises can sometimes use the exercise/operation fund cite to procure equipment and supplies needed to support the exercise or operation. If the unit is selected, ask the budget office or MAJCOM CE FAM for the fund cite. Be pleasantly persistent. A "no fund cite available" answer from the base budget office can mean they have not yet received any information about the exercise/operation. Ask them to check with their MAJCOM.

2.3.7.2.3. Develop a list of unfunded requirements and update it throughout the year. Use the list to compete for end-of-year fallout funds. Have the paperwork ready to order the required equipment/supplies quickly if wing funding is approved.

2.3.7.3. The unit AEF (Air and Space Expeditionary Force) Reporting Tool (ART) monitor or alternate must prepare the ART report via ART 3.0 (SIPRNET) for the unit commander. The ART Report must also be submitted each month or when any UTC status changes to include tasking. Refer to AFI 10-244 and [Chapter 7](#) of this pamphlet for additional information.

2.3.7.4. Keep a Prime BEEF management file/continuity folder. Keep a file or folder to organize the unit's Prime BEEF information. The file should make it easy for everyone in the Prime BEEF element to find information on the "status" of the teams.

2.3.8. Reports and Documents. [Table 2.2](#). provides a short summary of the reports and documents to use to manage the Prime BEEF program and deploy UTCs. It also lists the base units (with likely office symbols) that should be able to provide these products. Use of these reports and documents is discussed in the following chapters. The products are listed in alphabetical order. Many Personnel system products are sorted by personnel accounting symbol (PAS) codes. These eight-position, alphanumeric codes are used to identify each Air Force unit. Some large CE units (most often CE Groups) have more than one PAS code. For those units, request products that include all CE PAS codes. The CSS can tell what PAS codes apply to the unit.

Table 2.2. Commonly Used Reports and Lists.

COMMON TITLE	FULL TITLE	WHERE TO GET IT	HOW USED IN CE
CA/CRL	Custodian Account/ Custody Receipt Listing	EMS (A4SME) [1]	Document used to account for equipment assigned to cost centers in a unit. The Prime BEEF element will have at least one account for peacetime and mobility equipment; can have a separate account for each. See Chapter 4 .
	Custody Receipt Transfer Document	EMS (A4SME)	This is used as the accountability document for deploying equipment. This is an abbreviated CA/CRL that lists only the items on the CA/CRL coded for deployment with the letter "A." This listing is created when a UTC is scheduled to deploy.
	Deploying Personnel Roster	Unit	Document lists all personnel by UTC who are deploying. A unit prints this product using the UDM module.
Desire lists		Personnel System Management (PSM) Section (DPMD) [2]	A generic term used for information/reports retrieved from the personnel computer system. The user defines the information needed. Contact PSM for special information not available from the unit CSS.
DMD	Deployment Manning Document		Obsolete term, but may still see the term used. Replaced by the DRMD. DRMDs are printed in the DMD format.
DOC Statement	SORTS Designed Operational Capability Statement	Command Post (CP)	Identifies the capabilities the unit is required to posture and provides instructions for measuring status of unit personnel, equipment, and training for SORTS reporting. Prepared by the MAJCOM CE FAM.
DRMD	Deployment Requirements/ Manning Document	Personnel Readiness Unit—PRU (DPMD) [2]	DRMDs list manpower requirements and identify individuals to fill specific deployment taskings. A unique DRMD is prepared for each OPLAN or deployment tasking. For deployment exercises, units use a "canned" or exercise DRMD. See Chapter 3 for details. (Also see MRRR.)
ERMD	Employment Requirements/ Manning Document	Deployed PERSCO team	Essentially the same document as the DRMD except it lists the deployed personnel who are actually at the employment location.
FOCUS report		Unit CSS	A generic term used for information/reports retrieved from the PC-III/PDS (Personnel Data System). The user defines the information needed.
LOGFOR	LOGFOR Wing Materiel List [3]	Logistics Plans Office (A4XP) [4]	Provides logistics details and "model" load plan for all equipment and supplies required for a UTC. Information in it is used as the baseline to prepare LOGPLANS. Not tied to a specific OPLAN. See Chapter 4 for details.
LOGPLAN	LOGPLAN Wing Materiel List. [3]	Logistics Plans Office (A4XP)	Provides logistics details and load plan for each CE UTC used in each OPLAN supported. Unique LOGPLANS are created for each OPLAN. See Chapter 5 for details.
MFEL	Manpower Force Element Listing	Base Manpower Office (MO)	Provides mission capability (MISCAP) statement and detailed manpower requirements for each UTC. See Chapter 3 for details.

COMMON TITLE	FULL TITLE	WHERE TO GET IT	HOW USED IN CE
MRRR	Mobility Requirements/ Resources Roster	Base Manpower Office (MO) or PRU (DPMD)	An obsolete term whose use is rapidly fading. Replaced by the DRMD. The MRRR was used to list UTC manpower requirements and identify primary and alternate individuals to satisfy each requirement. The MRRR is not OPLAN specific. Some bases used “an MRRR” as the DRMD for local exercises.
MAER	Mobility Availability/ Eligibility Roster	Unit CSS	Provides deployment availability data. It is a standard report in the PC-III/PDS.
PIMR	Preventive Health Assessment (PHA) and Individual Medical Readiness	Medical Group	Identifies unit personnel needing shots, PHA, dental cleaning/treatment and medical profiles.
UMD	Unit Manpower Document	Base Manpower Office (MO)	Lists all authorized positions (military and civilian) by AFS and grade for each cost center in a unit. Identifies wartime required positions.
Use Code “A” Listing	1RB581 review output	EMS (A4SME)	This listing is sometimes used as the accountability document for the deploying equipment. This is in effect an abbreviated CA/CRL that lists only the items on the CA/ CRL coded for mobility with the letter “A.” May also be called a mobility listing or deployment detail record.
VAL	Vehicle Authorization Listing	Unit VCNCO or Fleet Management Element (A4XO) in Vehicle Operations [5]	Lists vehicles authorized and assigned to a unit including WRM and mobility assets. This is the “CA/CRL” for vehicles.
<p>[1] Located in Base Supply.</p> <p>[2] Located in MPF.</p> <p>[3] Title can vary. May also be called the “Tasked Unit” or “Squadron” materiel list.</p> <p>[4] Located in the Wing Plans Flight.</p> <p>[5] Located in the Base Transportation squadron.</p>			

2.4. Prime BEEF Management Files.

2.4.1. Tasking and Guidance.

2.4.1.1. Current DOC statement for the unit.

2.4.1.2. Prime BEEF directives.

2.4.1.3. Any pertinent HQ USAF, HQ AFCESA, and MAJCOM guidance. Check the HQ USAF/ A7C, HQ AFCESA, or MAJCOM web pages for these documents or contact the OPR for copies. The AEF-C website is a source for additional deployment information. The NIPR address is <https://aefcenter.afpc.randolph.af.mil/>.

2.4.2. Deployment Plans and Instructions.

2.4.2.1. Installation Deployment Plan.

2.4.2.2. All unit deployment instructions and checklists plus the deployment annex from the CE Contingency Response Plan (if used).

2.4.2.3. Personnel alert and recall plans. Have a current recall roster. In addition to the telephone recall, the procedures should cover comm-out recalls (no telephones).

2.4.3. Personnel Data.

2.4.3.1. List of team assignments. Identify functional SMEs along with custodians and couriers for equipment, weapons, and munitions for each UTC.

2.4.3.2. List of deployment support teams and individuals.

2.4.3.3. Copies of the authorization letters for hazardous material certifiers and other appointment letters.

2.4.3.4. Deployment eligibility status of all assigned Prime BEEF personnel, both primary and alternates. The CSS should have this information readily available.

2.4.3.5. Copy of latest DRMD for each UTC.

2.4.4. Equipment and Supplies Data.

2.4.4.1. Copy of the ESL for each postured UTC. Located on the CE UTC Management CoP at: <https://afkm.wpafb.af.mil/ASPs/CoP/EntryCoP.asp?Filter=OO-EN-CE-23>.

2.4.4.2. Itemized list and status of items in team kits, home station training set, contingency support set, mobility bags, environmental and firefighter personal protective clothing sets, weapons, munitions, etc. The itemized lists can be automated or can be annotated extracts from the ESL. The status can be annotated next to each item. Identify where the items are stored.

2.4.4.3. A copy of the most recent inventories and inspection reports of Prime BEEF equipment. Keep a copy of the most recent consolidated toolbox inventories. Identify when the next inspection is due.

2.4.4.4. Copy of the equipment maintenance, calibration, and testing schedules showing when last completed and when due.

2.4.4.5. Documents showing what equipment and supplies are on order and when due in. Keep a log on trouble items. List the personnel contacted along with the date, phone numbers, and a summary of who agreed to do what.

2.4.4.6. Equipment CA/CRLs.

2.4.4.7. Serial number listing of weapons designated for each Prime BEEF team.

2.4.4.8. Munitions custodian file.

2.4.4.9. Copy of latest LOGPLANS, packing and load lists, and shipping documents for each UTC.

2.4.5. Training Data.

2.4.5.1. Copy of annual unit training schedule.

2.4.5.2. Copies of home station training lesson plans.

2.4.6. Deployment and Inspection Reports.

- 2.4.6.1. Reports and responses to MAJCOM and local inspections conducted during the past two years.
- 2.4.6.2. Self-inspection reports.
- 2.4.6.3. End of deployment reports.

2.5. Information Management. The ACES PR module is the approved system, as identified in AFI 10-210, Prime BEEF managers have to manage and document (as applicable) all Prime BEEF-related requirements dealing with training and equipment. ACES PR is designed to aid Prime BEEF managers in day-to-day operations. Prime BEEF managers must perform varied tasks such as equipment and mobility management plus ensuring required unit training is accomplished. Some of these tasks have complex business rules such as calculation of UTC equipment for reporting. Prime BEEF managers will find tools incorporated into the PR module to aid in these tasks. ACES PR will help manage all DOC-tasked UTCs. Ensure data input into ACES PR is timely and relevant. The commander, with support from the MAJCOM, must budget for a recurring ACES PR training program for Prime BEEF element personnel. Keeping information updated within ACES PR can save a lot of time and energy when developing the monthly SORTS report, budgeting for equipment, posturing teams, scheduling training, etc.

2.6. Common Problems – Suggested Solutions. This paragraph lists some controllable problems CE units have experienced and offers ideas on solutions. Share other suggestions with HQ AFCESA/CEX.

- 2.6.1. SORTS training C-rating drops below C-1. Do not let the training C-rating fall. Keep track of training status and forecast SORTS status so the unit is not surprised. Get training quotas early. Forecast Silver Flag training requirements to the MAJCOM. Refer to AFI 10-210 (paragraph 4.4.6) for information on SORTS reporting exceptions/waivers.
- 2.6.2. Deployment data and shipping documents are not current. Complications arise when engaged in a local exercise or actual deployment. Updating the DRMD and LOGPLAN data and shipping documents, as changes occur, eliminates this problem or reduces it considerably.
- 2.6.3. Appointment or authorization letters not current. Keep hazardous cargo certifiers trained and their documentation up to date. If not done, cargo may not pass cargo processing during local or actual deployments. Weapons and ammunition pickup will be delayed if custodian appointments are not current.
- 2.6.4. Internal information databases are not current. This complicates making accurate, reliable SORTS calculations. When out of date, the unit must scramble to get accurate information and perform the calculations and thus reduces the value of maintaining this information in the computer.
- 2.6.5. The unit ignores “red flags” found in self-evaluations or in inspection reports of other units. Self-evaluations and inspection reports give the opportunity to identify and fix problems before others expose them.
- 2.6.6. REPEAT findings from MAJCOM inspections. Since advance notice of inspections is given, be sure to review old findings. Always fix the old findings and make sure they stay fixed.
- 2.6.7. Only one person is trained to prepare SORTS report. Always have at least two trained personnel who know where the information is kept and how to make the calculations, when primary person is TDY or on leave.

2.6.8. Poor control of assets and poor maintenance of equipment. This is a problem that arises when a Prime BEEF team arrives at the employment base. It hampers their ability to support the mission. Depending on location, work-arounds can often be found, but there is little excuse for this situation.

2.6.9. Poorly trained deployment support teams. Well trained and frequently exercised, deployment support teams (cargo preparation/pallet build-up teams, quick fix teams, local weapons and ammunition escorts) greatly simplify the deployment process.

2.6.10. Individuals who do not take family care seriously. Invariably someone will deploy from the unit who did not make adequate preparations for family care. This does not affect the program or deployment, but it does take time, both at home station and at the employment location, to resolve the problem. Unexpected problems are a different story and deserve prompt attention. The solution is to continually emphasize the importance of a quality family care plan or personal care plan.

2.6.11. Losing weapons. Impress on everyone the loss of a weapon is very serious. Anyone who has custody of one or more weapons needs to keep hands-on protection of the weapon. Be sure to use custody transfer documents or hand receipts. File them in a safe place.

2.7. Responsibilities of Other CE Flights. All CE flights have important roles in preparing and deploying the unit's Prime BEEF teams and all CE Flight Commanders will ensure their flights cooperate with the Prime BEEF manager so teams are deployed on time, with the right equipment and personnel. Flight Commanders have lead responsibility to ensure all flight personnel are properly trained and equipped to deploy. The Flight Commander and/or Flight Superintendent will ensure cooperation between their personnel and the Prime BEEF manager for training and maintaining individual and team kits. The FES, Operations, Programs, Readiness, and EOD Flight Commanders have the following responsibilities:

2.7.1. Inventory and maintain respective Prime BEEF equipment kits. This includes all team and individual equipment.

2.7.2. Identify personnel for UTCs, provide personnel forecasting and ensure deployment availability of assigned members

2.7.3. Update recall rosters.

2.7.4. Assist with developing LOGPLAN information and preparing shipping documents.

2.7.5. Provide vehicles, operators, and communications to support deployment preparations.

2.7.6. Provide input into the Prime BEEF annual training plan, monthly training days and field exercises.

2.7.7. Provide trainers to conduct CAT I and CAT II training requirements in accordance with AFI 10-210.

2.7.8. Make personnel available for all scheduled training.

2.7.9. Provide information to the Prime BEEF manager on equipment status for the SORTS reports.

2.7.10. Compile/disseminate lessons learned from returning AEF teams.

2.8. Functional SME Responsibilities. Functional SMEs serve as team leaders and play an important role in getting their teams ready. They should be involved in pre-deployment and deployment activities. In doing so, they learn what must be done to redeploy from an employment location and also learn about

their personnel, their teams' capabilities, and the equipment they have available. Functional SMEs should be key players in planning, organizing, and conducting team training and in maintaining team equipment and supplies. To properly lead the team and to prepare for redeployment, consider the following responsibilities, many of which continue through the employment phase of an operation.

2.8.1. Know the base deployment process for the team. Know what tasks must be completed and who should do them. This includes the tasks performed by team members and those performed by the CE teams and individuals providing deployment support for the team. **Chapter 6** and its related attachments provide much of the deployment process information. Be able to manage the deployment activities for the team. Remember, someone will be the "UDM" for redeployment. Consequently, they should be able to use the information in the LOGPLAN database, know how to make changes through the UDM Module in LOGMOD, and be able to read and annotate the printed LOGPLAN Wing (or Tasked Unit) Materiel List.

2.8.2. Set up the team's organization and chain of command. Ensure all team members know the chain of command and are briefed on their responsibilities (this should be documented in each individual's readiness file). Fully explain any special responsibilities assigned to personnel. Use the team's chain of command during training periods and local exercises.

2.8.2.1. In conjunction with the Prime BEEF element, designate the primary and alternate equipment, weapons, and munitions custodians for the team and ensure they are trained. The custodians will be responsible for the accountable equipment, weapons, and ammunition when the team deploys. At home station, the Prime BEEF manager is often responsible for equipment management, so before deploying, the custodians must sign for the equipment, weapons, and ammunition (see **Chapter 4**). One person can be custodian for all three accounts or the responsibility can be divided.

2.8.2.2. In coordination with the UDM, select the cargo, weapons, and ammunition couriers for the team. Select a minimum of two individuals for each chalk and ensure they are trained. Sometimes it becomes necessary to off-load cargo or to transfer cargo to another aircraft at an intermediate stop. If the second aircraft is smaller, the couriers may be asked to select which cargo will go first. Be sure he or she knows the priorities. A courier remains with all off-loaded cargo to ensure it arrives at the final destination. Again, one person can cover all three assets or the responsibility can be divided.

2.8.2.3. Make sure there are personnel on the team who have been trained in cargo preparation, pallet build-up, and hazardous cargo packing and certification. They will be needed for redeploying the team. To improve equipment accountability during redeployment, consider including the equipment custodian on the pallet build-up crew.

2.8.2.4. Designate someone to serve as the vehicle control officer (VCO). This individual will need to maintain control of the vehicles at the employment location, whether the vehicles are rented locally or are pre-positioned military assets.

2.8.3. Monitor the team's personnel situation and team capability.

2.8.3.1. Keep abreast of individuals on TDY, leave, in the hospital, and awaiting PCA, PCS, discharge, etc. The CSS and Prime BEEF manager can help in this area.

2.8.3.2. Report changes in personnel and team status to all appropriate levels.

2.8.3.3. Periodically assess the team's ability to meet its DOC and determine its limiting factors (LIMFACs). If there are problems that cannot be solved, advise the Prime BEEF manager and the unit commander. Be prepared to offer solutions.

2.8.3.4. If required, keep a current recall roster with addresses and phone numbers of team members.

2.8.4. Ensure all ESL-identified equipment is available, in working order, and serviced for deployment. First, know what team equipment is required and what capabilities that equipment provides. Know on what pallets or in what containers the equipment items are loaded. Conduct periodic inventories with the Prime BEEF manager to ensure all required team kit items are available and in working order.

2.8.4.1. Ensure equipment items are maintained, calibrated, tested, or serviced as required by the technical orders (T.O.) or manufacturers' manuals.

2.8.4.2. If something is lost or broken during an exercise or deployment, have it repaired or replaced. The custodians should do this, but the functional SME should follow up.

2.8.4.3. Supervise the annual inventory of consolidated tool kits to ensure the tools are available and serviceable.

2.8.4.4. Ensure current technical orders, regulations, and manuals of equipment listed in the ESL are available for deployment.

2.8.4.5. Observe the preparation, packing, loading, and palletizing of the team's equipment and supplies. This gives a better appreciation for the effort and time required to perform these tasks.

2.8.5. Plan, organize, and conduct team training. Work with the Prime BEEF manager to plan and organize team training. Then supervise, conduct, or participate in that training. Ensure training is documented on sign-in sheets and in ACES PR. Sign-in sheets need to be kept in accordance with AFMAN 37-123 (will convert to AFMAN 33-363), *Management of Records*. Keep records of which members receive team training and provide those records to the Prime BEEF manager. Monitor team training status from the records maintained by the Prime BEEF element. If someone is overdue for training, discuss it with the Prime BEEF manager and the person's supervisor to ensure the individual is scheduled for and attends training as soon as possible. Be actively involved in developing the objectives and scenarios for unit and local exercises.

2.8.5.1. Know the roles in establishing a bare base. In most contingencies, this will be the first and most challenging mission. Know how to site facilities and where to place utility systems. Understand how to construct physical force protection methods. Know the procedures for base recovery, hardening of facilities and utilities, reconstitution, redeployment, etc. Learn the information on contingency operations in the AFPAM 10-219 and AFH 10-222 series publications and in AFMAN 10-100, *Airman's Manual*.

2.8.5.2. If not in the team kit, pack a contingency reference library—either the paper copies or electronic versions.

2.8.5.3. Develop personal deployment checklists. Consider the actions needed to deploy the team. Also consider what will be needed at the employment location to help assess the situation, determine available resources, and guide initial actions. We offer these ideas to improve the usefulness of checklists. Get a copy from your predecessor, modify it as needed, and leave a copy for your

successor. Develop checklists with the help of other functional SMEs, senior NCOs, and officers. Share ideas and lessons learned. Have experienced personnel critique the checklists.

2.8.5.4. Understand the mission tasking. Gather site information. Review any Wartime Operations Files the unit may have on OPLAN employment locations.

2.8.5.5. Review threat documents for en route bases and deployment locations. These are available at the base/wing Intelligence Flight or through the classified computer network under INTELINK(S) (the command post may have access to INTELINK(S)). Teams need to know what situation they face when deploying. Some of these files provide useful information. Others are too general to be of much use. Consider sending another officer or senior NCO to check out these files.

2.8.5.6. Ensure team members are ready for deployment. When alerted for a possible deployment, conduct pre-deployment checks to ensure each person has completed personal preparations. Equally important is the need to prepare personnel mentally. As soon as possible, give them a “warning order.” Brief them on the expected mission; conditions; duration of the deployment; personal gear, equipment, and tools to bring; items to hand carry; reporting instructions, etc. **Chapter 6** provides additional information on preparing the team for deployment.

2.8.5.7. Contact the functional SMEs of any augmenting Prime BEEF units to discuss beddown taskings, plans, and leadership roles.

2.8.5.8. Create the force beddown or base recovery plan of action. Clearly define the tasks for subordinates and make sure they understand their tasks, resources, and required completion times. Ensure the latest available data, plans and checklists are being utilized for beddown/recovery plans. Verify through appropriate personnel/offices/directorates.

2.8.5.9. Become familiar with Basic Expeditionary Airfield Resources (BEAR) assets and the role in developing and employing these resources.

2.8.6. Lead the team during all phases of the deployment or exercise. The functional SME is responsible for directing and controlling his or her team members from the time of recall until the end of demobilization. Do not forget the paperwork. Ensure required officer and enlisted performance reports (OPR/EPR) and letters of evaluation (LOE) are prepared on time by the reporting officials, both during and after deployments. Reward exceptional performance. Prepare recommendations for decorations. Initiate disciplinary action when required. Pre-load the necessary publications, forms, and letters on compact disks (CDs) or on the team’s portable computers.

2.8.7. Complete end-of-deployment tasks. Responsibilities do not end upon return to home station.

2.8.7.1. Submit a written end-of-deployment report (see **Attachment 4**). Do not get complacent if this requirement is not identified in the initial tasking. Keep a log of events during the deployment and record tasks, start/completion dates, crew sizes and skills, conditions, problems encountered and their solutions, lessons learned, superior performers, problem personnel, etc. Record anything that will help recollect the facts.

2.8.7.2. Be prepared to give a deployment de-briefing to the commander, wing commander, or MAJCOM staff. Include lessons learned and recommendations to improve future deployments. The audience will depend on the level of interest in the deployment. The “hotter” the operation, the more likely a de-briefing will be needed.

2.8.7.3. Direct the team to reconstitute the team kit/mobility bags and clean the weapons.

2.8.8. Understand SORTS reporting. During deployments, the functional SMEs may have to provide SORTS inputs to the parent unit at home station or to the base SORTS manager at the on-site command post. Know how to calculate the measured factors and prepare the SORTS input. **Chapter 7**, as well as AFIs 10-201 and 10-210, provides guidance. The wing SORTS manager is the local expert.

2.9. Individual Deployment Responsibilities. Each Prime BEEF team member plays a role in making any deployment a success, and it begins with pre-deployment preparations and continues through demobilization. These guidelines apply whether deploying as a member of a team or individually and whether responding to a lesser contingency or a war. Reference AFMAN 10-100 and AFI 10-403 for details on individual preparation and deployment processing.

2.9.1. Redeployment:

2.9.1.1. Upon returning home, inventory the mobility bags at the end of deployment. Identify missing or unserviceable items. Clean and inspect items as outlined in appropriate technical orders—especially the CBRN defense equipment. Repack the bags if stored in CE. Do it well. They could be needed again on short notice.

2.9.1.2. Help clean, inventory, inspect, and store team equipment.

2.9.1.3. If a reporting official, prepare performance reports, LOEs, and recommendations for decorations (as required).

2.9.2. Emergency-Essential Civilians. Emergency-essential civilians assigned to mobility teams should make the same preparations as their military teammates. The requirements can be found in AFI 36-507, *Mobilization of the Civilian Workforce*. Check with the Civilian Personnel Flight for more detailed information.

Chapter 3

PERSONNEL

3.1. Introduction. Filling Prime BEEF personnel requirements is a straight-forward, five-step process. First, determine the manpower requirements. Second, identify a qualified person to fill each required position. Third, ensure those personnel are eligible to deploy if assigned to a mobility position or able to perform the in-place task if assigned to a generation mission. Fourth, document the assignments in the MANPER-B system. Fifth, keep the MANPER-B database information current. The guidance in this chapter applies whether staffing the teams in peacetime or filling an actual deployment tasking. The focus is on mobility requirements, but this chapter does touch on in-place requirements. For specific guidance on assigning personnel to UTCs, see AFIs 10-401, 10-403, 10-201, and 10-210.

3.2. Identifying Manpower Requirements. The DOC statement specifies the wartime mission and lists the UTCs to posture—or what in-place mission the unit must perform.

3.2.1. Mobility Mission. For a mobility-only wartime mission, get the UTC position requirements from the MFEL in the MANFOR files. The MFEL specifies the required positions by AFSC and skill level. For convenience, the manpower details for the Prime BEEF UTCs are listed on the CE UTC Management CoP at: <https://afkm.wpafb.af.mil/ASPs/CoP/EntryCoP.asp?Filter=OO-EN-CE-23>.

3.2.2. In-Place Generation or Combined In-Place and Mobility Mission. For in-place generation missions or combined generation/mobility missions, get the manpower requirements from the UMD. Because there is no standard manpower requirement for in-place generation missions, MAJCOMs determine the requirements for each base and create or adjust the UMD to reflect those requirements. If the unit also has a mobility tasking, the MFEL requirements are incorporated in the UMD. The positions are coded to reflect the wartime requirements.

3.2.2.1. When using the UMD as the source document, check the manpower type codes. As a minimum, all MFEL-specified mobility positions should be listed and coded for mobility, and all emergency-essential civilian positions should be coded for either wartime, in-place (at overseas bases) or mobility. If the codes are in error, advise the base Manpower Office and the MAJCOM Prime BEEF FAM and request the codes be corrected. If in doubt, confirm the requirements with the MAJCOM Prime BEEF FAM.

3.2.2.2. If the UMD requirements do not match the UTC requirements in terms of number of positions by AFSC and skill level, contact the MAJCOM Prime BEEF FAM and base Manpower Office.

3.2.2.2.1. The mismatch may be a result of a conscious decision; for example, the UMD reflects a local staffing condition. In this case, nothing needs to be done unless a position conversion (military to civilian or vice versa) will fix the problem. Even then, a position conversion may have to be delayed until the incumbent vacates the position for whatever reason (e.g., promotion, transfer, retirement, termination).

3.2.2.2.2. The mismatch could also be an error or an oversight. A quick call to the MAJCOM should clarify this.

3.2.2.2.3. The Resources Flight can work these issues for the unit. In either case, work with the base Manpower Office to highlight any UMD/UTC mismatches in the SORTS reports.

3.3. Unit Manning. The UMDs for the active units will normally contain more military authorizations (required and funded) than the minimum number needed for all Prime BEEF teams.

3.3.1. These additional authorizations are not excess to the unit. They exist to cover war planning attrition requirements and unit shortfalls. They also provide a small buffer of military personnel (assuming the authorizations are at least partially filled) to flesh out team vacancies at the time of deployment.

3.3.2. The additional authorizations do not help when actual manning is less than 75 percent in a career field. Just list the shortfalls in the SORTS reports and highlight the impact to the SORTS C-level rating.

3.4. Critical Versus Non-Critical Positions. Each Prime BEEF personnel UTC has both critical and non-critical positions. This distinction is artificial, because all civil engineer positions and skills are essential to accomplishing wartime and contingency tasks.

3.4.1. Critical Positions. In the CE community, critical positions are defined as those required to provide a core of skilled personnel the Prime BEEF team needs to respond to immediate beddown and base recovery tasks. From a beddown perspective, immediate requirements could include provision of minimum-essential facilities and utility services (electric, water, fuel), installation of an aircraft arresting barrier system, expedient expansion of aircraft pavements surfaces, and initial placement of defensive fighting positions and obstacles for force protection. The immediate phase is further defined from a recovery aspect to include not only the repair of runway and taxiway damage but also the expedient restoration of ruptured critical utility lines (electric, fuel, etc.), damaged essential facilities (control towers, command posts, air operations, etc.), EOD, and CBRN operations required to ensure sortie generation. The minimum number of Air Force specialties (AFSSs) and skill levels essential to accomplishing combat force beddown and aircraft launch and recovery repair efforts are designated as critical positions. The intent is to provide a basic, balanced mix of skills for each UTC force package that serves as the nucleus for the engineer capability.

3.4.2. Non-Critical (Essential) Positions. The term “non-critical” when referring to a position or personnel is a misnomer. Non-critical requirements must not be misconstrued to mean the positions are not wartime required. Nothing could be further from the truth. These positions give an engineer unit the ability to perform several tasks concurrently, respond rapidly and effectively, and accomplish more manpower-intensive taskings efficiently. They are essential to complete immediate requirements quickly and to accomplish the short-term requirements. Short-term tasks can be deferred until aircraft are initially bedded down or, in the case of base recovery, until aircraft are launched. Short-term tasks comprise the bulk of engineer requirements. From a deterrence perspective, they include such actions as installing electrical power generation and distribution systems, replacing mobile generators, expanding the base perimeter defense network, constructing aircraft and facility revetments, and providing sustained operations and maintenance. From a warfighting perspective, short-term tasks include such items as base-wide debris removal, expedient repair of secondary utility distribution services, and expedient restoration of non-critical, yet essential facilities.

3.5. Assigning Personnel to Mobility Positions. Identify qualified individuals to fill the required positions for each UTC listed in the unit DOC statement. Assign any remaining unit personnel as alternates to UTC positions for which they qualify. When possible, assign alternates against critical positions first. Individuals filling primary or alternate positions must be eligible to deploy. When making assignments,

follow the specific AFSC and skill-level assignment rules in AFIs 10-210, 10-201, and 10-403 and UTC MISCAP. Standard rules are: assign enlisted personnel to mobility positions based on their control AFSC (CAFSC), and assign officers on their duty AFSC (DAFSC). Be sure to follow any assignment notes in the UTC MISCAP. Firefighters must meet the DOD Firefighter Certification requirements as listed in the 3E7X1 Career Field Education and Training Plan.

3.6. Filling Individual Shortfalls. There are at least four options for filling a UTC position if a position cannot be filled from within the unit. The first two are used when an actual deployment notification or deployment order is received. The next two can be used to fix long-term shortfalls.

3.6.1. On-Base Replacement. Identify shortfalls to the MPF. They will try to find a local replacement. If the unit knows of someone already, this can speed up the process. Getting replacements for non-CE specialties found in other units will probably be more successful. Occasionally some CE specialties (power production, heavy equipment, electrical, etc.) are found in other specialized units, but these personnel may already be committed to another UTC. This option may solve an immediate shortfall, but cannot be relied upon for a long-term fix.

3.6.2. Off-Base Replacement. If the MPF cannot find an on-base replacement, they will ask for help from the MAJCOM. If the MAJCOM cannot support the requirement, it will send the requirement to HQ Air Force Personnel Center. The replacement will not likely deploy with the team. He or she will have to deploy individually and join the team at the employment location.

3.6.3. Emergency-Essential Civilians. While it is not common, we do have civilian employees assigned to deployable Prime BEEF UTCs. Generally they are assigned to special teams. If a civilian employee is required on a UTC and that individual agrees in writing to deploy, and meets all requirements, then he/she can be assigned to a mobility position. Civilians in this status should be formally designated as “emergency essential.” Be sure to complete the emergency-essential paperwork with the Civilian Personnel Flight. The requirements are found in AFI 36-507. Coordinate emergency-essential requirements with the MAJCOM Prime BEEF FAM.

3.6.4. Individual Mobilization Augmentee (IMA). Under certain circumstances, active force units can use Air Force Reserve IMAs to satisfy requirements that are difficult or otherwise impossible to fill. AFI 38-204, *Programming USAF Manpower*, Chapter 3, provides the guidance for establishing these requirements.

3.7. Determining Deployment Eligibility and Availability. Determining deployment availability is a four-step process. First, determine who is present for duty; second, determine who is on leave or TDY and can be recalled and ready to deploy within the DOC response time; third, determine who has any duty status or deployment availability codes that may limit their deployment eligibility; and fourth, decide which of the personnel with codes can still deploy. In reality, these do not appear to be four distinct steps, because they are done at the same time. The rules and procedures apply whether determining eligibility for an actual deployment or for SORTS reporting (in a crisis, the Air Force can adjust the deployment availability rules). As a minimum, each unit must determine the deployment availability of team members monthly for the SORTS report. Units should keep its personnel status up to date, just as it does its equipment status.

3.8. Updating the MANPER-B Database. To complete the process of filling UTC positions, the team assignments must be loaded into the MANPER-B system. For each UTC position, the unit must provide

the individual's name, social security number (SSAN), deployment sequence, and chalk number. The unit must also identify any special individual responsibilities. The base Manpower Office or the Military Personnel system inputs other required information. The information in the MANPER-B database is used to create many documents: the DRMD, Deploying Personnel Roster, CED orders, unit shortfall/LIMFAC reports, etc.

3.8.1. Depending on which MANPER-B product is used, UTC positions are identified by different, but related, codes. On some reports, the position is identified by a mobility requirement identifier (MRI) or a mobility position indicator (MPI). On a DRMD or Deploying Personnel Roster, the "ULN position number" identifies the position.

3.8.2. When personnel and cargo are deployed, they are moved by vehicle or aircraft, and each "load" is processed as a "chalk." The unit must identify the chalk number on which each individual will deploy and the order in which the personnel on the chalk will process (the "deployment sequence"). When a UTC is so large it must be split for movement, each part of the UTC is given a separate chalk number (the ULN remains the same). When making chalk assignments, distribute team leadership and skill experience between chalks to have leadership throughout the team in case a vehicle or airplane is delayed.

3.8.3. When providing data for a deployment, list special responsibilities (team chief, courier, etc.) in the line remarks on the DRMD. AFI 10-215, *Personnel Support for Contingency Operations (PER-SCO)*, lists the standard codes used in CED orders to identify selected responsibilities. The MAJCOM or bases can add local codes to the list. Examples of the standard codes include: "C" if member is cargo courier or "B" if member is classified courier. Use additional codes as specified in supplements to AFI 10-215.

3.8.4. Input assignment information or annotate the latest DRMD paper product and return it to the PRU which will then make the changes in the MANPER-B system. Work with the PRU in the MPF during peacetime or with the Personnel Deployment Function (PDF), when activated following a deployment warning/execution order, to get the civilian assignment information included in the MANPER-B database. The PRU/PDF will load the civilian "face" to the space before making the DRMD database available. The Personnel community calls this a "force gain."

3.8.5. Always keep the assignment information in MANPER-B current. Fewer changes will be required when getting teams ready to deploy, making the job easier. MPF will periodically provide a list to update, usually monthly.

3.9. Reporting Shortfalls and LIMFACs. Be sure to report shortfalls and any associated LIMFACs. Do this through the monthly SORTS reports and, when deploying, in a unit shortfall/LIMFAC report. Keep the Logistics Plans Flight, PRU, and MAJCOM Prime BEEF FAM advised of shortfalls and LIMFACs. LIMFACs are problems, deficiencies, or conditions that decrease capabilities that could prevent a unit from accomplishing its wartime mission. LIMFACs usually require assistance from higher headquarters to resolve.

Chapter 4

EQUIPMENT AND SUPPLIES

4.1. Introduction. Prime BEEF teams are equipped light by design; they deploy with only individual gear and team mobility equipment. This minimizes airlift requirements and enables the teams to deploy quickly. As a result, Prime BEEF teams must rely on external sources for beddown assets, vehicles, heavy equipment, construction materials, and supplies. Those sources include in-place and pre-positioned stocks, separately deployed vehicles and equipment, and local vendors. The mobile team kits provide essential tools and equipment needed to perform initial beddown and base recovery tasks. The individual gear includes equipment and clothing for personal protection and personal clothing and supplies for extended TDY needs. At home station, Prime BEEF teams train for deployments using the mobile equipment, individual gear, and supplemental training assets. Acquisition, storage, maintenance, and accountability of Prime BEEF mobile equipment and load planning and preparation of cargo for deployment are significant responsibilities of the CE unit, both at home and when deployed.

4.2. Required Equipment and Supplies. AFI 10-210, Chapter 5, requires civil engineer units to acquire and maintain the items listed in the CE-unique ESL for each UTC specified in their SORTS DOC statements. For a unit to deploy those items, the requirements must also be included in the MEFPK LOGFOR. The ESL and LOGFOR databases contain different information and serve different purposes, but together they describe the complete cargo deployment package for each Prime BEEF UTC. To acquire an equipment item listed in the ESL, the requirement must also be included in an allowance standard (AS). MAJCOMs specify the required equipment and supplies for in-place generation missions. Because there is no standard for those items, they are not listed in the ESL nor are they addressed in this chapter.

4.2.1. ESL. The ESL consolidates Prime BEEF equipment and supply requirements in one document.

4.2.1.1. The ESL serves three main functions:

4.2.1.1.1. First, it lists all individual and team items (expendable and nonexpendable) a CE unit must requisition and maintain for each UTC. There are separate ESLs to specify requirements for personal clothing and accessories, mobility bags, special protective clothing and equipment, and UTC equipment packages.

4.2.1.1.2. Second, it provides helpful information. It identifies items with a shelf-life, includes information for shipping documents, lists the technical orders needed for the required equipment, outlines special packing instructions, identifies items which require calibration and testing, annotates items which require periodic maintenance and operations checks, and identifies centrally procured (depot funded) versus locally procured items.

4.2.1.1.3. Third, and unique to the ESL, it is the baseline document for calculating equipment availability for SORTS reporting.

4.2.1.2. When the ESL is updated, HQ AFCESA/CEX sends copies to each MAJCOM. In turn, they forward the information to each CE unit. The current ESL can be found on the CE UTC Management CoP at: <https://afkm.wpafb.af.mil/ASPs/CoP/EntryCoP.asp?Filter=OO-EN-CE-23>.

4.2.2. Allowance Standard (AS). ASs prescribe the items and quantities of equipment units and individuals need to perform their peacetime or wartime missions. Only nonexpendable (accountable) equipment items are listed in the standards. ASs are the basis for authorizing and procuring nonex-

pendable mobility equipment. Units cannot order equipment items unless they are contained in a valid AS. Pilot units should not add an equipment item to the LOGDET of a UTC unless the item is listed in an AS. All mobility equipment authorizations are mandatory. A unit must have each required equipment item on hand, on order, or included in an appropriate budget document (if the item is base procured).

4.2.2.1. **Table 4.1.** lists the ASs for the equipment in the Prime BEEF UTCs. ASs 429, 456 and 459 deserve special note, because they are the primary ASs for the Prime BEEF team mobility equipment. The other ASs in the table apply across the Air Force and include CE allowances alongside those for other functions.

Table 4.1. Allowance Standards For Prime BEEF UTCs.

ASC	TITLE
006	<i>Organizational and Administrative Equipment</i>
009	<i>Small Computer System</i>
016	<i>Special Purpose Clothing and Personal Equipment</i>
019	<i>All MAJCOM Vehicle Support [1]</i>
403	<i>General Purpose Tools</i>
429	<i>Civil Engineering Squadron Heavy Repair (RED HORSE) and Prime BEEF Teams</i>
456	<i>Explosive Ordnance Disposal (EOD)</i>
459	<i>Nuclear, Biological and Chemical Defense Equipment [2]</i>
538	<i>Security Police Activities, Organizational Small Arms Equipment, Military Dogs, Associated Equipment, Confrontation Management, Air Base Ground Defense Correction and Detention Equipment</i>
629	<i>Visual Information (VI) Support (Organization/Utilization Equipment)</i>
658	<i>Fixed Ground Communications Security Equipment</i>
660	<i>Equipment Allowances for Non-Weapon Systems Communications Requirements</i>
[1] AS 019 provides vehicle allowances common to all MAJCOMs. ASs 020 through 033 provide special allowances for each MAJCOM in addition to those in AS 019.	
[2] AS 459 provides individual and chemical warfare defense equipment allowances common to all MAJCOMs.	

4.2.2.2. An AS provides a lot more information for each allowed item. The most important information includes the stock number, the nomenclature, part number, allowed quantity, use code, and allowance identifier. AFMAN 23-110, *Standard Base Supply Customer Procedures*, Volume 2, Part 13, Chapter 8, and Part 2, Chapter 22, contains more information on ASs. However, the best sources of information are personnel in the Customer Service and EMS of Base Supply.

4.2.2.3. In a standard such as AS 429, which provides allowances for many different units and UTCs, it is important to know which allowance identifiers apply. For example, AS 429 contains identifiers for RED HORSE, Prime BEEF, Prime RIBS UTCs; Readiness; and Exercise, Evaluation and Training Sites. Allowance identifiers are seven-position, alphanumeric codes that identify

who, what unit, or what UTC is allowed an item (the first three numbers in the identifier are called the allowance source code (ASC) (the ASC is simply the three numbers of the AS) and the last four letters are called the allowance identifier suffix). The preface of an AS provides a functional description and details about each identifier.

4.2.2.4. There are three ways to access ASs. First, establish a requirement through the base's Publication Distribution Office for a copy of the Allowance Standard Retrieval System (ASRS) CD-ROM. Second, get a hard copy report from personnel in the EMS section or the Customer Service section in Base Supply. They can make on-line inquiries through the Air Force Equipment Management System (AFEMS) and can sort the allowances by stock number or by allowance identifier. Third, download ASs from the AFEMS. Check with the CE materials acquisition section. They may already have one of these three sources.

4.2.2.5. The need to know about ASs arises when the unit wants to order an equipment item and is asked for the allowance identifier. Most of the information can come from the ESL or LOGFOR. This means pilot units need to do their homework to ensure the allowance identifiers are listed correctly in the LOGFOR databases. The allowance identifiers will be needed to order non-expendable items for the home station training set.

4.2.3. MEFPAK/LOGFOR. The LOGFOR database is essential. It lists items and the equipment and supplies needed to pack and palletize. Those items include 463L pallets, cargo nets, shipping containers, nesting boxes, etc. The LOGFOR database contains the logistics details of each UTC and provides model load and packing lists for each cargo increment/pallet.

4.2.3.1. Created by the pilot unit, the model load and packing lists identify all ESL mobility items (except personal and mobility bags), identify what containers the items are packed in, and show what pallet positions the containers and items are packed on. The Logistics Plans Flight will make this product available.

4.2.3.2. Do not confuse the LOGFOR Materiel List with the LOGPLAN Materiel List. The LOGFOR shows how the pilot unit loads its equipment and supplies. The LOGPLAN is unit specific and shows how the unit plans to pack the cargo for each OPLAN the unit is tasked to support. The LOGFOR data is the starting point for unit-specific deployment "load planning." That topic is covered in [Chapter 5](#).

4.2.4. Process for Identifying and Adding New Requirements. Appendix 7 to the Civil Engineer Readiness Board (CERB) charter establishes the process the Air Force civil engineer community uses to establish and periodically validate equipment, supply and manpower requirements for our UTCs. Prime BEEF equipment and supply requirements are not static. Minor tweaks, such as code or stock number changes, occur every year. In those cases, the pilot unit will correct the databases.

4.2.4.1. Every two years, each of the five functional areas will perform complete reviews of their UTC ESLs. That frequency provides for stability in requirements but still allows for needed change.

4.2.4.2. Normally the functional panels will authorize ad hoc equipment working groups to perform these detailed reviews. Each working group will be chaired by the HQ AFCESA/CEX functional manager and will be comprised of a voting member from each MAJCOM and ANG, unit-level functional experts, and pilot unit representatives. Working with the MAJCOMs and ANG, each chairman will determine the exact composition of the working group. Individuals from

other organizations who can provide special expertise may be invited as technical advisors, as required.

4.2.4.3. The working groups have authority to change UTC requirements within established limits (discussed later). HQ AFCESA/CEX will publish and send the approved changes to the MAJCOMs and ANG. Working groups must refer recommended changes above these thresholds to their respective panels (Prime BEEF & Contingency Training Panel, Civil Engineer Readiness Panel, EOD Panel, and Fire Panel). The panels will review and provide recommendations for approval/disapproval to the CERB. HQ AFCESA/CEX will then host an annual ESL/AS reconciliation meeting with the AS managers and MAJCOM representatives. When the AS databases have been updated, the pilot unit will adjust the logistics details in the LOGFORs to match the newly approved ESL. (**Note:** Even though reviews are conducted every two years, functional reviews are split between the two-year cycle. Consequently the ESL/AS reconciliation meeting is held annually but with different participants.)

4.2.4.4. Finally HQ AFCESA/CEX will provide the updated ESL (with LOGFOR data) to HQ SSG in order to update the ACES PR files by the designated change implementation date. The change decisions/recommendations will be made in time to influence annual budget submittals.

4.2.4.5. Mission-critical and safety issues will not be held until the next scheduled review. They will be resolved immediately. HQ AFCESA/CEX will immediately coordinate and resolve these requirements out of cycle with the MAJCOMs and ANG.

4.2.4.6. Owing MAJCOMs will complete this process for MAJCOM-unique UTC requirements. To incorporate those requirements into the ACES PR database, the owning MAJCOM must provide complete ESL data on those UTCs to HQ AFCESA/CEX. The owning MAJCOM determines frequency of review for their unique UTCs.

4.2.4.7. Anyone in the CE community can suggest changes to Prime BEEF equipment and supplies requirements. Use the ESL submittal request located on the CE UTC Management CoP at: <https://afkm.wpafb.af.mil/ASPs/CoP/EntryCoP.asp?Filter=OO-EN-CE-23> and send the request to the MAJCOM CE FAM. If the CE FAM concurs, they will send it to HQ AFCESA/CEX. Provide enough details to help everyone understand the need.

4.3. Mobility Equipment and Supplies. The composition of Prime BEEF mobility equipment has evolved over the years and will continue to change as new technology creates better products, as UTC mission changes dictate additional equipment, and as smart CE personnel think of better ways to do the job. Mobility equipment and supplies are divided into four general categories: (1) personal gear—items such as personal clothing, mobility bags, and special protective clothing to sustain individuals for an extended period and protect them from the hazards of the mission, (2) team equipment—items such as consolidated tool kits, UTC/team kits, communications equipment, and vehicles that enable the team to perform its mission as specified in its MISCAP, (3) force protection items—items include weapons, munitions, helmets, and body armor, and (4) pallet preparation materials—includes 463L pallets, cargo nets, and shipping containers.

4.3.1. Availability and Peacetime Use of Mobility Equipment. Mobility equipment must be ready for deployment within the time period specified in the DOC response time. The time limitation applies even when using the equipment for training. Units can use their mobility equipment and supplies for

local training and exercises, but must ensure the items are immediately cleaned, serviced, and available for deployment after the exercise/training.

4.3.2. Personal Clothing and Hygiene Items. All military Prime BEEF members must maintain a personal clothing bag. Civilian members of Prime BEEF teams should also be encouraged to keep a bag. Each person is responsible for acquiring personal bag items and for storing his or her personal bag.

4.3.2.1. Minimum clothing requirements plus suggested hygiene and personal comfort items are contained in the ESL. The IDP may also specify personal requirements. The more stringent requirement is the bottom line. If the ESL directs one of a listed item and local guidance says two, two is the requirement. The tasking order for each deployment may specify additional items.

4.3.2.2. Personal clothing should be packed according to the IDP. Generally, this means in A-3 bags, duffel bags, or commercial luggage with rounded corners, but not in footlockers or trunks. Refer to Air Mobility Command Instruction 24-101, Volume 14, *Military Airlift Passenger Service*, for additional guidance.

4.3.2.3. Personal bags are usually hand carried from the unit assembly area to the deployment processing unit (DPU) where the baggage function then loads the bags on pallets by UTC. Baggage pallets are not included in the LOGFOR Materiel List nor in the LOGPLANs. Just like the weight of passengers is estimated, baggage pallet requirements are built into transportation planning.

4.3.3. Mobility Bags. The deployment task order or AOR reporting instruction provides instructions on the numbers and composition of required mobility bags/pro-gear. The A-bag contains general support items for all types of contingencies; the B-bag contains extreme cold weather equipment; the C-1 bag contains the member's chemical warfare defense equipment.

4.3.3.1. Requirements. Standard mobility bags are described in AFMAN 23-110, *USAF Supply Manual*. Soon to be published, AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, will also identify the chemical warfare defense equipment items and quantities. Allowance standards 016 and 459 cover mobility bag allowances. Specific guidance on mobility bag requirements can be found on the AFCESA and/or the assigned MAJCOM website. Prime BEEF bags contain more items than standard mobility bags. The additional items must be funded, controlled, and stored by the CE unit. These are sometimes referred to as X-bag items. When CE stores the mobility bags, the X-bag items can be consolidated with the A-, B-, and C-1 bag contents.

4.3.3.2. Options for Storage and Issue of Mobility Bags. At many bases, Base Supply builds and stores standard mobility bags for all units. At other locations, civil engineers store their own bags. Both options have advantages and disadvantages. The biggest advantage of storing the bags in CE is immediate availability for training and deployment. The disadvantage is CE earns no additional manpower to maintain the bags or the bench stock to support the bag inventory—manpower comes out of hide. Even if Base Supply stores the bags, CE must store the additional Prime BEEF X-bag items. With either option, there must be enough bags for each team member, and bags must be available for immediate deployment. There is no one correct way to build, store, and issue mobility bags. The next few paragraphs outline common methods, but keep in mind, each base is free to develop its own procedures.

4.3.3.3. Base Supply Storage and Issue. Usually once a year, Base Supply will ask units to identify their standard mobility bag requirements. Base Supply then builds and stores mobility bags to meet those requirements. Depending on Base Supply, the mobility bags will be either individually

sized or tariff-sized. Individually sized means items in the mobility bags are sized to fit one person, and the bags are stored for that person. Tariff-sized means mobility bags are built to accommodate the normal distribution of sizes one would expect to see in the Air Force; i.e., fewer small sizes, more medium and large, and fewer extra large. When the unit deploys, Base Supply is responsible for meeting the required response time and issuing bags with sizes most likely to fit. Base Supply is only required to provide tariff-sized bags, but many choose to individually size the bags. Find out when the mobility function in Base Supply normally calls for mobility bag requirements, and provide the CE input accordingly.

4.3.3.3.1. If stored by Base Supply, the IDP should specify procedures for storing, issuing, and palletizing mobility bags within required response times. Often those procedures call for the team chief or other responsible person to draw tariff-sized bags for the entire team. Base Supply then immediately palletizes the bags. In practice, Base Supply's mobility bag section will likely be overtasked. Consider sending a work party to help palletize the bags, especially if the unit wants to load the X-bags on the standard bag pallets. In that case, send the X-bags with the work party.

4.3.3.3.2. Some bases choose to build and store individually sized A-, B-, and C-1 bags. They may also issue A- (or A-1) and C-1 mobility bags on a hand receipt to the individual when he or she is assigned to a mobility position. (The A-1 bag consists of the canteen, web belt, and helmet.) When deploying, all team members go to Base Supply to draw and sign for their bags. Those bags may be immediately palletized or can be transported to the CE assembly area for palletizing.

4.3.3.3.3. If time permits before the unit deploys, consider drawing the bags from Base Supply and have each person check the contents of his or her bags for size and serviceability. Replace unserviceable items. Conduct an item swap or replace poorly fitting items. Also consider having team members place filled-out baggage tags on the bags. Have them place their names on labels or paper inside each bag just in case the baggage tag is torn off. This is a good time to pack the X-bag items in A-, B-, or C-1 bags or simply place the X-bags on the same pallets as the standard bags.

4.3.3.3.4. If tariff-sized, ensure the unit knows how many small, medium, large and extra large bags are needed for each UTC. Provide an exact count to Base Supply when drawing the bags for a deployment.

4.3.3.3.5. There are advantages to CE when Base Supply stores mobility bags: (1) it requires less storage space, (2) only replacement stocks for X-bag items need to be kept, (3) less time is spent on bag maintenance, and (4) replacement costs for standard bag items is avoided.

4.3.3.4. CE Storage and Issue. Some CE commanders want more control over Prime BEEF assets and choose to store and maintain the mobility bags. AFMAN 23-110, *USAF Standard Base Supply System*, Volume 2, Part 2, Chapter 26, permits this if Base Supply agrees.

4.3.3.4.1. Include a copy of the inventory in each bag and keep the original on file. Keep track of bags with missing items, and fill the deficiencies as soon as possible. Once all items are in the new team member's bags, the bags should be sealed.

4.3.3.4.2. Mobility bags controlled by CE should be inventoried annually. Mark bags so they are easy to identify.

4.3.3.5. Loading Mobility Bags. Palletizing should occur at the point of issue to minimize the bag drag, but it can be done at the DPU. Do not load mobility bags for positions vacant at time of deployment. If the unit draws bags from Base Supply, place the X-bags on the pallets along with the other bags. Some tasking orders may direct deploying individuals to hand carry their C-1 bag items.

4.3.4. Special Protective Clothing and Equipment. Some AFSCs require special clothing and equipment to perform mobility duties. The items are listed in the ESL.

4.3.4.1. The Base Respiratory Protection Program requires the base bioenvironmental engineer fit test the respirator to the environmental specialists and certify those personnel are trained annually in the proper use of respirators. This requirement is normally satisfied in the course of normal base maintenance activities. Firefighters perform their own respirator fit testing.

4.3.4.2. The firefighters also use some of the special clothing and equipment for day-to-day base fire protection activities. When notified for deployment, these team members must bag their special gear before it is palletized.

4.3.5. Consolidated Tool Kits (CTK). Prime BEEF teams pack CTKs for the hand tools. The ESL lists the contents of each CTK and specifies the number of CTKs required for each specialty in each UTC. Inventory each CTK annually. Seal kits after they are inventoried to minimize pilferage. Place a copy of the current inventory in each CTK. Keep the original of the current inventory in the office to assist with SORTS calculations. Copy the CTK tool listing from the ESL and use it for inventory and accountability purposes. Immediately replace missing or damaged items.

4.3.6. UTC/Team Kits. A team kit contains items used by the entire team, items too big for the CTKs, essential but less frequently used items needed by a specialty, and power tools. The ESL identifies the team kit contents for each UTC. Nonexpendable equipment allowances are listed in the applicable AS. Inventory UTC/team kits annually. Team kits should be stored so those items used for training are readily accessible. If used for training, prompt actions must be taken to replace unserviceable items.

4.3.7. Weapons. Weapons are authorized in accordance with AFI 10-210. The primary weapons used by all Civil Engineer personnel (officer and enlisted) are the M4 and M-16A2. The M-16A1 is NOT an approved weapon.

4.3.8. Munitions. Prime BEEF mobility ammunition requirements can be found in AFI 10-210 and are further detailed in the ESL. Munitions allowances are contained in AFCAT 21-209, *Ground Munitions*. Munitions are shipped as hazardous cargo and are identified as such in the LOGFOR database.

4.3.9. Communications Equipment. To provide the communications link for effective command and control of Prime BEEF activities, Prime BEEF team kits contain mobile radio equipment. The requirements by UTC are listed in the ESL. Communication system allowances for land mobile radios are contained in AS 660.

4.3.10. The 463L Pallets, Nets, and Other Pallet Preparation Materials. As mentioned earlier, the LOGFOR identifies the requirements for cargo packing and pallet building materials: pallets, top and side cargo nets, shipping containers, and nesting boxes. It does not list unit requirements for cargo covers and tiedown straps. When the unit receives a tasking to posture a UTC, contact the installation's WRM officer or NCO to get the required number of pallets and cargo nets. If the WRM function is not assigned to the Logistics Plans Flight, the WRM office will want the Logistics Plans Flight to validate the 463L requirements. In addition, units must order and pay for the nesting boxes, pallet cov-

ers, and tiedown straps. The 463L pallets and nets used for unit deployment are WRM assets. They are managed according to AFI 25-101, *War Reserve Materiel (WRM) Program Guidance and Procedures*.

4.3.11. Classified Materials and Equipment. Prime BEEF teams deploy with some classified materials and equipment. For example, if the unit has the NAVSTAR Global Positioning System (GPS) in the team kits, then order the classified user keying material through base communications and securely store that material until the teams deploy. When deploying, this material must be properly packaged and placed under the control of the team's classified couriers. **Chapter 5** covers instructions and restrictions for marking containers or packages containing classified equipment or materials.

4.4. Prime BEEF Home Station Field Training Sets. Home station field training sets are authorized at locations where Prime BEEF teams are postured. The training sets allow Prime BEEF teams to participate in bivouacs as part of annual field training or local base exercises. These training sets include tents, shower/shave units, bare base latrines, environmental control units (ECUs), remote area lighting system (RALS), etc. The nonexpendable equipment allowances for the home station field training sets are reflected in Part L of AS 429 (see **Table 4.2**). Add expendable items to fit the unit's needs.

4.5. Acquisition. There is nothing unique about buying Prime BEEF equipment and supplies. One just needs to understand how the supply system works—and have money. The rules will occasionally frustrate the unit when trying to get what is needed or do something that seems smart. Find the personnel willing to help, learn the rules, and be persistent. The experts in CE materials acquisition and in Base Supply can help make the system work. Budget for equipment and supplies. Fortunately, civil engineer units do not have to pay for every Prime BEEF item.

4.5.1. Who Pays? Prime BEEF equipment and supplies are bought from many funding sources. Initially it must be determined which items the unit pays for. The key element is the item's budget code. The one position budget code indicates whether items are centrally procured, investment funded, or stock funded (unit funds reimburse Base Supply). Generally, units pay for items with a numeric budget code; someone else pays for items with a letter code. **Table 4.2** shows the supply budget codes that are likely to be seen. **Table 4.3** summarizes funding responsibilities for the major categories of Prime BEEF equipment and supplies. CE materials acquisition can provide the current budget code for any item and tell which items the unit must pay for. Most of the items the unit will pay for will carry a budget code of "9." The ESL also shows the budget code for each item.

Table 4.2. Supply System Budget Codes.

BUDGET CODE	DESCRIPTION
A-H, J-U, W-X	Air Force Materiel Command (AFMC) procured investment items
V	Vehicle equipment
Z	Base procured investment items
1	Stock funded items--Systems Support Division/Air Force stock fund (AFSF)
4	Stock funded items--Commissary Division/AFSF
6	Stock funded items--Fuels Division/AFSF
8	Stock funded items--Reparable Support Division/AFSF
9	Stock funded items--General Support Division/AFSF

Table 4.3. Funding Responsibility for Prime BEEF Equipment and Supplies.

CATEGORY OF PRIME BEEF EQUIPMENT AND SUPPLIES	FUNDING RESPONSIBILITY
- Chemical, biological, radiological, nuclear (CBRN) Warfare Defense Equipment - - Individual Protective Equipment and UTC Equipment and Supplies	MAJCOMs normally fund 100% of requirements. Budget for requirements in the base financial plan. Unit must fund if MAJCOM funding is not available.
Communications Equipment	Generally units pay for equipment and replacement items. CE units must pay for additional items.
Consolidated Tool Kits	Unit buys these items.
EOD Individual Retention Items	Base Supply pays for initial issue of items that are part of standard mobility bags. Unit pays for all other items and for replacement items.
Home Station Field Training Sets	Unit buys expendable items and replacements.
Munitions	Munitions and explosives are centrally funded. Local purchase using unit funds may be allowed under special circumstances.
463L Pallets, Nets, and Other Pallet Preparation Materials	The 463L pallets and cargo nets are depot funded. The WRM officer/NCO arranges to get these items for each UTC. The fiberglass shipping containers are also depot funded. Units pay for nesting boxes, pallet covers, and tiedown straps.
Special Protective Clothing	Unit funds these items.
Standard Mobility Bags	Base Supply buys initial issue of mobility bags. If Base Supply maintains the bags, then Base Supply pays for normal replacement of out-of-date or unserviceable items. If a unit maintains its bags, then the unit pays for bag maintenance. Unit also pays for any damaged, destroyed, or lost bag contents when standard bags are issued from and returned to Base Supply. Be sure to budget for this expense.
Team Kits	Unit pays for expendable items. Responsibility for nonexpendable items is based on budget code.
Vehicles	Vehicles are depot funded and centrally purchased.
Weapons	Base Supply acquires weapons. Unit pays for the slings, magazines, cleaning kits, holsters, and weapons containers.
X-Bags	Unit funds these CE-unique requirements.

4.5.2. Budget for Unit Funded Items. Each year budget funds for replacement items and training munitions. Check the cost records for the last two or three years. If nothing has changed with the teams postured, base the estimate on the historical cost data. Anticipate needs. Know if an unusually large number of shelf-life items are coming due for replacement. Add funds if the unit is scheduled for a deployment or exercise so damaged or lost items can be replaced when the deployment is completed. When the MAJCOM tells the unit about changes to the ESL, be sure to budget for any items that are unit funded.

4.5.2.1. Estimating the money needed to replace shelf-life items requires reasonably accurate records of on-hand shelf-life assets and the dates due for replacement. Maintain this information in the Prime BEEF inventory records. When the unit prepares the budget estimate, extract the requirements for the budget year. Obviously this is more important to do with the more expensive items. If the unit keeps the inventory records on the computer, program it to calculate the require-

ments. Use caution. Do not spend more time creating and maintaining a computer database than it takes to generate requirements by hand.

4.5.2.2. Keep the CE commander informed of funding shortfalls and the impact on SORTS C-levels. If unable to fund all required items, list items in order of priority and buy in that order. Also keep the SORTS categories in mind. An unfilled requirement in a category with few items has a potentially greater impact on the SORTS status. If there are very special requirements or unforeseen circumstances, ask the MAJCOM for funding.

4.5.2.3. The unit does not need to spend base money to upgrade or replace chemical, biological, radiological, and nuclear (CBRN) warfare defense items. Budget for CBRN individual and team equipment under program element code (PEC) 27593. Ensure the MAJCOM knows the requirements. Each year MAJCOMs get PEC 27593 funding, and units with established budget requirements are normally funded first. If the requirements are not in the base financial plan (FinPlan), the unit may not get them. Be prepared to fund any shortfalls with unit funds. AFRC units should use PEC 55166 for CBRN items.

4.5.3. Ordering. Expendable items are easy. If the unit has the money, order them. All nonexpendable items in the ESL have approved allowance identifiers. Consequently, the unit can order any base-procured equipment item without getting further approval. Always be willing to identify local sources or suppliers. This can speed delivery.

4.5.3.1. When ordering accountable items, the unit needs to specify the appropriate “use code” for each item. As the name implies, use codes indicate the intended use of vehicles and equipment. **Table 4.4.** lists and describes the codes. Use the “A” code for team mobility equipment and the “B” code for home station training assets. The use code for each item is also listed in the ASs. When the unit annotates use code “A” on a requisition, it must also identify the UTC, increment number, and WRM code to show how the item is deployed. HQ AFCESA recommends the unit use the UTC and increment number from the exercise LOGPLAN. Get the WRM code or codes the unit can use from CE materials acquisition. Properly coding the equipment simplifies the task of transferring equipment accountability to deploying custodians.

Table 4.4. Equipment Use Codes.

USE CODE	DESCRIPTION
A	Mobility equipment
B	Support equipment
C	Joint-use equipment
D	WRM equipment and supplies
J	Vehicle asset (mobility)
K	Vehicle asset (support)
L	Vehicle asset (joint-use)
M	Vehicle asset (WRM)

4.5.3.2. For depot-funded ESL items, the unit must submit the paperwork to establish the authorization and requirement in the Base Supply system (or transportation system for vehicles). Then the system consolidates requirements and makes a central buy. This can take months. When the MAJCOM advises the unit to prepare an AF Form 601 for a new item, do not delay. The sooner all CE units get their requirements loaded in the logistics systems, the sooner the unit will get the depot-funded items.

4.5.3.3. When ordering Prime BEEF equipment and supplies, do not forget to use the highest available priority. The unit needs to know two things. One, mobility equipment gets a decent priority. Two, ask CE materials acquisition to help sort out the priorities that can be used. For more information, start with AFMAN 23-110, Volume 2, Part 2, Chapter 9, Attachment C-4.

4.5.3.4. The unit can also purchase many items with government purchase cards (GPC).

4.5.4. Tracking. Track the status of equipment and supplies from the time they are ordered until the unit gets them in hand. A continuing slip in the estimated delivery date signals a potential problem that needs investigation.

4.5.4.1. Daily Document Register (D04). This register provides a means for organizations to review all document numbers processed during the day by Base Supply. The listing is in organization and shop code sequence. The documents are then listed in document number sequence for each activity code. By checking the D04 each time an order is placed, the unit can ensure the order was processed and can catch erroneous costs being charged to the account.

4.5.4.2. Due-out Status List (R31). This listing provides data for review of current due-out requirements and provides optional due-in and status information for selected due-outs.

4.5.4.3. Due-Out Validation List (M30). This monthly listing provides a means to monitor and verify that each due-out is still a valid requirement.

4.5.5. DRMS Option. If the unit wants to cut down on out-of-pocket costs, especially for training items, consider shopping at the Defense Reutilization and Marketing Service (DRMS). Many CE units have acquired essentially new items through DRMS because another unit no longer needed the item or it was excess to their needs. The unit can use the Internet to see what assets are available. The address is <http://www.drms.dla.mil>.

4.6. Accountability. Civil engineers are obligated to account for nonexpendable equipment. Maintain control over all Prime BEEF assets, both to ensure the items are available for deployment and to provide the information needed for SORTS reporting. The Air Force uses AFEMS to maintain worldwide visibility and accountability of its nonexpendable assets (equipment and weapons), even when the items are deployed. AFEMS tracks equipment by base, organization, and shop.

4.6.1. Custodian Authorization/Custody Receipt List (CA/CRL)(R14). The most commonly used product of AFEMS is the CA/CRL. It serves as a custody receipt, when signed by the custodian, and identifies quantities authorized and on hand within organizations and shops. Sensitive items, such as weapons, are listed in the CA/CRL by serial number. All deployable, nonexpendable items listed in the ESL should be listed on the CA/CRLs and coded for deployment (use code "A"). For each use code "A" item, the CA/CRLs should also show the UTC and increment number on which the item will be deployed. If not listed, ask EMS to add those details.

4.6.2. Custodians. The unit commander must appoint primary and alternate custodians for Prime BEEF equipment. Responsibility for storage, maintenance, and custody of Prime BEEF equipment can be and usually is divided between the Prime BEEF element, EOD, and Fire Protection Flights, depending on which UTCs are postured. Team chiefs should select primary and alternate equipment custodians for each deploying Prime BEEF team. The commander must also appoint them by letter. Separate custodians can be appointed for weapons. The deploying property custodian is responsible for the deployed equipment and maintains responsibility until equipment is returned to its home base, transferred to another custodian, or assumed by a gaining base. Equipment custodians must attend the equipment custodian course given by Base Supply.

4.6.3. Organization and Shop Codes. These codes are used to maintain separate accountability of items. Whether the unit uses one or many shop codes is entirely the unit's decision (in the absence of guidance). Units can decide what equipment belongs in each equipment account (shop code). Units can have separate accounts for weapons, base support assets, each UTC, CBRN defense equipment, etc. Remember, for each shop code, the unit must have a custodian and maintain a CA/CRL.

4.6.4. Transfer of Responsibility. The payoff for properly coding equipment items comes when it is time to transfer equipment responsibility from the primary to the deploying custodian. A current equipment list minimizes or eliminates last minute pen and ink changes to the transfer documents. When deploying or exercising, Base Supply will usually print the transfer documents automatically. For other deployment situations, contact EMS in Base Supply and request mobility equipment listings as soon as the unit is notified of a pending deployment or receives a deployment tasking. If a deployment tasking order directs the unit to add equipment items, tell Base Supply about the additional items. If time permits, do this before Base Supply prints the use code "A" lists. If not, write the additional items on the transfer documents. If the tasking order tells the unit not to bring something, again tell EMS. If the items are listed on the transfer documents, line through them.

4.6.5. Munitions. Munitions are accountable. Unit commanders must identify the individuals who can sign for and receive munitions for each UTC.

4.6.6. Non-Equipment Assets. Be sure to keep track of the other Prime BEEF mobility items listed in the ESL. Civil engineers are required to use ACES PR to track UTC assets.

4.6.7. The 463L Pallets and Nets. The base WRM officer/NCO maintains the accountability records for these assets.

4.7. Storage of Prime BEEF Equipment. CE units must provide storage for Prime BEEF equipment and supplies. Since most mobility and training assets are durable, they do not require unique storage. (Note: Some CBRN defense equipment requires storage at certain temperatures.)

4.7.1. There are some special considerations:

4.7.1.1. Many of the items are highly pilferable, so they must be secured.

4.7.1.2. Due to the nature of team kits, it is optimal to store the items in a climate-controlled facility. If this is not possible, remove any items that may be damaged by extreme conditions and store them in a climatically controlled facility.

4.7.1.3. Properly store the 463L pallets and cargo nets. Pallets must be properly supported when stored, usually on dunnage. If outside, they must be stored on a slope and kept rust-free. If not placed on loaded pallets, cargo nets should be hung up. Check with the air freight experts in the Transportation or Aerial Port Squadron on the care of 463L items. Those organizations are required to inspect these assets periodically to ensure proper storage. Refer to T.O. 35D33-2-3-1 for nets and T.O. 35D33-2-2-2 for pallets.

4.7.1.4. Ensure equipment items with batteries, such as GPS survey equipment, radios, and meters are operationally tested and batteries are charged periodically IAW applicable T.O.s to maintain equipment effectiveness and life. Failure to make sure equipment is serviceable can lead to units not being able to accomplish their missions. Team kits may not always deploy with the unit that maintains them.

4.7.2. Weapons are normally stored in Base Supply's weapons vault and are marked for each UTC. They are packed in their shipping containers, ready for deployment. When deploying, CE draws the weapons from Base Supply. When hand carrying weapons, the unit may want to ship the weapons containers with the teams.

4.7.3. Each unit must request courtesy storage in the munitions storage area and execute a courtesy storage agreement with the Munitions Flight.

4.7.4. Because weapons and munitions are sensitive items, they require special marking and handling. Positive control and security must be exercised over weapons and munitions at all times. For further information on movement and control, contact the Security Forces unit.

4.8. Inspection and Inventory. CE units need to inspect Prime BEEF equipment and supplies annually to ensure the items are available and serviceable to support worldwide deployments.

4.8.1. Weapons and ammunition are required to be inventoried semiannually.

4.8.2. The Logistics Plans Flight or the WRM officer/NCO will conduct a semiannual inspection to ensure the 463L equipment is stored properly and is in good condition.

4.8.3. Team chiefs, deployment custodians, and team members should conduct the inspection and inventory of team equipment and supplies annually. Extracts from the ESL showing each required item and quantity make good inventory sheets. Be sure to have inspectors sign and date the inventory sheets.

4.8.4. Document the inspection and inventory results. Update ACES PR and include the results in the Prime BEEF management files.

4.8.5. Create an inspection and inventory schedule for all UTC equipment and supplies.

4.9. Maintenance. Some Prime BEEF equipment and supply items require periodic maintenance, safety testing, calibration, or replacement. Refer to the latest ESL for current requirements. Although equipment management responsibilities are assigned to the Prime BEEF equipment custodians, operational checks and maintenance of equipment and supplies should be the responsibility of the teams. Maintainers must follow applicable T.O.s regarding maintenance, operation, and testing procedures and frequencies.

4.9.1. Develop a maintenance schedule with the OPR. Use ACES PR to develop the schedule and print periodic reports. Some units also find it helpful to tag the items or mark the container those items are in with the date the items are next due for maintenance, testing, calibration, replacement, etc.

4.9.2. Deployed teams must also satisfy maintenance, testing, and calibration requirements. Help the teams keep track of these requirements. Pack a copy of the maintenance schedule with the team kit. The unit can load the automated schedule on one of the team computers.

4.10. Reconstitution. After deployment or training exercise, team equipment and mobility bags must be recovered and Prime BEEF records and inventories updated. Except for sleeping bags, have individual team members clean and dry their mobility bag items before they return them. Coordinate the cleaning of sleeping bags with the Services Squadron.

Chapter 5

LOAD PLANNING AND CARGO PREPARATION

5.1. Introduction. No deployment activity has more potential to cause problems than preparing the cargo for movement. All equipment and supplies must be properly packed, marked, labeled, and documented before loaded on any aircraft or commercial vehicle. The most common problems are improperly prepared paperwork and inexperienced cargo preparation teams. Minimize these problems by keeping enough personnel well trained in pallet build-up and document preparation. This chapter covers some of the factors to consider when preparing equipment and supplies for air shipment. **If the guidance in this pamphlet varies with local rules, always follow the local rules.**

5.2. Key References. While the air and surface freight personnel will always be the best source for information, the following publications provide the rules for cargo packing, marking, labeling, loading, and documentation. The most useful portions of each reference are annotated. The key information from these publications is either included in this pamphlet or is summarized and the reader directed to the source document for details.

5.2.1. AFMAN 24-204, *Preparing Hazardous Materials for Military Air Shipments* (the entire publication). This essential publication provides details for packaging, labeling, documenting, and preparing hazardous materials for shipment by military air. The HQ AFMC website at <http://afmc.wpafb.af.mil/Hazmat> shows recent changes.

5.2.2. Federal Logistics (FEDLOG) Data. The FEDLOG database provides information by national stock number (NSN) on all stock-listed items used by DOD services and agencies.

5.2.3. AFI 24-202, *Preservation and Packing*, Chapters 3 and 4; Attachment 4. This instruction prescribes proper packaging of Air Force materiel.

5.2.4. T.O. 35D33-2-2-2, *Instructions with Parts Breakdown, 463L Air Cargo Pallets, Types HCU-6/E and HCU-12/E*. This T.O. provides instructions for loading pallets.

5.2.5. T.O. 35D33-2-3-1, *Maintenance and Repair Instructions, Air Cargo Pallet Nets*. This T.O. outlines instructions for the use and care of cargo nets.

5.2.6. T.O. 11A-1-46, *Firefighter Guidance, Transportation, and Storage—Management Data*. Provides information that is needed in order to complete the Shipper's Declarations of Dangerous Goods for munitions and explosives.

5.2.7. MIL-STD-129, *Military Standard Marking for Shipment and Storage*. Establishes package and container marking and labeling requirements.

5.2.8. DOD 4500.9-R, Part II, *Defense Transportation Regulation—Cargo Movement*, Chapter 205. The Transportation community is the target audience for this regulation. Chapter 205 is useful because it outlines the requirements for shipping arms, ammunition, and explosives. It defines the transportation protective services and the security standards associated with each risk category.

5.2.9. DOD 4500.9-R, Part III, *Defense Transportation Regulation—Mobility*, Appendices AC, AE, AG, AO, AR, and AV. As with Part II, this regulation is used by the Transportation community. It provides the rules for transporting personnel and shipping equipment and supplies in support of deployments.

5.3. Load Planning. A detailed deployment package/load plan identifies how many pallets (increments) are used for a UTC, shows what ESL items (or substitutes) are packed in each shipping container, and tells on which increment (pallet position) each stand-alone item and container is loaded. The Logistics Plans Flight maintains the deployment package/load plan details in the LOGPLAN database in the LOGMOD computer system.

5.3.1. LOGFOR. The Standard Deployment Package/Load Plan represents the pilot unit's best effort to prepare and pack the ESL items using the limited number of pallet positions (increments) allocated.

5.3.2. LOGFOR to Baseline LOGPLAN. The process of turning a standard deployment package/load plan into a unit-specific deployment package/load plan requires a cooperative effort between the unit and the Logistics Plans Flight. To begin, the Logistics Plans Flight copies the standard LOGFOR files into the LOGPLAN database in the LOGMOD system. Then the Logistics Plans personnel provide the information to the unit through the UDM module, so the unit can adjust the LOGDET using the UDM module to show how the unit intends to load the equipment and supplies. For lack of a better term, let's call this the baseline LOGPLAN data. The unit is not required to follow all details in the standard LOGFOR to create the baseline LOGPLAN. Pack and load the ESL cargo to fit desires or specific requirements.

5.3.3. Execution LOGPLAN. When one or more UTCs are tasked, the Logistics Plans Flight copies the baseline LOGPLAN data to create an execution LOGPLAN. The execution LOGPLAN should contain the logistics details on the equipment and supplies the unit actually loads and deploys. The execution LOGPLAN database is the source from which the unit can print load and packing lists for each cargo increment. Consequently, to minimize handwritten corrections to the load and packing lists, it is smart to keep the baseline LOGPLAN data current.

5.3.4. Changing the Baseline LOGPLAN. A number of conditions can trigger the need to adjust the baseline LOGPLAN. Examples include (1) adding a newly received equipment or supply item to a cargo increment, (2) removing an unserviceable item with no replacement, (3) using a suitable on-hand asset versus ordering the ESL-designated item, (4) changing the way items are packed to accommodate unit preferences, (5) using different shipping containers than called for in the LOGFOR, and (6) adding or dropping items as directed in the deployment tasking order.

5.3.5. Transportation. The unit cannot make changes that increase transportation requirements, especially airlift requirements. The unit can shift items and weight between increments, but it cannot exceed the total allowed weight for the UTC. The pilot unit's cargo weight in the LOGFOR file is the maximum allowed weight. An exception is if the deployment tasking order specifies additional items. Adjust pallet loading as required to minimize increments and to avoid shipping compatibility problems with hazardous items. Work with the Logistics Plans Flight to add the items and any required pallet positions.

5.3.6. Load Diagrams. Some units have their pallet build-up crews prepare a load diagram for each cargo increment to remind them where each item is to be loaded on the pallet, vehicle, or trailer. Photos will also work.

5.3.7. The Best Time to Make Changes. Avoid making changes after the base has been alerted for a deployment. If the changes are required by the deployment order, make the changes before the Logistics Plans personnel create the execution LOGPLAN. If not possible, then the unit must make the changes by annotating the LOGPLAN load and packing lists created for the deployment.

5.3.8. Hand-Carried Items. There are some hand-carried items in a Prime BEEF equipment package. Good examples are laptop computers and satellite phones. Determine which items need to be carried and designate who will do it.

5.3.9. Packing Extra Stuff. The unit has some flexibility to add items. Add those items to the LOGPLAN database and reweigh the pallets involved. Add last-minute items by annotating the load and packing lists, but do not exceed the maximum allowable weight for that UTC.

5.3.10. Local Expert Guidance. The Combat Readiness personnel in the Transportation Squadrons (or the Air Freight personnel in the Aerial Port Squadron) and the personnel in the Logistics Plans Flight can assist and provide guidance on all matters concerning load planning and LOGPLANS.

5.3.11. If a unit has questions about preparing or packing the equipment and supplies for a UTC and cannot get answers locally, contact HQ AFCESA/CEXX or look on the CE UTC Management CoP at: <https://afkm.wpafb.af.mil/ASPs/CoP/EntryCoP.asp?Filter=OO-EN-CE-23> for help.

5.4. Pallet Building Materials. Civil engineers use standard containers and nesting boxes to consolidate and pack most ESL items for shipment. To pack and load the equipment and supplies for air movement, they need pallets, nets, tiedown straps, pallet covers, and dunnage.

5.4.1. Shipping Containers and Nesting Boxes. The standard fiberglass shipping containers civil engineers use come in four sizes: (1) large bottom container (84" long by 42" wide by 60" high), (2) large top container (84" x 42" x 30"), (3) small top container (62" x 42" x 30"), and (4) small bottom container (62" x 42" x 60"). The standard nesting boxes also come in four sizes: (1) first box (36.75" long x 20.75" wide x 17.75" high), (2) second box (34.75" x 19.25" x 16.625"), (3) third box (32.75" x 17.75" x 15.5"), and (4) fourth box (30.75" x 16.25" x 14.375").

5.4.1.1. Since Prime BEEF teams can move by military or civilian aircraft, the cargo must be able to fit in all cargo aircraft. If internal slingable unit (ISU) containers are used, they are still required to have pallets and nets plus a plan if the ISU will not fit on the aircraft. In other words, units should have the standard fiberglass shipping containers on hand in order to maintain transportation flexibility.

5.4.1.2. The nesting boxes are a convenient way to keep small items and packages together inside the shipping containers.

5.4.2. Pallets. The 463L cargo pallet's (HCU-6/E) overall dimensions are 88" wide by 108" long by 2¼" thick. However, the usable surface dimensions are 84" by 104". This allows for 2" around the periphery of the pallet to attach straps, nets, or other restraint devices. An empty 463L pallet weighs 290 pounds (355 pounds with nets). It has a maximum netted load capacity of 10,000 pounds and a maximum puncture load on the pallet skin of 250 psi. The desired load capacity is 7,500 pounds to help prolong pallet life.

5.4.3. Pallet Nets and Tiedown Straps. There are three nets to a set: two side nets and one top net. The side nets (HCU-7/E) are green in color, and the top net (HCU-15/C) is yellow. The side nets attach to the rings of the 463L pallet, and the top net attaches by hooks to the side nets. These nets have multiple adjustment points and may be tightened to conform snugly to most loads. A complete set of 463L nets will provide adequate restraint for 10,000 pounds of cargo when properly attached to a 463L pallet. A complete set of 463L nets (2 side nets and 1 top net) weighs 65 pounds. The nets have an inside and outside. The nets are positioned correctly (proper side out) when the openings of the net clamps face into the pallet load. This ensures the net tightening buckles face out, which makes them easily

accessible. Five thousand-pound tiedown straps can be used in lieu of the cargo nets or used to provide supplemental restraint.

5.4.4. **Pallet Covers.** A plastic pallet cover provides a supplemental barrier to protect the pallet contents from the weather.

5.5. Documents. The ESL identifies the items that require additional documents.

5.5.1. AFTO Form 105, **Inspection Maintenance Firing Data for Ground Weapons.** This form is maintained for each weapon while it is in the Air Force inventory. The form provides the maintenance history for a specific weapon and stays with the weapon. When deploying, ensure the forms for all weapons are included in the correct weapons containers or carried by a team member. If a weapon needs repair at the employment location, the on-site combat arms training and maintenance (CATM) unit will want the form for that weapon. This requirement is covered in T.O. 11W-1-10, *Recording of Historical Data for Ground Weapons*, and is discussed in weapons custodian training.

5.5.2. AFTO Form 95, **Significant Historical Data.** Some T.O.s require users to maintain a maintenance record for an equipment item. The record must accompany the item when it is deployed. Examples of Prime BEEF equipment requiring this form are the generators and the EOD robots. A team member should carry the record or place it in a waterproof pouch secured to the item.

5.5.3. AF Form 1828, **Vehicle Historical Record.** This form or its computer-generated alternative is provided by the vehicle maintenance section in Base Transportation. It provides key points of a vehicle's maintenance history. The record should accompany the vehicle, or a team member should hand carry the records for all accompanying vehicles.

5.5.4. **DOT-E Letters.** In limited circumstances, the Department of Transportation (DOT) exempts specific hazardous items from meeting the packaging requirements contained in 49 CFR regulations and AFMAN 24-204. An exemption permits an alternate packaging that provides an acceptable level of protection for the hazardous item. The exemption specifies how the item must be packaged and transported. There are just a few DOT exemptions that apply to Air Force shipments; these can be found at <http://afmc.wpafb.af.mil/Hazmat>. Some of the self-contained breathing apparatus (SCBA) bottles shipped in CE UTCs for our firefighters fall into this category. So do fire extinguishers shipped in a military vehicle when mounted in a secure rack.

5.5.4.1. To ship an item with an exemption, include a copy of the DOT exemption (DOT-E) letter with the item and provide two additional copies for the Transportation personnel. Place three copies in the document pouch behind the increment placard, one copy on or in the item, and one copy in the team chief's binder.

5.5.4.2. To find the correct DOT-E number, look on the item or its package. It should be clearly marked. An example would be "DOT-E 10147" that is marked on some SCBA bottles.

5.6. Placards, Unit Identification Markings, and Cargo Weights and Measurements. To expedite the processing and tracking of cargo, each cargo increment must be properly marked and labeled before it is shipped. The specific requirements vary based on how the equipment and supplies are packaged and whether they are hazardous or require special handling. Contact the local LG for detailed information.

5.7. Hazardous Materials. Most items can be airlifted in support of military operations or contingencies. However, all hazardous materials offered for air shipment must be packaged, marked, labeled, and

certified in strict compliance with AFMAN 24-204. The air and surface freight personnel at the base will show the unit how to prepare the hazardous materials for shipment and how to complete the documents.

5.8. Preparing and Moving Classified and Sensitive Materials. Classified materials, weapons, ammunition, and explosives require special protection during shipment. Protect each increment based on the item that requires the highest level of protection. As a minimum, the items must be kept under constant surveillance anytime they are removed from secure storage. For unit deployments, each unit must provide escorts or couriers to perform this role for its own cargo. Couriers must have a secret security clearance, be trained, and be appointed in writing by the unit commander or designated representative. Follow local procedures for transporting weapons, ammunition, and explosives on base. Those instructions will be listed in the IDP. The IDP should also cover off-base movements.

5.8.1. Never show security classifications on outer containers or on the documents attached to the outside of those containers. Likewise, outer container markings should not reveal the contents of the container or the classified or protected nature of the material being shipped. Consequently, do not include any words or statements on the transportation documents that would violate this restriction.

5.8.2. Guidance for hand carrying or escorting classified materials is in DOD 5200.1-R, *Information Security Regulation*, Chapter 7. That regulation specifies the requirements for preparing classified materials for shipment and for hand carrying or escorting those materials on military aircraft or military contracted aircraft operating from military bases. It also details the additional actions required to hand carry or escort materials through commercial terminals. On the assumption that units or individuals might have to move through commercial terminals, many bases choose to follow the more restrictive commercial rules when preparing their classified materials.

5.8.2.1. The details are usually specified in the IDP. If not, follow the instructions in DOD 5200.1-R, Chapter 7.

5.8.2.2. As a minimum, double wrap the materials and place the unit address and the receiver's address on the inner and outer covers or container (see DOD 5200.1-R). The unit commander authorizes appropriately cleared couriers to hand carry classified material. See DOD 5200.1-R, paragraph 7-301 for required documentation. The unit security manager must brief each authorized member hand carrying classified material (see DOD 5200.1-R, paragraph 7-300b). The unit must maintain a list of all classified material released and keep the list until it can confirm all the material has been returned or properly turned over to another authorized unit (see DOD 5200.1-R, Paragraph 7-300b(8)(c)). When following the commercial rules, place an exemption notice on the outer cover or container of a classified package and follow the additional requirements in DOD 5200.1-R, paragraph 7-302.

5.8.2.3. To ensure the unit always has an official classified courier, the information for a second person may be added to the official courier authorization letter or a separate letter for the second person can be processed.

5.8.3. During movement, anyone on the team who has a secret security clearance can relieve the couriers, but the official classified courier must carry or escort the classified materials when processing through a civilian terminal. For sensitive cargo, the relieving person should also be weapons qualified.

5.9. Cargo Build-Up. Organize and train the cargo/pallet build-up teams as well as the other individuals and shops that support cargo preparation, then practice periodically. This is the single most important thing to do to reduce confusion when the unit is tasked with an exercise or actual deployment.

5.9.1. Load Shipping Containers. Protect the equipment. Pack equipment and materials in containers so the items do not shift during shipment. Fill in spaces with lightweight materials.

5.9.2. The 463L Pallets.

5.9.2.1. Clean and Inspect Pallets, Nets, and Cargo. Clean each pallet, net, container, and stand-alone cargo item.

5.9.2.2. Provide Dunnage. Ensure dunnage accompanies each pallet during shipment. The easiest is three pieces of 4x4 wood timbers, each 88" long. Whenever a pallet is set on the ground, first place the dunnage to support the pallet.

5.9.2.3. Load Pallet. Palletize cargo from the heaviest to the lightest. Distribute large and heavy objects evenly from the center of the pallet outward. Position loads symmetrically so the center of balance (C/B) falls in the center of the pallet. Place lighter and/or smaller items on top or along the side of the heavier cargo.

5.9.2.4. Weigh and Measure Loaded Pallet (with dunnage). Record the scale weight and pallet dimensions on the shipping placards attached to two sides of the pallet.

5.9.2.5. Storing Loaded Pallets. If the pallets are kept loaded and ready to move, relax the tension on the cargo nets and straps until the cargo is ready to be moved.

5.9.2.6. Carry Container Keys with the Cargo. Normally, containers will not be locked except as required to provide security for classified or sensitive items. Keys or combinations to locked containers must accompany the item to the in-check/cargo marshaling area. The courier will carry the keys for the classified or sensitive containers. The keys must be available to the aircrew en route to the destination.

5.9.3. Vehicles, Trailers, and Gas-Powered Equipment. There are different preparation and loading procedures for vehicles, trailers, and gas-powered equipment (light carts, generators, and saws). Contact the local transportation office for detailed information.

Chapter 6

THE DEPLOYMENT PROCESS

6.1. Introduction. The unit can be tasked to deploy for any number of situations: war, lesser contingencies, major accidents, defense support to civil authorities, disaster relief, and higher headquarters/joint service exercises. Warning time may be only hours for war and disaster relief or days or weeks for lesser contingencies and higher headquarters (HHQ) exercises. The unit may be tasked to deploy complete teams or just individuals.

6.1.1. To be an effective participant the CE deployment manager needs to know the base players and learn the steps required to deploy. He/she then creates a unit task list and schedule of events that meshes with the base process; designates who in CE will execute the tasks; ensures those personnel are trained; and periodically practice deploying the Prime BEEF UTCs. Prime BEEF team chiefs also need to understand the process in order to deploy or redeploy their teams when away from home station.

6.1.2. Details of the deployment process are found in AFI 10-403. It provides the basic requirements for Air Force deployment planning and execution at all levels of command to support contingency operations. It also describes the specific requirements for pre-execution, command and control, and cargo and personnel preparation/reception in support of Air Force deployment and redeployment operations.

6.2. Base Process. The deployment process is made up of three sub-processes: personnel, cargo, and command and control. The personnel sub-process ensures the personnel are assembled, accounted for, and ready to deploy. The cargo sub-process does the same for UTC equipment and supplies. The command and control sub-process links those two sub-processes to ensure personnel move with their cargo; it makes sure there are personnel, equipment, and facilities in place to perform all deployment tasks, and it monitors the status of all preparation and processing activities to ensure personnel and cargo are loaded and moved on time.

6.3. Base Players. Deployment processing requires a cooperative base-wide effort to efficiently and quickly move personnel and cargo and to create the paperwork to support their deployment. [Table 6.1.](#) identifies the players and summarizes some of the tasks those units perform. While each of these units has many deployment tasks, only the tasks which directly impact CE are listed.

Table 6.1. Key Players In The Deployment Process.

UNIT (OFFICE SYMBOL)	TASKS/RESPONSIBILITIES
Base Manpower Office	Maintains manpower requirements in UMDs; with units, conducts base-level assessment of wartime manpower requirements; works with base units to validate that units can meet the manpower requirements tasked in support of OPLANs and installation support plans; creates manpower requirements database in MANPER-B.
Combat Readiness	Serves as air freight function at bases with no aerial port; provides air cargo packing and documentation advice; inspects and processes cargo for air movement; provides cargo preparation and pallet build-up training and hazardous cargo preparation/certification training. (This function is organized under the Aerial Port Squadron if it exists.)
Command Post	Notifies IDO, PRU, manpower, and commanders of deployment tasking messages; serves as installation SORTS manager; provides guidance and training for preparing monthly SORTS report; provides and maintains official SORTS DOC statements.
EMS	Manages base equipment (nonexpendable assets); provides custodial and accountability documents for normal and deployed situations; expedites transfer of custodial responsibility to deployed custodians.
Logistics Plans Flight	Normally serves as the IDO; OPR for the installation deployment plan; responsible for setting up and supervising the deployment control center (DCC); notifies units of deployment taskings; prepares the base DSOE; inputs data into the LOGMOD system; creates LOGPLANS and provides computer products; administers UDM module/LOGMOD interface; provides deployment management and contingency operations mobility planning and execution system (COMPES) training.
Medical Group/Records Section	Provides medical records (usually AF Form 1480A) for each person deploying.
Mobility Section	Manages base mobility bag function; provides central storage and issue of mobility bags; acquires, stores, and issues weapons for mobility. (Usually the weapons are not on unit equipment accounts.)
Munitions Flight	Acquires and packs required munitions; provides courtesy storage of unit munitions; maintains munitions accountability records; trains unit munitions custodians/couriers.
Personnel Readiness Unit	Notifies units of small-scale deployment taskings; inputs unit data into the MANPER-B database and provides computer products.
Security Forces Armory	May provide courtesy storage for unit-assigned weapons. The armory is usually used by units that need immediate or frequent access, such as the EOD Flight.
Surface Freight	Provides guidance for preparing and packing cargo for surface movement; in conjunction with deploying units, develops base plan for any overland movement of personnel and cargo to ports of embarkation; arranges transport for such overland movement; if required, provides transportation control number (TCN) bar code labels (DD Forms 1387) that units apply to each cargo increment.
Vehicle Maintenance	Provides a copy of the vehicle maintenance history to the deploying unit for each deploying vehicle.
Vehicle Operations	Moves personnel and cargo from unit assembly points to the personnel deployment function (PDF) and cargo in-check/marshaling area; if required, provides assets to move personnel and cargo overland to ports of embarkation.
WRM Officer/NCO (A4SX)	Provides 463L pallets and nets and manages WRM assets. (Function may be positioned in the Logistics Plans Flight.)

6.3.1. Keep in mind organization titles and office symbols change and may differ from base to base. The IDP will tell the unit who does what at the base.

6.3.2. The personnel in these key units can help get the Prime BEEF teams ready to deploy. Develop a good working relationship with them. Make their jobs easier by understanding their perspective and priorities and knowing exactly what information they need from the unit (and in what format). In the pressure of a real-world or exercise deployment, good working relationships smooth out the stresses that develop when problems arise that threaten the success of a deployment/exercise.

6.4. The Prime BEEF Deployment Players. Chapter 2 discussed peacetime Prime BEEF management responsibilities for selected individuals and CE flights. This paragraph covers the roles and responsibilities individual CE personnel and ad hoc crews should perform to deploy Prime BEEF teams. Each deploying team should have personnel trained to perform all cargo preparation, certification, equipment custodian, and courier functions.

6.4.1. Unit Deployment Manager. The UDM is the single POC for the Logistics Plans Flight—and other base units—concerning deployment of all unit UTCs. The UDM manages the unit deployment program and supervises and controls unit deployments. He or she must ensure all personnel in special positions are trained.

6.4.1.1. Usually the CE commander appoints the Prime BEEF manager as the UDM, but any officer, senior NCO or civilian can fill this position. If at all possible, assign the UDM to a home-station support UTC. This keeps the UDM free to concentrate on getting the Prime BEEF UTCs prepared and to resolve problems immediately during UTC preparation and processing. This may not be possible in some units, especially ANG and AFRC units where everyone deploys. This suggestion does not exempt the UDM from deployment availability at OPLAN execution.

6.4.1.2. Provide the name, rank, security clearance, office symbol, home address, and duty and home phone numbers of the UDM in writing to the Logistics Plans office with information copies to the Manpower Office and MPF.

6.4.2. Team Chiefs. The primary deployment function of team chiefs is to make sure all of their team members are ready to deploy. This means assembling the team, working with the UDM and the unit deployment control center (UDCC) to check individual deployment eligibility, making sure immunizations and paperwork are current, identifying shortfalls, ensuring team members have all their personal and mobility bags, checking on team equipment status, and issuing and accounting for weapons if required. Team chiefs should keep their personal affairs in order and their gear ready to deploy so they have time to learn about the employment location and anticipated operations while team members are getting ready to deploy. The unit commander appoints team chiefs who have a SECRET clearance. The Logistics Plans Flight may ask the unit to identify the primary and alternate team chief for each tasked UTC. Typical information includes mobility position number (MPN), grade, and name.

6.4.3. Cargo Increment Monitors. A cargo increment monitor directs all aspects of cargo preparation and documentation for one or more increments. For CE UTCs, one for each UTC works well.

6.4.3.1. The cargo increment monitor is responsible to:

6.4.3.1.1. Train assistants, as necessary, to ensure increments can be prepared and deployed within the time constraints established in the DSOE.

6.4.3.1.2. Organize and direct the cargo preparation and pallet build-up crews and the weapons and munitions pickup crews.

6.4.3.1.3. Maintain accurate packing and load lists for assigned cargo increments.

6.4.3.1.4. Provide updates for the LOGPLAN and any equipment shortfalls.

6.4.3.1.5. Provide a quick-fix crew to accompany unit cargo to the cargo in-check area to resolve/fix any problems during cargo processing.

6.4.3.2. Appointment letters to Logistics Plans Flight should include name, rank, and increment numbers for which each monitor is responsible.

6.4.4. Hazardous Cargo Certifiers. These personnel prepare the **Shipper's Declarations for Dangerous Goods** to certify hazardous materials are properly packed and marked for shipment. A certifier must work with or can be part of the pallet build-up crew to ensure hazardous cargo is properly located in shipping containers, on pallets, and in vehicles and that hazardous markings are clearly visible. Certifiers must receive Hazardous Cargo Certification training and be current (every two years). Appointment letters should include name, rank, and increment numbers that each person is qualified to certify.

6.4.5. Cargo Preparation/Pallet Build-up Teams. These teams marshal all UTC cargo, including weapons and munitions. They pack equipment and supplies in containers and load pallets and vehicles according to the load and packing lists and unit-developed pallet plans. They are responsible for marking all cargo containers, pallets, and vehicles with proper markings and placards. They ensure the pallets are properly netted and secured and the pallets contain all appropriate processing paperwork. One team per CE UTC is usually sufficient. Form this team from the deploying UTC, but first consider using personnel who are in attrition-filler positions and not assigned to a UTC. Also, use personnel who are ineligible to deploy to augment the team. These teams should receive pallet build-up and cargo preparation and marking training. The team must have personnel qualified to operate the vehicles used to load and transport the cargo.

6.4.5.1. Weapons Team. The cargo preparation/pallet build-up team can perform this function, but units often create a separate team to expedite cargo preparation. While the pallet build-up team is preparing the cargo increments, the weapons team can pick up the unit's weapons from the storage vault and transport them to the cargo preparation area. The weapons custodian must accompany this team.

6.4.5.2. Munitions Team. The munitions team performs the same task for the munitions. The munitions custodian for the UTC must lead this team.

6.4.6. Quick-Fix Teams. Units with many cargo increments often use quick-fix teams, especially when some of the increments must start cargo processing while others are still being built up. The quick-fix team is located at the cargo in-check point to fix any problems on the spot. Using quick-fix team keeps the unit from having to shift a build-up team to the in-check point to fix a problem, only to have the build-up team miss a DSOE time because they got behind. The quick-fix team must be familiar with unit equipment; trained to address problems (i.e., frustrated cargo, hazardous material problems, pallet and net problems); be readily identifiable on the flight line even at night; have personnel certified to sign shipper's declarations and to drive transport vehicles and forklifts; and be properly equipped with safety gear, applicable shipper's declarations, and the certifier's appointment letter. For

Prime BEEF UTCs with only a few increments, the quick-fix team may, in fact, be the cargo preparation team or only a few individuals from that team.

6.4.7. Mobility Bag Team. Some units that draw mobility bags from Base Supply set up a mobility bag team to perform this task for the entire UTC. This is done to expedite the out-processing time. Local issue procedures dictate whether this is possible or desirable and whether the bags are palletized at the issue point or taken back to the CE assembly area.

6.4.8. Equipment and Weapons Custodians. Custodians ensure all cargo is accounted for from the time it leaves the Prime BEEF warehouse, throughout the deployment, and until it returns to home station. Units must appoint and identify in writing equipment and weapons custodians for both peacetime accountability and for each deploying team.

6.4.8.1. An individual may be appointed as both equipment and weapons custodian for his or her team. Typically appointment letters for equipment custodians are sent to EMS in Base Supply and to the mobility section for weapons. The letters should include the date trained. Logistics Plans Flight and Security Forces may want copies.

6.4.8.2. Deploying equipment and weapons custodians are responsible to:

6.4.8.2.1. Obtain required training from Base Supply.

6.4.8.2.2. Act as a single point of coordination for equipment matters with both the home station and the deployed location Base Supply units.

6.4.8.2.3. Ensure all unit-owned equipment and weapons subject to deployment are identified with use code "A" on the unit's CA/CRLs.

6.4.8.2.4. Ensure all weapons subject to deployment are prepared for shipment in accordance with applicable directives.

6.4.8.2.5. Develop procedures for movement control, issue, and accountability of weapons. This includes the recovery of issued weapons. Prepare and maintain necessary documentation.

6.4.8.2.6. Ensure weapons are escorted and under surveillance at all times, and develop procedures for protecting weapons at the deployed location.

6.4.8.2.7. Report to EMS prior to processing equipment for exercise or real-world deployments to receive and sign deployed equipment listings.

6.4.8.2.8. Inventory equipment items as they are loaded to ensure accountability, if desired.

6.4.8.2.9. Maintain all necessary products and documents in their possession during the deployment.

6.4.8.2.10. Upon return from deployment, inform Base Supply EMS that deployed assets have returned or provide status of assets.

6.4.9. Munitions Custodians. The deployed custodian maintains accountability for munitions when they are pulled from the storage area until all unused munitions are turned over to a munitions account supply officer (MASO), either at the deployed location or back at home station.

6.4.9.1. Appoint a unit custodian and a deployed custodian for each team. Use AF IMT 68, **Munitions Authorization Record**, or prepare an appointment letter that includes name, rank, office symbol, and date trained and send to the MASO in the Munitions Flight.

6.4.9.2. The deploying munitions custodians are responsible to:

6.4.9.2.1. Obtain required training from the MASO.

6.4.9.2.2. Develop unit procedures on proper documentation, handling, controlling, issuing, and transporting of munitions.

6.4.9.2.3. Draw munitions from the storage area in time for them to be properly loaded in the UTC cargo. Ensure all munitions are properly packed.

6.4.9.2.4. Ensure munitions are escorted/under surveillance at all times.

6.4.9.2.5. Maintain a custodian deployment package that contains all necessary products and documents throughout the deployment.

6.4.9.2.6. Upon return from a deployment, return unused munitions to the MASO. Account for all used munitions.

6.4.10. Cargo Couriers. Prime BEEF couriers ensure protected cargo is secure and under surveillance at all times during the deployment movement. They also ensure the general cargo of the UTC gets to the final destination with its team. Select a minimum of two individuals for each chalk and ensure they are well briefed and weapons qualified. Any qualified team member can relieve a courier during the movement and while waiting for transportation. However, replacements should be well briefed on courier responsibilities and procedures. Couriers will release classified or sensitive cargo only to other couriers on the team or to transportation representatives using DD Form 1907, **Signature and Tally Record**, to transfer custody. The DD Form 1907 is not used when one team courier relieves another. Couriers must identify the person receiving the cargo and must verify the receiving person has the proper security clearance. Use a picture ID such as the DD Form 2AF, **Armed Forces of the United States—Geneva Convention Identification Card**.

6.4.10.1. General Cargo Courier. There are no special requirements for this position. Anyone on the deploying team can perform this task, but pick someone with common sense and initiative. On rare occasions, it is necessary to off-load cargo or to transfer cargo to another aircraft at an en route stop. If the second aircraft is smaller, the couriers may be asked to select which cargo increments will go first. The courier needs to know what the team chief's priorities are in case the courier cannot make contact with the team. Usually a courier remains with all off-loaded cargo until it can be sent to its final destination. Couriers need to be prepared for this possibility.

6.4.10.2. Classified Courier. Classified couriers must have a security clearance at least as high as the material being moved or hand carried. If the classified material is to be hand carried, versus packed in the cargo, consider appointing a second person to relieve the first. The courier is responsible for safeguarding the classified material during deployment and upon arrival at the deployment location. The courier must have an authorization letter that identifies the individual and describes the package the courier is carrying or escorting. Remember, each person must be included on the official courier letter or have his or her own authorization letter.

6.4.10.3. Weapons Courier. This person is responsible for maintaining security and control of deployed weapons until the weapons are issued to individuals or turned over to a consolidated armory. This task can be performed by the weapons custodian. Prime BEEF weapon couriers should be small arms qualified on the 9 mm handgun and the M4/M-16A2 rifle. Ensure couriers are fully knowledgeable of all aspects of weapons control to include marking and securing containers, escorting and marshaling procedures, and safeguarding en route. The DOD security and

transportation regulations do not require armed escorts when shipping 15 or fewer weapons; however, the arming rules change from time to time. Follow local instructions on arming the couriers.

6.4.10.4. Munitions Courier. There are no special qualifications, but the courier needs to work with the munitions custodian to provide accountability.

6.4.10.5. Pre-Departure Escorts. If possible, use otherwise untasked personnel to pick up and move weapons and munitions from the storage locations to the cargo preparation areas. This speeds the cargo preparation and loading effort since these personnel can be drawing and transporting the weapons while the deploying couriers are getting ready. These personnel must meet the courier qualifications listed above. Follow local instructions on whether escorts must be armed.

6.4.11. UDM Module. At least two personnel in the unit must know how to input, modify, and extract information from the LOGMOD and MANPER-B systems using the UDM module. For lack of a better term, refer to these personnel as the UDM module gatekeepers in this pamphlet. This is the duty of the Prime BEEF manager. He or she should appoint an alternate from within the unit.

6.4.12. VCNCO. The unit vehicle control NCO (VCNCO) can support deployments in two ways. First, he or she can set up the plans and procedures to ensure unit vehicles are in place when needed to support deployment activities. Second, the VCNCO can make arrangements to pick up copies of the vehicle maintenance histories from the Vehicle Maintenance Flight in the Transportation Squadron for any vehicle deploying for more than 30 days. While the VCNCO can set up the procedures, execution of the plan requires full support from the CE work centers. Any shop with a vehicle designated for deployment support should automatically service the vehicle and take it to the designated assembly area. Likewise, the VCNCO can pick up the vehicle maintenance histories, but someone in the shop who “owns” the vehicle can also perform this task.

6.4.13. Unit Security Officer. The security officer is responsible for ensuring all classified materials are properly packaged for shipment and couriers have the proper clearance, are briefed on their responsibilities, and are given their authorization letters along with the classified materials. The security officer should set up the procedures well before a deployment and should designate an alternate to perform these tasks in case he or she is not available at the time of a deployment. Copies of the paperwork can be kept in the UDCC. Create a file on the computer in the UDCC with the necessary appointment letters and the inspection exemption notice that will be attached to the classified package. When needed, the names of the couriers can easily be inserted into the canned authorization letters.

6.5. Choke Points. There are a few recurring, if not common, problems encountered during deployment preparations and out-processing. This paragraph focuses on the problems which deploying units create—and can correct. These are offered to help avoid the mistakes others have made.

6.5.1. Unit poorly prepares cargo or fails to properly identify hazardous cargo, and this results in frustrated cargo. This can cause a last-minute change to the DSOE or even a late departure.

6.5.2. Unit does not identify shortages or unserviceable cargo early enough to source the items from other base units.

6.5.3. Personnel are not prepared to deploy. Units should ensure their deploying personnel have all their required items BEFORE they report for processing at the PDF. Once a person reports for processing, it may be too late to run home for a forgotten item.

6.5.4. No Shows. A unit should identify no-shows at unit assembly time. This will allow time to find a replacement.

6.5.5. Unit does not weigh, measure, and mark cargo properly. This could cause changes in the aircraft load plans, resulting in having to move cargo to other loads and resulting in late departures.

6.5.6. Unit does not send a knowledgeable person with their cargo to the in-check area. Problems that could be quickly resolved result in frustrated cargo and delayed departures.

6.5.7. Unit adds “last minute” items to their increments without adding them to the load and/or packing lists. This is especially dangerous if the items are hazardous. If items are added, they **MUST** be annotated on the load and/or packing lists, the cargo properly labeled, and the increment re-weighed.

6.5.8. **SAFETY IS IMPORTANT.** Pay special attention to safety zones around aircraft, fuel levels, and proper protective and visibility clothing. Use safe handling procedures and proper equipment.

Chapter 7

SORTS AND ART REPORTING

7.1. SORTS Reporting. The Status of Resources and Training System (SORTS) report is an assessment of a unit's ability to perform the mission for which it was organized—and, when appropriate, the mission for which it is employed. The assessment is backed by calculations on the percentage of equipment and personnel available to perform the mission and the percentage of personnel who are current in their training. The SORTS report provides additional information about the unit such as its current location and whether some or all of its resources are deployed. The primary purpose of SORTS is to give combatant commanders a picture of the forces they have available to support their missions. Consequently, they want accurate information and honest assessments.

7.1.1. Each unit will be provided a DOC statement indicating which UTCs are SORTS reportable. Generally, each unit that supports a wartime or contingency operations plan is required to report SORTS. The Joint Staff database (GSORTS) stores the last reported information on the readiness status of each reporting unit. SORTS data is available to each level of command by accessing GSORTS through the GCCS. SORTS provides the National Command Authorities, JCS, and unified commands with information they can use in crises: the identity, location, and resource status of individual units. It also enables HQ USAF and the MAJCOMs to monitor unit resources and training in peacetime.

7.1.2. AFI 10-201 details the SORTS reporting requirements for the Air Force and designates which units will report SORTS data. For civil engineers, that means every unit with a Prime BEEF team and every RED HORSE unit must submit SORTS reports. A few CE units are also required to report on in-place taskings that support operations plans.

7.2. ART Reporting. The AEF Reporting Tool (ART) is designed to provide units a mechanism to report a UTC's current and future ability/inability to fulfill its MISCAP statement. It highlights deficiencies within a UTC and provides information to aid in resource allocation and tasking decisions during steady state or crisis actions. ART gives units the ability to report UTC readiness levels and allows for immediate updates and visibility for all levels of command to make decisions on the employment of forces.

7.2.1. Units will update the ART report every 30 calendar days except when a change in status occurs which would necessitate an out-of-cycle report within 24 hours of the change. All updates are made in "real time."

7.2.2. AFI 10-244, *Reporting Status of Aerospace Expeditionary Forces*, details the ART reporting requirements for all deployable UTCs. The AEFC is the system manager for ART and gives advice on reporting policies and procedures.

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AFPD 10-8, *Homeland Defense and Civil Support*, 7 September 2006

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CJCSM 3122.01A, *JOPES Volume 1, Planning, Policies, and Procedures*

Prime BEEF Equipment & Supplies Listing (ESL)

War and Mobilization Plan, Part 1, *Combat Forces*

War and Mobilization Plan, Part 1, Annex S, *Civil Engineering*

War and Mobilization Plan 3, Part 2, *UTC Packages*

War and Mobilization Plan 3, Part 3, *RSP*

War and Mobilization Plan 3, Part 4, *AEF Rotational Allocation Schedule*

War and Mobilization Plan 3, Part 5, *USAF Rotation Allocation Plan*

War and Mobilization Plan 5, *Rates and Factors*

Abbreviations and Acronyms

AA&E—arms, ammunition, and explosives

ACES—Automated Civil Engineer System

ADCON—Administrative Control

ADP—automated data processing

AEF—Air and Space Expeditionary Force

AEFC—Air and Space Expeditionary Force Center

AEG—Air Expeditionary Group

AETF—Air Expeditionary Task Force

AEW—Air Expeditionary Wing

AFCESA—Air Force Civil Engineer Support Agency

AFEMS—Air Force Equipment Management System

AFFOR—Air Force forces

AFS—Air Force specialty [as used in this pamphlet]

AFSC—Air Force specialty code

AMC—Air Mobility Command

AOR—Area of responsibility

ARC—Air Reserve Components [as used in this pamphlet]

ART—AEF Reporting Tool

AS—Allowance standard [as used in this pamphlet]

ASC—Allowance Standard Code

ASETf—Air and space expeditionary task force

ASRS—Allowance Standard Retrieval System

A-UTC—Associate UTC

BEEF—Base Engineer Emergency Force

BOS—Base operating support

C/B—center of balance

CA/CRL—Custodian Authorization/Custody Receipt List

CALM—Computer Aided Load Manifesting System

CATM—combat arms training and maintenance

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

CDF—Cargo deployment function [as used in this pamphlet]

CE—Civil Engineer

CED—contingency, exercise, and deployment

CEM—Contingency, exercise, mobility [as used in this pamphlet]

CEMO—Command Equipment Management Office

CJCS—Chairman of the Joint Chiefs of Staff

CMOS—Cargo Movement Operations Systems [as used in this pamphlet]

COB—Collocated operating base

COMACC—Commander, Air Combat Command

COMAFFOR—Commander of Air Force forces

COMPES—Contingency Operation/Mobility Planning and Execution System

CONPLAN—Concept Plan

CONUS—Continental United States

CoP—Community of Practice

CTK—consolidated tool kit

CWD—chemical warfare defense

DAV—Deployment Availability

DCAPES—Deliberate and Crisis Action Planning and Execution Segments

DMD—Deployment Manning Document [as used in this pamphlet]

DOC—Designed operational capability [as used in this pamphlet]

DOD—Department of Defense

DOT-E—Department of Transportation- exemption

DPU—Deployment processing unit

DRMD—Deployment Requirements/Manning Document

DRMS—Defense Reutilization and Marketing Service

DSOE—Deployment schedule of events

ECS—Expeditionary Combat Support

EMP—Emergency Management Program

EME—Equipment Management Element

ESL—Equipment and Supplies Listing

FAM—functional area manager

FEDLOG—Federal Logistics Data

FinPlan—financial plan

FM—force modules

FUNCPLAN—functional plans

GATES—Global Air Transportation Execution System

GCCS—Global Command & Control System

GPC—government purchase card

GPS—Global Positioning System

GWT—Gross weight (pounds)

HAZMAT—Hazardous materials

HHQ—higher headquarters

HMIS—Hazardous Materials Information System

HUMRO—humanitarian relief operations

IDO—Installation deployment officer

IDP—Installation Deployment Plan

IDS—Integrated Deployment System [as used in this pamphlet]

IOC—initial operation capability

ISP—Installation Support Plan

JCS—Joint Chiefs of Staff

JOPEs—Joint Operation Planning and Execution System

JSCP—Joint Strategic Capabilities Plan

LIMFAC—Limiting factor

LOGDET—Logistics details

LOGFOR—Logistics Force Packaging System

LOGMOD—Logistics Module

LOGPLAN—Logistics Plan

MAJCOM—Major command

MANFOR—Manpower Force Packaging System

MANPER-B—Manpower and Personnel Module – Base Level (COMPES)

MASO—Munitions Account Supply Officer

MEFPAK—Manpower and Equipment Force Packaging System

MFEL—Manpower Force Element Listing

MILSTAMP—Military Standard Transportation and Movement Procedures

MISCAP—Mission capability

MOA—Memorandum of Agreement

MOB—Main operating base

MOU—Memorandum of Understanding

MPI—Mobility position indicator

MPN—Mobility position number

MPU—Mobility processing unit

MRA—MEFPAK responsible agency

MRRR—Manpower requirements/resource roster

NAF—Numbered Air Force

NBC—Nuclear, biological, and chemical

NCA—National Command Authorities

NCO—Noncommissioned officer

NCOIC—Noncommissioned officer in charge

NSN—National stock number

O&M—Operation and maintenance

OIC—Officer in charge

OPCON—Operational control

OPLAN—Operation plan

OPORD—Operations order

OPR—Office of primary responsibility

PAS—Personnel accounting symbol

PB—Prime BEEF

PCA—Permanent change of assignment

PCS—Permanent change of station [as used in this pamphlet]

PDF—Personnel deployment function [as used in this pamphlet]

PEC—Program element code

PERSCO—Personnel support for contingency operations

PRU—Personnel readiness unit [as used in this pamphlet]

QTP—Qualification training package

ROE—Rules of engagement

ROMO—Range of military operations

SCBA—Self-contained breathing apparatus

SDDC—Surface Deployment & Distribution Command (Army)

SORTS—Status of Resources and Training System

SPG—Strategic Planning Guidance

SSAN—Social Security Number

TCMD—Transportation control and movement document

TCN—Transportation control number [as used in this pamphlet]

TDY—Temporary duty

T.O.—Technical Order

TPFDD—Time-phased force and deployment data (JOPES)

TPFDL—Time-phase force and deployment list

TUCHA—type unit characteristics

UDCC—Unit deployment control center

UDM—Unit deployment manager

UIC—Unit identification code

ULN—Unit line number

UMD—Unit manning document

UN—United Nations

UTC—Unit type code

VCNCO—Vehicle control NCO

WMP—War and Mobilization Plan

WRM—War reserve materiel

Terms

When applicable, the definitions are extracted from Joint Publication 1-02, *The DOD Dictionary of Military and Associated Terms*. See http://www.dtic.mil/doctrine/jel/c_pubs.htm.

Administrative Control (ADCON)—Administrative Control is exercised in the theater over a deployed unit that may be geographically separated and under operational control (OPCON) of another unit/service but is administratively handled and processed by a PERSCO or Mission Support Group through a central base or higher echelon.

Advanced Echelon (ADVON)—An initial deployment element of personnel and equipment within a specific unit type code (UTC). The ADVON portion of a UTC normally consists of the equipment and personnel required to establish an austere operational capability for a period of up to seven days.

Aerial Port—An airfield that has been designated for the sustained air movement of personnel and materiel and to serve as an authorized port for entrance into or departure from the country in which located.

Aerial Port of Debarkation (APOD)—A station that serves as an authorized port to process and clear aircraft and traffic for entrance to the country where located. (For AEFs, this will usually be the forward operating location.)

Aerial Port of Embarkation (APOE)—A station that serves as an authorized port to process and clear aircraft and traffic for departure from the country where located.

Aerial Port Squadron (APS)—An Air Force organization that operates and provides the functions assigned to aerial ports, including processing personnel and cargo; rigging for airdrop; packing parachutes; loading equipment; preparing air cargo and load plans; loading and securing aircraft; ejecting cargo for in-flight delivery; and supervising units engaged in aircraft loading and unloading operations.

Air and Space Expeditionary Force—An AEF is a package of aerospace forces tailored to create theater commander's desired effects. AEFs are the deployed wings, groups, and squadrons attached to an ASETF or in-place numbered air force (NAF) by MAJCOM G-series orders.

Air and Space Expeditionary Task Force (ASETf)—An ASETf is a tailored, task-organized air and space force presented to a joint force commander (JFC) consisting of a deployed NAF headquarters, or

command echelon subordinate to a NAF headquarters, and assigned and attached operating forces (command element plus operating forces). An ASETF can be sized as a NAF, an AEW, or an AEG, depending on the level and nature of the conflict and the size of the air and space component required. The ASETF is commanded by the COMAFFOR and is activated by MAJCOM G-series orders.

Air Base Operability—The integrated capability of an installation to defend against, survive the effects of, and recover from hostile action, thus supporting effective wartime employment of air power. Air base operability provides the sustained operational capability to wage war.

Air Bridge—An air bridge is a series of en route locations outlining an air route of travel for rapid deployment and sustainment of forces. Many en route locations serve as crew staging locations in addition to meeting en route servicing requirements, allowing aircraft to continue to their destinations with little delay. The air bridge normally has air refueling forces positioned along the route to allow non-stop flight to final destinations. Deploying aircraft, sustainment airlift aircraft, and aircraft conducting global attack missions may use the air bridge for their inter-theater missions.

Airlift—The objectives of airlift are to deploy, employ and sustain military forces through the medium of aerospace. Airlift accomplishes the timely movement, delivery, and recovery of personnel, equipment, and supplies, furthering military and national goals.

Alert Order—1. A crisis-action planning directive from the Secretary of Defense, issued by the CJCS, that provides essential guidance for planning and directs the initiation of execution planning for the selected course of action authorized by the Secretary of Defense. 2. A planning directive that provides essential planning guidance and directs the initiation of execution planning after the directing authority approves a military course of action. An alert order does not authorize execution of the approved course of action.

Alert Status—A posture, initiated by a CJCS Alert Order, in which designated units prepare their personnel and equipment for rapid deployment upon receiving a tasking.

Annex—A document appended to an operation order or other document to make it clearer or to give further details.

Apportion—To make resources available to the commander of a unified or specified command for deliberate planning. Apportioned resources are used in the development of operation plans and may be more or less than those allocated for execution planning of actual execution.

Area of Responsibility (AOR)—1. The geographical area associated with a combatant command within which a combatant commander has authority to plan and conduct operations. 2. In naval usage, a predefined area of enemy terrain for which supporting ships are responsible for covering by fire on known targets or targets of opportunity and by observation. Also called AOR.

Assumption—A supposition about the current situation or a presupposition about the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation and make a decision on the course of action.

Attainment—The point in time during the deployment when enough resources are available to begin AEF force employment.

Augmentation Forces—Forces to be transferred from a supporting commander to the combatant command (command authority) or operational control of a supported commander during the execution of an operation order approved by the National Command Authorities.

Bare Base—A base having minimum essential facilities to house, sustain, and support operations to include, if required, a stabilized runway, taxiways, and aircraft parking areas. A bare base must have a source of water that can be made potable. Other requirements to operate under bare base conditions form a necessary part of the force package deployed to the bare base.

Base Level Assessment (BLA)—The process of determining wartime base support requirements after deployments and receptions have taken place.

Basic Plan—The part of an operation plan that forms the base structure for annexes and appendices. It consists of general statements about the situation, mission, execution, administration and logistics, and command and control.

Beddown—Common terminology used for the destination of combat forces in a theater (equivalent to a destination).

Box—A packaging with complete rectangular or polygonal faces made of metal, wood, plywood, reconstituted wood, fiberboard, plastic, or other suitable material.

Bulk Cargo—That which is generally shipped in volume where the transportation conveyance is the only external container; such as liquids, ore, or grain.

Cargo—Commodities and supplies in transit.

Cargo Category Codes—Descriptive codes assigned to deploying cargo according to their characteristics and properties. These codes are used for transportation planning as detailed in AFMAN 10-401, Volume 2, *Planning Formats and Guidance*.

Cargo Deployment Function (CDF)—The installation focal point for monitoring all deployment cargo processing activities.

Chalk—The complete load of cargo and/or passengers that are transported on the deployment conveyance. That conveyance can be a bus, truck, ship, or aircraft.

Classified Cargo (Classified Information)—Information or material that is (a) owned by or under the control of the United States government; and (b) determined under Executive Order 12356 or prior orders and DOD 5200.1-R to require protection against unauthorized disclosure; and (c) so designated (that is, Top Secret, Secret, or Confidential).

Closure—The process of a unit arriving at a specified location.

Combat Forces—Those forces whose primary missions are to participate in combat. (Joint Pub 1-02) (For the purposes of this manual, consists of flying forces, such as those contained in the USAF War and Mobilization Plan, Volume 3, Part 1, which normally operate in a hostile environment and are subject to hostile fire.)

Combat Skills—Functional wartime requirements (e.g., air base defense) unique to each location and tasking. Unit functional area managers determine combat skills training requirements based on known taskings and functional guidance.

Combat Support (CS)—Fire support and operational assistance provided to combat elements.

Combatant Command—A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the CJCS. Combatant commands typically have geographic or functional responsibilities.

Combination Packaging—A combination of packaging, for transport purposes, consisting of one or more inner packages secured in a non-bulk outer packaging. It does not include composite packaging.

Composite Packaging—Packaging consisting of an outer packaging and inner receptacle, so constructed that the inner receptacle and the outer packaging form an integral packaging. Once assembled, it remains thereafter an integrated single unit; it is filled, stored, shipped, and emptied as such. (A thermos jug is a simple composite package.)

Compatibility Group Letter—A designated alphabetical letter used to categorize different types of explosive substances and articles for stowage and segregation.

Component Command—The Service command, its commander, and all the individuals, units, detachments, organizations or installations that have been assigned to a unified command.

Computer Aided Load Manifesting (CALM)—An Air Force system that automates load planning in support of worldwide deployment of forces and day-to-day cargo movement.

Continental United States (CONUS)—The 48 contiguous states and the District of Columbia.

Contingency—An emergency involving military forces caused by natural disasters, terrorists, subversives, or by required 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.

Contingency Aerial Port—Standby aerial ports which can be activated for cargo operations, as required, during emergencies.

Contingency Operation/Mobility Planning and Execution System (COMPES)—The Air Force standard automated data processing subsystem of the Joint Operation Planning and Execution System (JOPES) that operations, logistics, and personnel planners at all command levels use to develop and maintain force packages and task requirements for operation plan time-phased force and deployment data.

Contingency Operations—Operations involving the use of US military forces to achieve US objectives, usually in response to an emerging or unexpected crisis. Contingency operations may evolve into sustained military operations.

Control Air Force Specialty Code (CAFSC)—A management tool used to make Airman assignments, to assist in determining training requirements, and to consider individuals for promotion. It will be identical to the highest awarded AFSC in the ladder in which the Airman is being used or trained with the following restrictions. The CAFSC for members performing duty in a 3-, 5-, 7-, or 9-skill level structure will not exceed the:

- a. 3-skill level for AB through A1C.
- b. 5-skill level for SrA and SSgt.
- c. 7-skill level for TSgts and MSgts.
- d. 9-skill level for SMSgts.

Controlled Cargo (See Protected Cargo)—Items that require additional control and security as prescribed in various regulations and statutes. Controlled items include money, negotiable instruments, narcotics, registered mail, precious metal alloys, ethyl alcohol, and drug abuse items.

Convoy—A group of vehicles organized to ensure controlled and orderly movement with or without escort protection.

Crisis Action Procedures (CAP)—A set of procedures that provides guidance for joint operations planning by military forces during emergency or time-sensitive situations. The procedures give the JCS information to develop timely recommendations to the National Command Authorities for decisions involving the use of US military forces.

Crisis Action Team (CAT)—Command and staff personnel assembled to respond to war and certain contingency or emergency situations that require continuous action. Its purpose is to provide continuous response during periods of increased readiness and expanded operations.

Deliberate Planning--(—1) The Joint Operation Planning and Execution System process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. Conducted principally in peacetime, deliberate planning is accomplished in prescribed cycles that complement other Department of Defense planning cycles in accordance with the formally established Joint Strategic Planning System. (2) A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation. Deliberate planners rely heavily on assumptions regarding the circumstances that will exist when the plan is executed. See also Joint Operation Planning and Execution System.

Deployability Posture—The state or stage of a unit's preparedness for deployment to participate in a military operation, defined in five levels as follows:

- a. Normal Deployability Posture. The unit is conducting normal activities. Commanders are monitoring the situation in any area of tension and reviewing plans. No visible overt actions are being taken to increase deployability posture. Units not at home station report their scheduled closure time at home station or the time required to return to home station if ordered to return before scheduled time and desired mode of transportation are available.
- b. Increased Deployability Posture. The unit is relieved from commitments not pertaining to the mission. Personnel are recalled from training areas, pass, and leave, as required, to meet the deployment schedule. Preparation for deployment of equipment and supplies is initiated. Pre-deployment personnel actions are completed. Essential equipment and supplies located at continental United States (CONUS) or overseas installations are identified.
- c. Advanced Deployability Posture. All essential personnel, mobility equipment, and accompanying supplies are checked, packed, rigged for deployment, and positioned with deploying unit. The unit remains at home station. Movement requirements are confirmed. Airlift, sealift, and intra-CONUS transportation resources are identified, and initial movement schedules are completed by the Transportation Component Commands.
- d. Marshaled Deployability Posture. The first increment of deploying personnel, mobility equipment, and accompanying supplies is marshaled at designated ports of embarkation but not loaded. Sufficient aircraft or sealift assets are positioned at, or en route to, the port of embarkation, either to load the first increment or to sustain a flow, as required by the plan or directive being considered for execution. Supporting airlift control elements (ALCEs), stage crews (if required), and

support personnel adequate to sustain the airlift flow at on-load, en route, and off-load locations will be positioned, as required.

- e. **Loaded Deployability Posture.** All first increment equipment and accompanying supplies are loaded aboard ships and prepared for departure to the designated objective area. Personnel are prepared for loading on minimum notice. Follow-on increments of cargo and personnel are en route or available to meet projected ship loading schedules. Sufficient airlift is positioned and loaded at the port of embarkation to move the first increment or to initiate and sustain a flow, as required by the plan or directive being considered for execution. Supporting ALCEs, stage aircrews (if required), and support personnel adequate to sustain the airlift flow at on-load, en route, and off-load locations are positioned, as required.

Deployment—(1) In naval usage, the change from a cruising approach or contact disposition to a disposition for battle. (2) The movement of forces within areas of operation. (3) The positioning of forces into a formation for battle. (4) The relocation of forces and material to desired areas of operations. Deployment encompasses all activities from origin or home station through destination, specifically including intra-continental United States, intertheater, and intratheater movement legs, staging, and holding areas. See also deployment order; deployment planning; deployment preparation order.

Deployment Availability (DAV) Codes—Personnel codes that identify an individual's current medical, legal, and administrative status for deployment eligibility.

Deployment Control Center (DCC)—The installation focal point for deployment operations. The DCC is responsible for all command and control requirements.

Deployment Echelon—A UTC capability that commanders deploy as a single entity. Deployment echelons facilitate deployment planning by identifying a unit's capabilities, materiel, and personnel requirements and designating the sequence of movement.

Deployment Order—A planning directive from the Secretary of Defense, issued by the CJCS, that authorizes and directs the transfer of forces between combatant commands by reassignment or attachment. A deployment order normally specifies the authority that the gaining combatant commander will exercise over the transferred forces.

Deployment Planning—Operational planning directed toward the movement of forces and sustainment resources from their original locations to a specific operational area for conducting the joint operations contemplated in a given plan. Encompasses all activities from origin or home station through destination, specifically including intra-continental United States, intertheater, and intratheater movement legs, staging areas, and holding areas. See also deployment; deployment order; deployment preparation order.

Deployment Processing Unit (DPU)—The installation focal point for monitoring all personnel processing activities.

Deployment Transportation Control Number—A 17-character control number which includes service code, unit line number (ULN), and increment number (see DOD 4500.32R Volume 1, Appendix G).

Deployment Work Centers—Activities activated during deployments or exercises that process deploying personnel and equipment. These work centers include the deployment control center, cargo processing function, and the personnel processing function.

Designed Operational Capabilities (DOC) Statement—The document prepared by the parent MAJCOM that outlines each measured unit's DOC and contains the unit's identification, mission tasking

narrative, mission specifics, and measurable resources (see AFI 10-201, *Status of Resources and Training System*).

Duty Air Force Specialty Code (DAFSC)—The AFSC denoting the specialty in which the individual is performing duty. A DAFSC, including prefixes, suffixes, and skill levels, must match the authorized unit manpower document (UMD) position. An officer's DAFSC must match an awarded AFSC, either entry, qualified, or staff. The DAFSC for Airmen must match the control AFSC (CAFSC) unless the Airman is on temporary duty (TDY) outside the CAFSC.

Emergency Operation—An emergency operation is the movement of personnel, equipment and supplies of an organization so the organization can respond to a non-combat (i.e., natural disaster) event requiring special and immediate action.

Employment—In this pamphlet, employment is the use of Prime BEEF teams to accomplish contingency tasks.

Execute Order—1. An order issued by the CJCS, by the authority and at the direction of the Secretary of Defense, to implement a National Command Authorities decision to initiate military operations. 2. An order to initiate military operations as directed.

Execution Planning—The phase of the Joint Operation Planning and Execution System crisis action planning process that provides for the translation of an approved course of action into an executable plan of action through the preparation of a complete operation plan or order. Execution planning is detailed planning for the commitment of specified forces and resources. During crisis action planning, an approved operation plan or other NCA-approved course of action is adjusted, refined, and translated into an operation order. Execution planning can proceed on the basis of prior deliberate planning, or it can take place in the absence of prior planning.

Expendability, Recoverability, Reparability Category (ERRC) Code—A one-position, Air Force-peculiar code used to categorize Air Force inventory into various management groupings. These codes designate the management and maintenance concept that will be used throughout the logistics cycle, as well as the process that will be used to compute requirements. ERRC codes are also key elements in collecting and reporting asset and usage data. The single-position ERRC code is normally used in automated data processing programs due to the high premium on space; however, it is completely interchangeable with the three-position ERRC designator.

Expendability, Recoverability, Reparability Category (ERRC) Designator—Same as ERRC code except the ERRC designator is a three-position, Air Force peculiar data element that is normally used for visual reference such as correspondence and publications.

Feasibility—Operation plan review criterion. The determination of whether the assigned tasks could be accomplished by using available resources.

Follow-On Combat Capability (FCC)—The point in the deployment where enough resources are available to maintain employment for 30 days.

Force List—A total list of forces required by an operation plan, including assigned forces, augmentation forces, and other forces to be employed in support of the plan.

Force Module—A grouping of combat, combat support, and combat service support forces, with or without appropriate non-unit-related personnel and supplies. The elements of force modules are linked together or are uniquely identified so that they may be extracted from or adjusted as an entity in the

planning and execution databases to enhance flexibility and usefulness of the operation plan during a crisis.

Force Movement Characteristics—Force movement characteristics data addresses both unit personnel and unit cargo. Unit personnel data includes the number of personnel requiring non-organic transportation and the authorized unit strength. Unit cargo data includes the cargo categories of a force requirement and a detailed description of each type of item included within a cargo category. Cargo movement characteristics include weight, volume (cube), surface area (square feet), and dimensions (length, width, and height). Also see level of detail.

Force Requirement Number (FRN)—The alphanumeric code used to uniquely identify force entries in a given operation plan for input into the time-phased force and deployment data file.

Force Shortfall—A deficiency in the number or types of units available, for planning purposes, to perform an assigned task within a specified time.

Force Tailoring—The process of adjusting the composition of the total force (or an element of the force) to ensure the resources needed to meet the mission tasking are available.

Fragmented UTC—A UTC that is divided into two or more elements and each element has a separate mission tasking.

Gross Weight—Weight of a vehicle, fully equipped and serviced for operation, including the weight of the fuel, lubricants, coolant, vehicle tools and spares, crew, personal equipment, and load. Weight of a container or pallet including freight (contents) and binding.

Hazard Class—The category of hazard assigned to a hazardous material based on defining criteria. Hazard classes are explosives (Class 1), compressed gases (Class 2), flammable liquids (Class 3), flammable solids (Class 4), oxidizers and organic peroxides (Class 5), poisons and infectious substances (etiologic agents) (Class 6), radioactive materials (Class 7), corrosive materials (Class 8), and miscellaneous dangerous goods (Class 9).

Hazardous Cargo—Explosives and other hazardous articles such as flammable liquids and solids, oxidizing materials, corrosive materials, compressed gases, poisons, irritating materials, etiologic agents, radioactive material, and other unregulated cargo.

Hazardous Cargo Preparers—DOD personnel whose duties require them to sign legally binding documentation certifying that hazardous materials are properly classified, packaged, marked and labeled, and in all respects meet the legal requirements for transportation within the Defense Transportation System or by commercial carriers.

Hazardous Material—Material identified according to AFMAN 24-204 or Code of Federal Regulation (CFR) 49. Any material that, because of its properties, is flammable, corrosive, an oxidizing agent, explosive, toxic, radioactive, or unduly magnetic (unduly magnetic means that sufficient magnetic field strength is present to cause significant navigational deviations to the compass-sensing devices of an aircraft).

Hazardous Substance—A material, including its mixtures and solutions, that is capable of posing an unreasonable risk to health, safety, and property when transported. See AFMAN 24-204 for the technical parameters used to define a hazardous substance.

Host Unit—The organization designated by the host MAJCOM or HQ USAF to furnish support to a tenant unit. The host unit develops, publishes, and maintains the base mobility guidance to support the

deployment of all Air Force units from a particular base. ANGR/LGX and AFRC/LGX make these designations for Air Force-gained Air National Guard (ANG) and US Air Force Reserve units, respectively.

Increment (of materiel)—Equipment, supplies, and spare parts that units use to plan and assemble loads for deployment on cargo aircraft. Units normally design increments to fit a standard 463L pallet but may combine material that supports more than one deployment capability to form an increment if space remains on the pallet. The increment:

- a. Serves as the primary method of organizing material for deployment.
- b. Provides a means to establish a sequence for deployment and redeployment of deployment assets.
- c. Allows a shorthand method of communicating for cargo shipments.
- d. Provides a reference point for deployment planning in support of a specific operation plan.
- e. Provides a reference point for tailoring deployment packages.
- f. Provides a point of reference for control of equipment processing during deployments.
- g. Provides the basic planning element during aircraft load planning and cargo manifesting.
- h. Provides the reference point for establishing and maintaining standardization among units with like weapons systems.

NOTE: Wheeled equipment constitutes a single increment of materiel.

Inner Package—See inner packaging.

Inner Packaging—Packaging for which an outer packaging is required for transport. It does not include the inner receptacle of a composite packaging.

Inner Receptacle—Receptacle which requires an outer packaging in order to perform its containment function. The inner receptacle may be an inner packaging of a combination packaging or the inner receptacle of a composite packaging.

Initial Combat Capability (ICC)—The point in time during the deployment when enough resources are available to maintain AEF operations employment for seven days.

Installation Deployment Officer (IDO)—The host-unit officer who maintains base deployment guidance and directs and coordinates base deployments under the direction of the installation commander.

Installation Support Plan (ISP)—The installation-level planning accomplished to support unified and specified command wartime operation plans, as well as MAJCOM supporting plans. It cuts across all functional support areas in a consolidated view of installation missions, requirements, capabilities and limitations to plan for actions and resources supporting war and contingency operations, including deployment, post deployment, and employment activities.

Integrated Deployment System (IDS)—Umbrella computer system that links the following computer systems: Unit Deployment Manager module of LOGMOD, MANPER-B, LOGMOD, Cargo Movement Operations System (CMOS), and Computer Aided Load Manifesting (CALM).

International Air Transport Association (IATA)—Association of member airlines and developer of IATA Dangerous Goods Code which is used as a reference and unofficial guidance for air shipment of

hazardous material. The IATA Dangerous Goods Code includes special restrictions imposed by its member airlines.

In-transit Visibility—The ability to track the identity, status, and location of DOD units, non-unit cargo (excluding bulk petroleum, oils, and lubricants) and passengers; medical patients; and personal property from origin to consignee or destination across the range of military operations.

Joint Operation Planning—Planning for contingencies which can reasonably be anticipated in an area of responsibility or joint operations area of the command. Planning activities are exclusively associated with the preparation of operation plans, operation plans in concept format, campaign plans, and operation orders (other than the single integrated operation plan) for the conduct of military operations by the combatant commanders in response to requirements established by the CJCS. Joint operation planning is coordinated at the national level to support Secretary of Defense Contingency Planning Guidance, strategic requirements in the National Military Strategy, and emerging crises. As such, joint operation planning includes mobilization planning, deployment planning, employment planning, sustainment planning, and redeployment planning. Joint operation planning is performed in accordance with formally established planning and execution procedures.

Joint Operation Planning and Execution System Reporting System (JOPESREP)—An automated data processing structured information reporting system which uses standard formats to record and send operation plan-unique deployment planning information among commands and agencies. JOPESREP includes force requirement and routing data, force movement characteristics data, and non-unit-related cargo and personnel characteristics, routing, and movement data. Although the primary purpose of JOPESREP is to support operation planning, its use in support of special studies is not precluded.

Joint Operation Planning and Execution System (JOPES)—A continuously evolving system that is being developed through the integration and enhancement of two earlier planning and execution systems: Joint Operation Planning System and Joint Deployment System. It provides the foundation for conventional command and control by national- and theater-level commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. JOPES includes joint operation planning policies, procedures, and reporting structures supported by communications and automated data processing systems. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities associated with joint operations. Also called JOPES. See also joint operation planning.

Joint Operation Planning and Execution System Classes of Supply—Classification of stock-numbered items into class and subclass relationships by the nature of the commodity and its intended use. An example would be class III for petroleum, oils, and lubricants, and subclass A indicating aviation use.

Joint Operation Planning Process—A coordinated Joint Staff procedure used by a commander to determine the best method of accomplishing assigned tasks and to direct the action necessary to accomplish the mission.

Joint Operations—A general term to describe military actions conducted by joint forces or by Service forces in relationships (e.g., support, coordinating authority) which, of themselves, do not create joint forces.

Joint Support Plan (JSP)—A plan for the reception and beddown of forces that is collectively developed by the host nation, the theater in-place sponsor, and the affected augmentation unit. The plan outlines all facets of operations at a collocated operating base to include personnel, facilities, and equipment.

Lead Unit—MAJCOMs will designate a lead unit when the forces placed On Call come from more than one location. The lead unit works closely with the parent MAJCOM who directs the planning and coordination efforts of designated AEF units to determine operational, logistics, and support requirements to meet mission objectives.

Lesser Contingencies—Operations that encompass the use of military capabilities across the range of military operations short of war. These military actions can be applied to complement any combination of the other instruments of national power and occur before, during, and after war.

Level of detail—Within the current joint planning and execution systems, movement characteristics are described at five distinct levels of detail. These levels are:

- a. Level I. Aggregated level. Expressed as total number of passengers and total short tons, total measurement tons, total square feet and/or total hundreds of barrels by unit line number (ULN), cargo increment number (CIN), and personnel increment number (PIN).
- b. Level II. Summary level. Expressed as total number of passengers by ULN and PIN and short tons, measurement tons (including barrels), total square feet of bulk, oversize, outsize, and non-air-transportable cargo by ULN and CIN.
- c. Level III. Detail by cargo category. Expressed as total number of passengers by ULN and PIN and short tons, and/or measurement tons (including barrels), total square feet of cargo as identified by the ULN or CIN three-position cargo category code.
- d. Level IV. Detail expressed as number of passengers and individual dimensional data (expressed in length, width, and height in number of inches) of cargo by equipment type by ULN.
- e. Level V. Detail by priority of shipment. Expressed as total number of passengers by Service specialty code in deployment sequence by ULN individual weight (in pounds) and dimensional data (expressed in length, width, and height in number of inches) of equipment in deployment sequence by ULN.

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

Load Plan (Manifest)—A document specifying in detail the payload expressed in terms of passenger and freight carried on one aircraft for a specific destination.

Logistics Detail (LOGDET) Data—The specific identification of materiel planned for deployment within the UTC. It includes detailed data on each stock number, such as weight, dimensions, and Cargo Category Code.

Logistics Force Packaging System (LOGFOR)—A MEFPACK subsystem providing equipment and materiel requirements and summarized transportation characteristics through its Logistics Detail component.

Logistics Module (LOGMOD)—Automates the development and distribution of UTC packages. It provides the capability to schedule, monitor, and control movement of cargo and personnel via air or surface modes of transportation. Provides standard reports for management of authorized data and real-time data to commanders for planned or contingency operations.

Logistics Planning Subsystem (LOGPLAN)—A COMPES software package planners use in building detailed material data to support specific OPLANs.

Malposition—To place military units, equipment, or supplies at another location instead of the point of planned use but close enough to reduce reaction time. Reasons one may malposition: host country won't permit storage/staging, not enough storage space, etc.

Manifest (Cargo)—A document specifying in detail the items carried on a transportation conveyance for a specific destination. Usually refers to a ship or aircraft manifest.

Manpower and Equipment Force Packaging System (MEFPAK)—A data system supporting contingency and general war planning with predefined and standardized personnel and equipment force packages. MEFPAK, which operates in the command and control environment, comprises two subsystems: the Manpower Force Packaging System (MANFOR) and the Logistics Force Packaging System (LOGFOR).

Manpower and Personnel Module-Base Level (MANPER-B)—The base-level automated capabilities in COMPES that support operation, contingency, deployment and exercise planning, readiness, and execution responsibilities.

Manpower Force Packaging System (MANFOR)—A MEFPAK subsystem that provides:

- a. the title of the unit for force element and its unique JCS UTC.
- b. the capability statement containing the definition of unit capability.
- c. the manpower detail by function, grade (officers only), and Air Force specialty code required to meet the defined capability.

Marking—Numbers, nomenclature or symbols imprinted on items or containers for identification during handling, shipment and storage.

Marshaling Area—The geographic location where a deploying unit will assemble, hold, and organize supplies and/or equipment for onward movement.

Military Sealift Command (MSC)—The single-manager operating agency for designated sealift service (US Navy).

Mini-Records—The TDY mini-record is a small, individual data record used for tracking and managing of every individual who is TDY for exercise, rotational, and contingency purposes. Data in the record is updated as changes and corrections occur. The mini-record, when requested, is generated by the MANPER-B system when an individual departs or is projected for departure for contingency.

Mission Capability Statement (MISCAP)—A short paragraph describing the mission capabilities that planners expect of a specific UTC at execution. The statement usually contains pertinent information such as the type of base where commanders will deploy the unit, the unit's functional activities, and other augmentation requirements necessary to conduct specific missions.

Mobility Forces—A term used extensively in the DOD airlift community referring to those forces that provide airlift support to deploying forces. They are normally provided by Air Mobility Command (AMC) but may be provided by non-AMC host or support installations.

Mobilization—The process by which the Armed Forces or part of them are 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 materiel.

Movement Characteristics—See force movement characteristics.

Movement Schedule—A schedule developed to monitor or track a separate entity whether it is a force requirement, cargo or personnel increment, or lift asset. The schedule reflects the assignment of specific lift resources (such as an aircraft or ship that will be used to move the personnel and cargo included in a specific movement increment. Arrival and departure times at ports of embarkation, etc., are detailed to show a flow and workload at each location. Movement schedules are detailed enough to support plan implementation.

Movement Table—As applied in this document, a table prepared by the transportation component commands (TCCs) for each force requirement and each non-unit-related personnel or cargo increment of the time-phased force and deployment data file concerning the scheduled movement from the origin or port of embarkation, intermediate location, and port of debarkation or destination. It is based on the estimated or planned availability of lift resources and, hence, is not an execution document.

National Command Authorities (NCA)—The President and the Secretary of Defense or their duly deputized alternates or successors.

Non-Pilot Unit—A unit having a weapon system of functional tasking the same as a pilot (lead) unit. The non-pilot unit normally is not subordinate to the pilot unit except when the MAJCOM retains control of UTC composition or a parent organization develops a UTC to be distributed to its subordinate units.

Non-unit-Related Cargo—All equipment and supplies requiring transportation to an area of operations, other than those identified as the equipment or accompanying supplies of a specific unit (such as resupply, military support for allies, and support for nonmilitary programs, such as civil relief).

Non-unit-Related Personnel—All personnel requiring transportation to or from an area of operations, other than those assigned to a specific unit (e.g., filler personnel, replacements, temporary duty/temporary additional duty (TDY/TAD) personnel, civilians, medical evacuees, and retrograde personnel).

Notional Tasking—A procedure to facilitate planning among all the Services, commands, and agencies whereby operation plan forces are expressed as standard type units as described in the type unit data file disseminated by the Joint Staff; no specific units are identified.

On Call Status—A posture assumed by units designated by MAJCOMs which allows the units to rapidly transition from normal day-to-day operations to AEF operations. This posture is established before receipt of a CJCS Alert Order.

Operational Taskings & Priorities (OT&P)—Provides MAJCOM planners with a responsive automated processing system to task Air Force combat and support units during contingency operations. The operations module is the heart of the COMPES system. OT&P assimilates data from the MAJCOM logistics and manpower and personnel modules, and converts it into the format required by JOPES. OT&P provides a bridge between the JOPES database and MAJCOM-refined planning data.

Operation Order (OPORD)—A directive issued by a commander to subordinate commanders for effective, coordinated execution of an operation.

Operation Plan (OPLAN)—Any plan, except for the Single Integrated Operation Plan, for the conduct of military operations. Plans are prepared by combatant commanders in response to requirements established by the CJCS and by commanders of subordinate commands in response to requirements tasked by the establishing unified commander. Operation plans are prepared in either a complete format

(OPLAN) or as a concept plan (CONPLAN). The CONPLAN can be published with or without a time-phased force and deployment data (TPFDD) file.

- a. **OPLAN.** An operation plan for the conduct of joint operations that can be used as a basis for development of an operation order (OPORD). An OPLAN identifies the forces and supplies required to execute the combatant commander's Strategic Concept and includes a movement schedule of these resources to the theater of operations. The forces and supplies are identified in TPFDD files. OPLANs will include all phases of the tasked operation. The plan is prepared with the appropriate annexes, appendixes, and TPFDD files as described in the Joint Operation Planning and Execution System manuals containing planning policies, procedures, and formats.
- b. **CONPLAN.** An operation plan in an abbreviated format that would require considerable expansion or alteration to convert it into an OPLAN or OPORD. A CONPLAN contains the combatant commander's Strategic Concept and those annexes and appendixes deemed necessary by the combatant commander to complete planning. Generally, detailed support requirements are not calculated and TPFDD files are not prepared.
- c. **CONPLAN with TPFDD.** A CONPLAN with TPFDD is the same as a CONPLAN except that it requires more detailed planning for phased deployment of forces. See also operation order; time-phased force and deployment data.

Operational Control (OPCON)—Control exercised by commanders at any echelon at or below the level of combatant command. OPCON is inherent in COCOM and is the authority to perform the functions of command over subordinate forces that involve organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. OPCON includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. OPCON should be exercised through the commanders of subordinate organizations; normally, this authority is exercised through the Service component commanders. OPCON normally gives full authority to organize commands and forces and to employ those forces, as the commander in operational control considers necessary, to accomplish assigned missions. OPCON does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training.

Outer Container—See outer packaging.

Outer Package—See outer packaging.

Outer Packaging—The outermost enclosure of a composite or combination packaging together with any absorbent materials, cushioning, and any other components necessary to contain and protect the inner receptacles or inner packaging.

Overpack—(a) A container used to hold one or more air-eligible packages to form a single unit for convenience of handling or storage during transportation. (b) Placement of containers that do not meet air eligibility pressure requirements into an outer approved packaging.

Package or Outside Package—A package plus its contents.

Packaging—A receptacle and any other components or materials necessary for the receptacle to perform its containment function in conformance with the minimum packing requirements of this manual. It may consist of one or more receptacles, absorbent materials, spacing structures, thermal insulation, radiation shielding, and devices for cooling or absorbing mechanical shocks.

Packing Group—The degree of danger presented by the hazardous material. Packing Group I indicates great danger. Packing Group II indicates medium danger. Packing Group III indicates minor danger.

Pallet, 463L—Aluminum air cargo pallet, 88 inches by 108 inches on which shipments are consolidated for movement by AMC.

Palletized Unit Load—Quantity of any item, packaged or unpackaged, that is arranged on any pallet in a specified manner and securely strapped or fastened thereto so that the whole is handled as a unit. See also unitized load.

Personnel Support for Contingency Operations (PERSCO)—A capability providing essential personnel support for all forces deployed TDY on contingency operations and information required for operational and management decisions and control of the deployed force.

Personnel Increment Number—A seven-character, alphanumeric field that uniquely describes a non-unit-related personnel entry (line) in a Joint Operation Planning and Execution System time-phased force and deployment data file. Also called PIN.

Pilferable Cargo—Items which are vulnerable to theft because of their ready resale potential; i.e., cigarettes, alcoholic beverages, cameras, electronic equipment, computer software, etc.

Pilot Unit—A unit tasked to develop the standard manpower and/or logistics portion of a UTC package for use by all units (non-pilot) with the same functional tasking or the same weapon system.

Playbook—Playbooks are Air Mobility Command's written plans to deploy and sustain AEFs. Playbooks may be required when a combatant commander's CONOPS requires an operation to commence within 48 hours or less of receiving an Execute Order.

Port of Debarkation (POD)—The geographic point (port or airport) in the routing scheme where a movement requirement will complete its strategic deployment.

Port of Embarkation (POE)—The geographic point (port or airport) in the routine scheme where a movement requirement will begin its strategic deployment.

Pre-position—To place military units, equipment or supplies at or near the point of planned use or at a designated location to reduce reaction time and to ensure timely support of a specific force during initial phases of an operation.

Primary Air Force Specialty Code (PAFSC)—The awarded AFSC in which an individual is best qualified to perform duty.

Protected Cargo—Those items designated as having characteristics that require that they be identified, accounted for, secured, segregated, or handled in a special manner to ensure their safeguard or integrity. Protected cargo is subdivided into controlled, pilferable and sensitive cargo.

Redeployment—The transfer of a unit, an individual, or supplies deployed in one area to another area, or to another location within the area, or to the zone of interior for the purpose of further employment.

Required Availability Date (RAD)—The date that end items and concurrent spare parts are committed to be available for transportation.

Required Delivery Date (RDD)—A calendar date that specifies when material is actually required to be delivered to the requisitioner, and it is always a date that is earlier or later than the computed standard delivery date; i.e., a required delivery date cannot exactly equal a computed standard delivery date. RDD also refers to a code indicating the speed of transportation processing; e.g., 999, N--, E--, 777, 555, 444,

or blank RDD. For unit requirements, the RDD is a date relative to C-day when a unit must arrive at its destination and complete off loading to properly support the concept of operations.

Resource Augmentation Duty (READY) Program—A program requiring each installation to identify and validate its own temporary augmentation and local resource needs to meet local exercise, contingency, wartime, or emergency augmentation requirements. READY personnel don't deploy to perform their READY duties.

Resupply Planning—The process used to estimate materiel movement requirements that will occur during wartime operations. The results of the process are used to quantify surface and airlift transportation requirements and to evaluate the transportation feasibility of operation plans.

Resupply Planning Factors—Consumption rates (multipliers) for specified classes and subclasses of Supply that are used to express wartime resupply requirements. Rates are expressed as pounds per person per day, gallons per person per day, pounds per unit type code (UTC) per day, or gallons per UTC per day. Wartime resupply planning factors do not include pre-positioned war reserve materiel (WRM) or mobility equipment deploying with a unit.

Retrograde Cargo—Cargo evacuated from a theater of operations.

Roadable Vehicles—Wheeled (not tracked) vehicles driven or towed on the nation's highways.

Sensitive Cargo (See Protected Cargo)—Small arms, ammunition, and explosives that are a definite threat to public safety and can be used by militant, revolutionary, criminal, or other elements for civil disturbances, domestic unrest or criminal actions.

Sensitive Material—Sensitive, conventional AA&E.

Shipping Container—As used in this pamphlet, it is any one of the four fiberglass containers that Prime BEEF teams use to ship team cargo. They are loaded on a 463L pallet for movement. They are considered an outer package for marking and labeling purposes.

Shortfall—The lack of forces, equipment, personnel, materiel, or capability, reflected as the difference between the resources identified as a plan requirement and those apportioned to a combatant commander for planning, that would adversely affect the command's ability to accomplish its mission.

Split Tasked UTC—A UTC in which the required resources (personnel and/or equipment) are supplied by two or more units.

Standard UTC Reference File (SURF)—File consisting of the LOGFOR subsystem of LOGMOD and the MANFOR subsystem of MANPER-B. It contains all the UTCs for which the base or unit is tasked or is available to be tasked.

Starter Stocks—WRM intended to support a combatant commander until resupply, commensurate with expenditure, is established.

Subordinate Commander—A commander under the combatant command or operational control of either a supported or supporting commander, normally a Service component commander or the commander of a subordinate unified command or subordinate joint task force.

Support Forces—Nonflying forces such as those contained in the USAF War and Mobilization Plan, Volume 3, Part 2, that normally operate in a combat area and must maintain a deployment capability. (Not to be confused with "Supporting Forces" elsewhere defined.)

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

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

Supporting Forces—Forces stationed in, or to be deployed to, an area of operations to provide support for the execution of an operation order. Combatant command (command authority) of supporting forces is not passed to the supported commander.

Swing Stocks—WRM positioned to maximize flexibility to support multiple theaters.

Tactical Control (TACON)—Units that may be geographically separated or specific teams that are assigned by an OPCON higher headquarters or combatant commander for a specific service or unit to conduct a specific operation or operations will maintain tactical control over that unit or team for the duration of that assignment. ADCON on TACON units will generally be done by the Air Force at the closest servicing MPF and not necessarily by the OPCON command.

Time-Phased Force and Deployment Data (TPFDD)—The Joint Operation Planning and Execution System database portion of an operation plan, including:

- a. In-place units.
- b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation.
- c. Routing of forces to be deployed.
- d. Movement data associated with deploying forces.
- e. Estimates of non-unit-related cargo/personnel movements to be conducted concurrently with the deployment of forces.
- f. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources.

Time-Phased Force and Deployment List (TPFDL)—Appendix 1 to Annex A of the operation plan. It identifies types and/or actual units required to support the operation plan and indicates origin and ports of debarkation or ocean area. It may also be generated as a computer listing from the time-phased force and deployment data. See also time-phased force and deployment data; time-phased force and deployment data maintenance; time-phased force and deployment data refinement.

Times—(C-, D-, M-days end at 2400 hours Universal Time (Zulu time) and are assumed to be 24 hours long for planning.) The CJCS normally coordinates the proposed date with the commanders of the appropriate unified and specified commands, as well as any recommended changes to C-day. L-hour will be established per plan, crisis, or theater of operations and will apply to both air and surface movements. Normally, L-hour will be established to allow C-day to be a 24-hour day.

- a. **C-day.** The unnamed day on which a deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements utilizing any or all types of transport. The letter “C” will be the only one used to denote the

above. The highest command or headquarters responsible for coordinating the planning will specify the exact meaning of C-day within the aforementioned definition. The command or headquarters directly responsible for the execution of the operation, if other than the one coordinating the planning, will do so in light of the meaning specified by the highest command or headquarters coordinating the planning.

- b. **D-day.** The unnamed day on which a particular operation commences or is to commence.
- c. **F-hour.** The effective time of announcement by the Secretary of Defense to the Military Departments of a decision to mobilize Reserve units.
- d. **H-hour.** The specific hour on D-day at which a particular operation commences.
- e. **L-hour.** The specific hour on C-day at which a deployment operation commences or is to commence.
- f. **M-day.** The term used to designate the unnamed day on which full mobilization commences or is due to commence.
- g. **N-day.** The unnamed day an active duty unit is notified for deployment or redeployment.
- h. **R-day.** Redeployment day. The day on which redeployment of major combat, combat service, and combat service support forces begins in an operation.
- i. **S-day.** The day the President authorizes Selected Reserve Callup (not more than 200,000 personnel).
- j. **T-day.** The effective day coincident with presidential declaration of National Emergency and authorization of partial mobilization (not more than 1,000,000 personnel exclusive of the 200,000 callup).
- k. **W-day.** Declared by the National Command Authorities, W-day is associated with an adversary's decision to prepare for war (unambiguous strategic warning).

Ton—A unit of measurement as follows: Short (ST), 2,000 lbs.; Long (LT), 2,240 lbs.; Measurement (MT), 40 cubic ft.; and Metric (MET), 2,204.6 lbs.

Transportation Control Number (TCN)—The DOD standard shipment identifier composed of a 17-position, alphanumeric number assigned to control a shipment unit throughout the transportation cycle.

Transportation Protective Service (TPS)—A commercial carrier service performed according to DOD standards that provides in-transit physical security for shipments of SECRET, CONFIDENTIAL, or sensitive material.

Type Unit—A type of organizational entity established within the Armed Forces and uniquely identified by a five-character, alphanumeric code called a unit type code.

Type Unit Data File (TUCHA)—A file giving standard planning data and movement characteristics for personnel, cargo, and accompanying supplies associated with deployable-type units of fixed composition. The file contains the weight and volume of selected cargo categories, physical characteristics of the cargo, and the number of personnel requiring non-organic transportation.

Unified Command—A command with a broad, continuing mission under a single commander and composed of significant assigned components of two or more Military Departments, and which is established and so designated by the President, through the Secretary of Defense with the advice and

assistance of the CJCS. Also called unified combatant command. See also combatant command; subordinate unified command.

Unit Designation List—A list of actual units by unit identification code designated to fulfill requirements of a force list.

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

Unit Line Number (ULN)—A seven-character, alphanumeric field that uniquely describes a unit entry (line) in a Joint Operation Planning and Execution System time-phased force and deployment data file. Also called ULN.

Unit Movement Data (UMD)—A collection of movement information that pertains to a unit move. Generally includes, but is not limited to, all data associated with a unit equipment list (UEL) or desired equipment list (DEL). May include information such as departure dates or times, modes and carriers.

Unit Type Code (UTC)—A five-character, alphanumeric code that uniquely identifies each type unit of the Armed Forces. (Joint Pub 1-02)

Warning Order—1. A preliminary notice of an order or action which is to follow. 2. A crisis action planning directive issued by the CJCS that initiates the development and evaluation of courses of action by a supported commander and requests that a commander's estimate be submitted. 3. A planning directive that describes the situation, allocates forces and resources, establishes command relationships, provides other initial planning guidance, and initiates subordinate unit mission planning.

ZULU—Time zone indicator for universal time.

Attachment 2

SUGGESTED BRIEFING TOPICS FOR NEW PRIME BEEF TEAM MEMBERS

A2.1. Introduction. This attachment provides suggested topics to discuss with personnel newly assigned to a Prime BEEF team. Adjust these topics and add details as necessary for the unit. The briefing details can be reduced for personnel with previous Prime BEEF experience. Give a unit deployment handbook to each new member, highlight the information, but do not repeat the details.

A2.2. Recommended Topics.

A2.2.1. **Unit Taskings.** Explain the different UTC types which are postured at the base and what they do.

A2.2.2. **Team Assignment and Responsibilities.** Tell what team the individual is assigned to, his or her mobility position number, and who the team chief is. Explain the structure of his or her team and how he or she fits into the team's operation. Detail special responsibilities such as cargo couriers or weapons custodian.

A2.2.3. **Unit Prime BEEF Deployment Handbook.** Give the new person a copy of the unit handbook or guide. Point out what is in the handbook.

A2.2.4. **Unit Notification and Recall Procedures.** Ensure each individual is issued a recall roster. The instructions should indicate who will notify him or her of a recall, how much time he or she has to report to the unit assembly area (for example, 1 hour), location of the unit assembly area, what uniform to wear, etc.

A2.2.5. **Base and Unit Deployment Process and Procedures.** Highlight the deployment process used at the base and what is done in the unit to get ready to deploy.

A2.2.6. **Equipment.** Briefly explain the personal and team equipment required for deployments.

A2.2.7. **Personal Mobility Bag.** Provide a list of required personal clothing and equipment. This information is listed in the Prime BEEF Equipment and Supplies Listing (ESL). Add any locally required items to the list. Recommend including the consolidated list in the unit deployment handbook. Emphasize that each person must have all the personal items on hand and serviceable for all exercises and deployments. In addition to the personal bag items, identify the other items and documents which each team member must have in hand before processing for deployment. Those items are listed in [Chapter 2](#), paragraph [2.6](#).

A2.2.8. **Mobility Bags.** Let the team member know what equipment he or she will deploy with, that is, A-, B-, and C-1 bags, weapon, etc. Immediately following this briefing is a good time to build up the mobility bags for the new member. Give the individual his or her mobility bag numbers and the bag numbering scheme. This reduces the possibility that the member will grab the wrong bag.

A2.2.9. **Weapons.** Make it very clear to the individual that when issued a weapon it is critical he or she not lose it. Be sure to cover weapon safety.

A2.2.10. **Team Equipment.** Briefly explain what equipment is in the team kit. Be sure to identify the items that were included primarily for his or her specialty. Provide a copy of the applicable pages in the ESL.

A2.2.11. **Training Requirements.** Identify the base, unit, and personal training requirements and frequency. Also explain the types and duration of exercises that he or she can expect.

A2.2.12. **Personal Pre-Deployment Preparations.** Explain that the individual must get his or her personal affairs in order before a deployment tasking is received by the base. This includes financial, legal, and personal issues. Point out that taking care of personal requirements well before deploying will make the deployment less stressful and more successful. Use commander's calls to remind personnel of their obligations and where they can get help. Get supervisors to stress these points.

A2.2.13. **Family Care Plan.** Stress the importance of planning for dependent care. Brief the individual to advise family members that there is a strong probability he or she may go on temporary duty (TDY) on very short notice. Point out that some family members have trouble adjusting to a separation. This can be reduced if the member prepares his or her family for the separation by talking about it. Advise the member to prepare a good family care plan and discuss its details with the remaining caregiver.

A2.2.14. **Personal Care Plan.** Explain the value of a personal care plan to unmarried team members with no dependents. Point out some of the potential problem areas.

A2.2.15. **Financial Arrangements.** In the financial area, brief the advantages of having a checking account. One advantage is that he or she can draw on the account while deployed. In addition, brief him or her on allotments that are available through finance to help in financial matters. Get the details from the base finance office.

A2.2.16. **Legal Arrangements.** Explain the need for powers of attorney, wills, etc. Basic information can be obtained from the legal office and refer the individual to that office if he or she needs assistance.

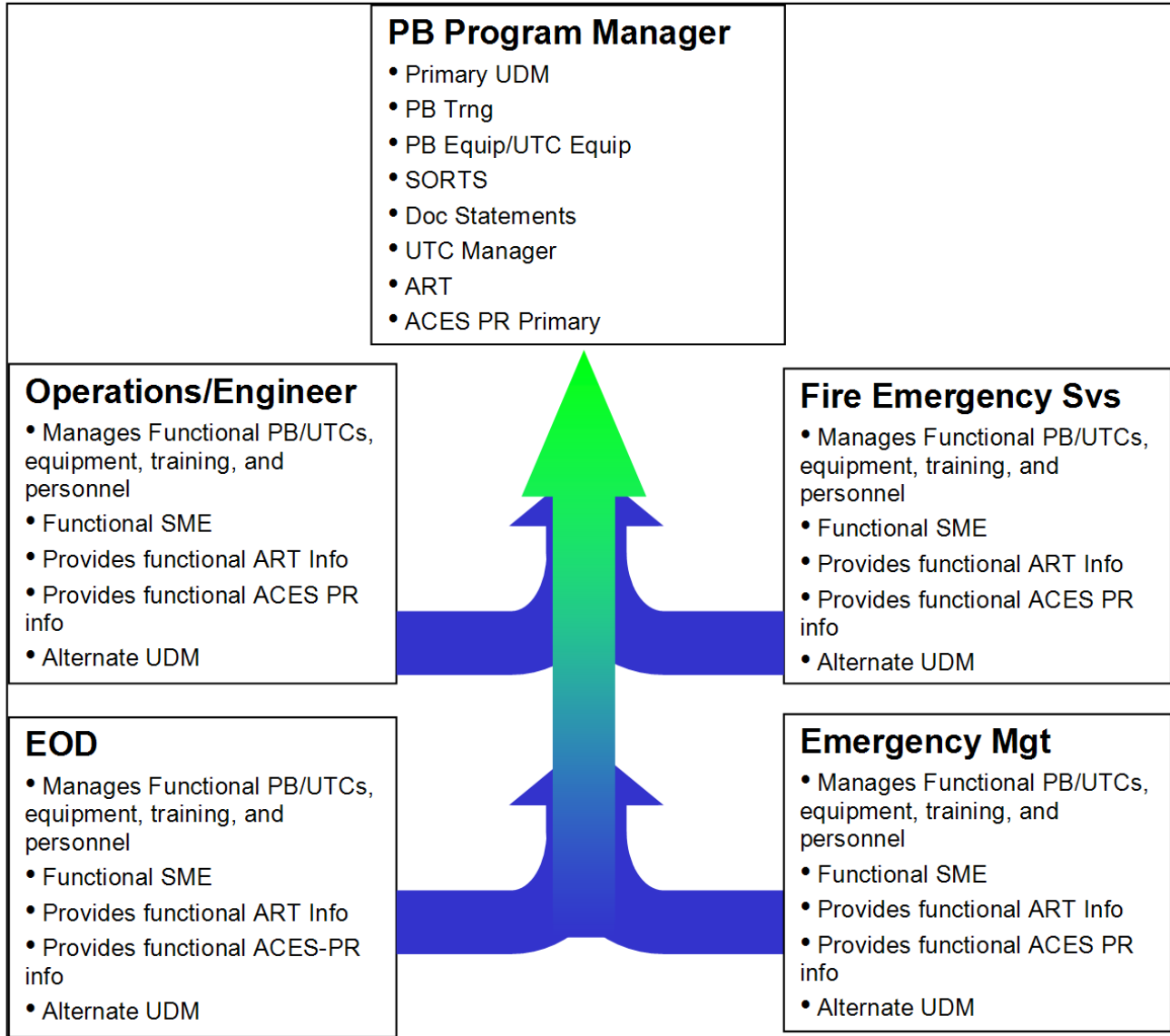
A2.2.17. **Personal Documents/Paperwork.** Advise the team member to keep his or her personal documents and records current. This includes his or her military identification card; DD Form 93, **Record of Emergency Data**; and dependents' ID cards.

A2.2.18. **Immunizations.** Brief the team member on his or her responsibility to stay current on immunizations.

Attachment 3

SAMPLE PRIME BEEF (PB) INFORMATION FLOW CHART

Figure A3.1. Sample Prime Beef (PB) Information Flow Chart



Attachment 4

PRIME BEEF END-OF-DEPLOYMENT REPORT TEMPLATE

MEMORANDUM FOR (Parent MAJCOM)

FROM: (Your Squadron/Group)

SUBJECT: End-of-Deployment Lessons Learned Report

1. Deployment Overview:

- a. Purpose/objective
- b. Scope
- c. Background

2. Deployment Information:

- a. Team composition
- b. Team deployment number
- c. Team location
- d. Deployment data:
 - (1) Date departed home station
 - (2) Date arrived employment location

3. Comment and recommendations on:

- a. Project problems and solutions
- b. Personnel problems and solutions
- c. Training problems
- d. Equipment shortfalls or new equipment recommendations

4. Lessons Learned:

5. Reconstitution Status:

- a. Team Chief/DSN
- b. Funding required

TEAM CHIEF'S NAME, Grade, USAF

Team Chief, Deployment xx-xx

Attachments:

1. Personnel listing (annotated travel orders will suffice)
2. Daily log
3. Equipment Requirements

cc:

Employing MAJCOM/CE

HQ ACC/A7X

HQ AFCESA/CEX

HQ USAF/A7CXX