

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

**AIR FORCE TACTICS, TECHNIQUES,
AND PROCEDURES 3-4.34**



16 November 2022

Interim Change 1, 17 April 2023

Expeditionary Force Support Operations



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Tactical Doctrine

**EXPEDITIONARY FORCE
SUPPORT OPERATIONS**

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(Colonel James R. Kafer)

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PURPOSE: Provide expeditionary force support commanders and Airmen with tactical level guidance to support warfighters with delivering force support wartime capabilities and employ consistent standards and expectations during all contingency operation phases at bare and expeditionary bases.

SCOPE: Force support forces execute their mission across the spectrum of conflicts and under a full range of environments. The type of contingency and location determines the methods of operation. This publication provides the principles, processes, procedures, and organizational framework through which force support delivers services to a deployed population. The services covered in this publication include:

- Personnel support for contingency operations (PERSCO) team provides the warfighter with total force accountability, casualty reporting, and limited personnel program support.
- Prime readiness in base services (RIBS) team provides the warfighter with contingency quarters, laundry services, food operations, mortuary, recreation, fitness, and regenerate and sustain the deployed forces.
- Administration Airmen provide official mail and postal operation support to deployed forces.
- As required, additional wartime capabilities are provided to support deployed forces to include sexual assault prevention response (SAPR) program, protocol, and equal opportunity (EO) education and training testing, Military and Family Readiness Center (M&FRC) programs, and manpower programs.

APPLICATION: This publication applies to the Regular Air Force, the Air Force Reserve, and the Air National Guard. This publication does not apply to the United States Space Force. TTP publications are not directive. Department of the Air Force Instruction (DAFI) 90-160, *Publica-*

tions and Forms Management states, “These publications are informational and suggest guidance that can be modified to fit the circumstances. Complying with publications in this category is expected but not mandatory.” The tactics, techniques, and procedures in this document are still authoritative; deviations require sound judgment and careful consideration. The applicable DAFI will take precedence in cases where this publication and DAFIs conflict. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force. In accordance with *DOD Dictionary of Military and Associated Terms*, the following joint publication definitions apply:

Tactics—The employment and ordered arrangement of forces in relation to each other.

Techniques—Non-prescriptive ways or methods used to perform missions, functions, or tasks.

Procedures—Standard, detailed steps that prescribe how to perform specific tasks..

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GREGORY D. PARSONS, SES, DAF
Director, Plans and Integration
DCS, Manpower, Personnel and Services

3 April 2023

*SUMMARY OF CHANGES

This interim change revises AFTTP 3-4.34, by (1) changing the all the references to DOD 4525.09, *Military Postal Service* to DODI 4529.09, *Military Postal Service*, (2) changing the postal unit type code (UTC) requirements from a rank requirement to a skill level requirement, and (3) updating the references from DOD 4525.09 to *Military Postal Service Procedures Manual* (MPM) when establishing Military Post Office responsibilities. A margin bar (|) indicates newly revised material.

11.4.3.2.2. Structural criteria (coordinated with MAJCOM/A3). Refer to DoDI 4525.09, Military Postal Service, Section 3.4. for specific requirements on structural criteria. It is important to understand that most contingency sites will not conform to the requirements as outlined in this document. Every effort should be made to ensure the location is as compliant as possible.

11.4.7.3.1. One 3F531-trained in postal finance, official mail, receipt/dispatch, and registered mail duties as outlined in Air Force Job Qualification Standard (AFJQS) 3F5X1. When included in the TPFDD, the associated skill level that is loaded in the Manpower and Equipment Force Packaging (MEFPAK) is 3-Skill Level. Reporting instructions will be utilized to further define this requirement.

11.4.7.3.3. One 3F551-trained in Stock Custodian/Custodian of Postal Effects (SC/COPE), retail sales system (RSS), postal finance, registered mail, and receipt/dispatch procedures as outlined AFJQS 3F5X1. May perform as postmaster of a small APO or as an assistant postmaster. When included in the TPFDD, the associated skill level that is loaded in the MEFPAK is 5-Skill Level. Reporting instructions will be utilized to further define this requirement.

11.4.7.3.5. One 3F571-responsible for postmaster and postal superintendent positions. Requires experience in operating an APO or serving on a postal headquarters staff. Should understand all APO duties as outlined in 3F5X1 AFJQS. When included in the TPFDD, the associated skill level that is loaded in the MEFPAK is 7-Skill Level. Reporting instructions will be utilized to further define this requirement.

11.4.7.4. RFDA (Postal Augmentee). One X 3F5X1-Active duty, Air Reserve, or Guard Component in skill levels of 3, 5, or 7 coming from CONUS. Individual will augment postal operations by performing various duties as required at the deployed location. Duties may include but are not limited to; pitching and sorting mail, finance, registry, and loading or off-loading mail containers. No prior postal experience is required as members will either attend the basic postal course at the Joint Military Postal School at Ft. Jackson, SC, if time and class schedule permits, or will receive on-the-job training (OJT).

Table 11.10 Determine if official mail funds are necessary for the location. If so, request funds for official mail account through the deployed unit to the local accounting and finance office. Refer to DODI 4525.09, *Military Postal Service*.

Table 11.10 Military Post Office (MPO) Responsibilities: Designate military postal clerk(s) according to the *Military Postal Service Procedures Manual* (MPM), Section 12.2. which can be found at <https://www.army.mil/mpsa#org-manual>. Establish a directory section for all personnel supported by the MPO. Establish a casualty mail subsection. After notification from UMC, MPO

personnel will process the casualty mail according to the MPM, Section 22 and MPM, Section 21 for the acceptance, treatment, and handling of enemy prisoners of war (EPW)/other detained personnel (DP) mail.

Table 11.10 Handle free mail (FM) according to the MPM, Section 37.

Table 11.11 Review the MPM, Section 15 and Appendix 15A: Military Postal Activity Design.

Table 11.11 Review structural and security requirements as listed in the MPM, Section 15.

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Chapter 1

COMMAND AND CONTROL

1.1. Command and Control. The Department of Air Force command and control (C2) enterprise consists of the people, organizations, processes, procedures, information, communications, facilities, and systems used to plan, direct, coordinate, and control forces and operations. C2 is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission.

1.2. Responsibilities. Expeditionary force support squadron (EFSS) leaders and those assigned to lead unit type code (UTC) positions are responsible for providing beddown planning, C2, accountability and casualty reporting, readiness management, control center operations, mortuary capabilities, war reserve material (WRM) management, food operations, postal operations, and official mail.

1.2.1. Elements. Using their C2 systems, commanders exercise C2 to direct operations. The first element of a C2 system is people—people who acquire information, make decisions, take action, communicate, and collaborate with one another to accomplish a common goal. The second element of the C2 system is comprised of the facilities, equipment, communications, staff functions, and procedures essential to a commander to plan, direct, monitor, and control operations of assigned forces pursuant to the missions assigned.

1.2.2. UTC. EFSS lead UTCs provide the personnel necessary for establishing the expeditionary force support squadron (EFSS). EFSS lead UTCs are RFLXH—agile lead team, RFLXA—EFSS lead team, and RFLXB—EFSS C2 team.

1.3. Establish C2 and Operations Center. Verify the EFSS chain of command has all EFSS units under an EFSS commander.

1.3.1. Communications. Ensure that lines of communication by telephone, email, radio, and cell phone are adequate. If the lines are not secure, closely manage operational aspects of discussions.

1.3.1.1. Email. All email traffic containing controlled unclassified information (CUI) or personally identifiable information (PII) should be digitally signed and encrypted. For continuity purposes, units should use electronic database files for record keeping, trend analysis, and printing of standard forms.

1.3.1.2. Establish communications with expeditionary mission support group (EMSG) commander, emergency operations center, and installation command center.

1.3.1.3. Establish communications with theater component-numbered Air Force [C-NAF] A1 representative and provide list of available contact methods, names, and numbers.

1.3.1.4. Determine requirements for secure radio and telephone.

1.3.1.5. Establish secure e-mail (Non-classified Internet Protocol Router Network [NIPRNET] and SECRET Internet Protocol Router Network [SIPRNET]) and internet connection for computers.

1.3.1.6. Develop a list of other requirements that are needed (e.g., laptop capability/network connectivity for EFSS workcenters).

1.3.2. Control Center. Control centers vary depending on the resources, capabilities, and mission of a respective group or squadron on the installation. They provide a focal point within an organization to monitor unit resources and mission capability and to coordinate their activities during major accident, natural disaster, and adversary attack response operations.

1.3.2.1. All control centers should identify an alternate location which is a minimum of 2,000 feet from the primary control center location. This will ensure a single event will not place the alternate inside a hazardous cordon. The alternate location should have sufficient equipment and supplies to operate without loss of continuity.

1.3.2.2. At a minimum, each control center should possess current on-base grid maps, control center checklists, computers, telephones, and the control center binders. Units should maintain paper control center binders in case of power failure, computer failure, relocation, or required use by untrained personnel. Control centers maintain unit-specific checklists for activation, operations, deactivation, and relocation/evacuation. These checklists should be updated as needed with appropriate procedures, contacts, and responsibilities.

1.3.2.3. Event logs are required for tracking all control center operations. These event logs can be tracked on paper or electronically, but should be stored electronically to enable distribution after the event. These logs will be used to identify discrepancies, significant issues, and impact lessons learned. See **Table 1.1**, Event Log Example.

Table 1.1. Event Log Example

1.3.2.4. Status boards are an effective means of consolidating critical or reportable data. It streamlines the ability to track, control, and disseminate information. It facilitates discussion among the team to create solutions to minor issues or significant courses of action. This does not have to be a *board*, but rather a place to centralize information that is coming in from various activities or reporting channels. See **Table 1.2**, Status Board Example.

Table 1.2. Status Board Example

CLASSIFICATION					
Expeditionary Force Support Squadron (EFSS) STATUS BOARD					
Current as of					
UNIT STATUS					
Total Population	Dead	Injured	Missing	Total Number of Beds	Number of Beds Available
MRE Count	Number of days can support base population	UGR count	Number of days can support base population	A Ration Count	Number of days can support base population

Number of HR Received	Number of HR Processed	Number of HR Shipped	Transfer Case Count	Human Remains Pouch (HRP) Count	
OPERATIONS STATUS					
C2 (478-2269)		Food (478-1234)		Mortuary (478-1432)	
Personnel	5/5	Personnel		Personnel	
Building	1/1	Building		Building	
Vehicle	2/2	Vehicle		Vehicle	
SIPRNET	2/2	Equipment		Refrigeration Unit	
PERSCO (478-1593)		Postal (478-1574)		Contingency Quarters (478-2584)	
Personnel		Personnel		Personnel	
Building		Building		Building	
Vehicle		Vehicle		Vehicle	
SIPRNET		Equipment		Equipment	
Total Population				Total Number of Beds	
Death				Available Number of Beds	
Injured					
Missing					
LEGEND: C2—command and control EFSS—Expeditionary Force Support Squadron HR—human remains MRE—meals, ready-to-eat			PERSCO—personnel support for contingency operations SIPRNET—SECRET Internet Protocol Router Network UGR—unitized group ration		

1.3.3. Tracking. Establish procedures for tracking EFSS personnel and equipment and ensure that EFSS unit control center (UCC) has at least an information copy of everything equipment related (if they are not managing it).

1.3.3.1. EFSS UCC should coordinate tracking EFSS beddown functions and worksites.

1.3.3.2. Track contingency quarters arrivals and compare personnel with personnel support for contingency operations (PERSCO).

1.3.3.3. Establish joint reception function as necessary.

1.3.3.4. Managers should maintain a current list of what is received and where it is located (equipment).

1.3.3.5. Develop and maintain a list of key agency points of contact (POC) for beddown issues.

1.3.3.6. Maintain updated information and data for essential elements required for upward reporting (theater and major command [MAJCOM]).

1.3.3.7. EFSS leaders will need to work many issues, including keeping close tabs on control and accountability of assets. Accountability of personnel is one of the most important initial considerations after arriving at a deployed location and it is the primary mission of the unit's PERSCO team.

1.3.3.8. At least one mode of communication should be operable for the commander's timely implementation of orders. Most control center communications will be through email or telephone. Other less frequent methods may include land mobile radios (LMR) and face-to-face.

1.3.3.9. The cell phone deserves special mention and consideration. Official cell phones are a legitimate means of communication where they are allowed. Personal cell phones will not be used for exercise or inspection command and control communications. Cell phones should never be used to pass sensitive or classified information.

1.3.3.10. LMR may be used to broadcast information to an unlimited number of receivers. It may also be used for two-way communications. Radios, by nature, are vulnerable to intercept even when encrypted, so LMR messages should not include classified or sensitive information.

1.3.3.11. The Giant Voice system is used to transmit messages in accordance with command post guidance. Messages from Giant Voice should also be relayed on LMRs.

1.3.3.12. Runners may act as couriers of classified information, carriers of messages, or transporters of critically needed items. Runners face security risks of intercept, time constraints based on distance and security requirements, and contamination risks. Based on these factors, a runner is often one of the last resorts for communication.

1.3.3.13. It is imperative that strict entry control, classified material handling, information protection, communications security (COMSEC), and operations security (OPSEC) practices are observed at all times by control center members.

1.3.3.14. For entry into restricted areas, each UCC should follow the procedures established for each particular area. All personnel entering an area with classified information should be on an entry access list (EAL) and have a minimum SECRET clearance verified through the appropriate security manager. Personnel not on an EAL should be escorted.

1.3.3.15. When answering telephones ensure everyone around is aware that a telephone is in use by stating "PHONE UP." Do not discuss classified information over unsecure telephones or LMRs. Do not talk around classified information over telephones or radios. Use only secure communications systems to transmit classified information.

1.3.4. COMSEC. COMSEC protection results from applying security measures (i.e., crypto security, transmission security, and emission security) to communications and information systems generating, handling, storing, processing, or using classified, sensitive government, or government-derived information, the loss of which could adversely affect national security interests. It is essential to ensure that there are proper procedures in place for handling this type of information.

1.3.5. Situation Report (SITREP). The SITREP is a narrative report that keeps addressees informed and enables higher levels of command to prepare for potential effects of ongoing situations. SITREPs are submitted daily, or as required, for the duration of the activity or operation.

1.3.5.1. SITREPs evaluate significant factors relating primarily to readiness, programs, and logistics.

1.3.5.2. The report's content should highlight key activities and build on previous reports. Duplicating or including information to fill in the blank is not desirable—brevity is paramount.

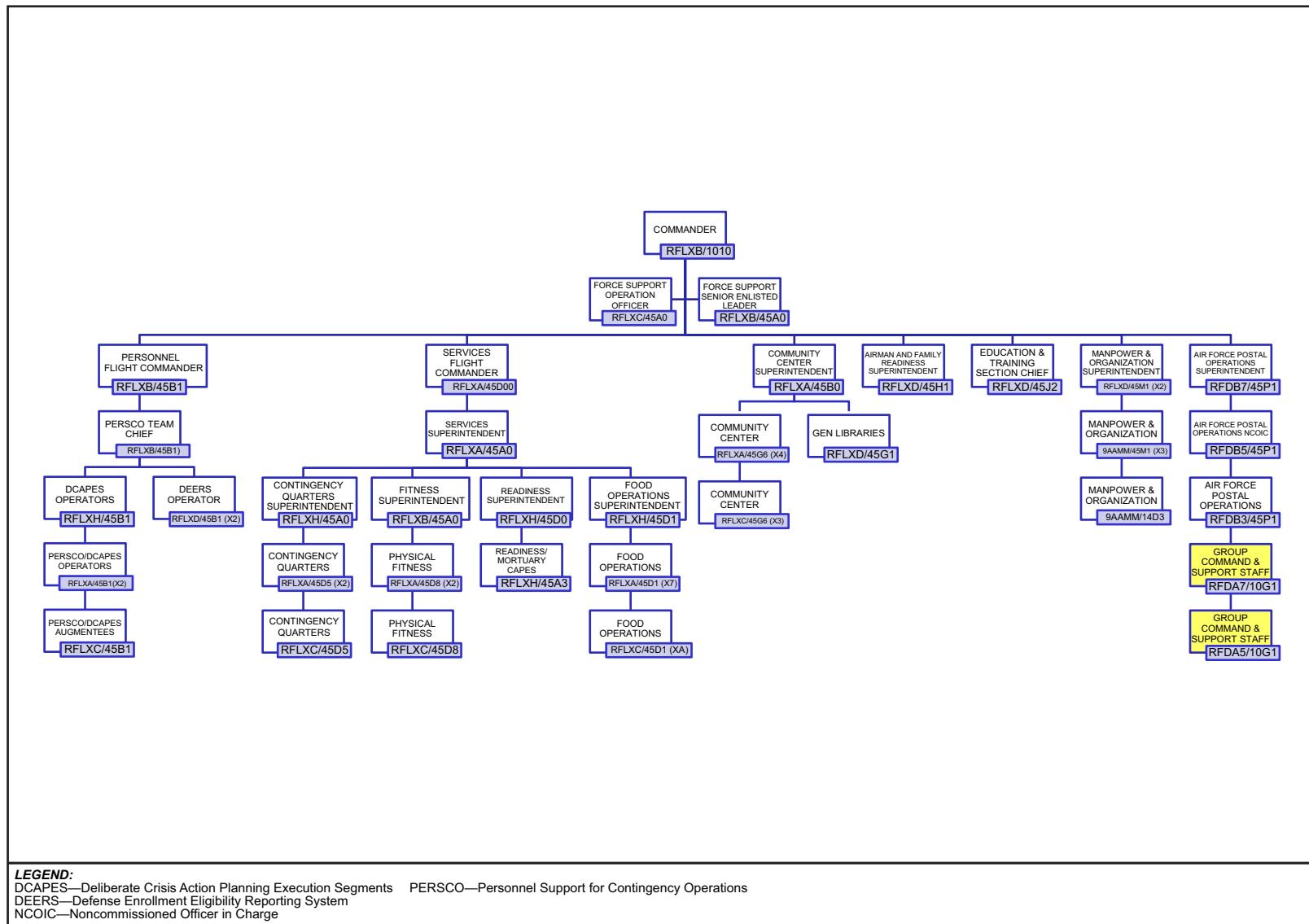
1.3.5.3. SITREPs are required in accordance with Air Force Manual (AFMAN) 10-206, *Operational Reporting (OPREP)* and local guidance. Refer to combatant command classification guidance.

1.3.6. After Action Reports (AAR). AARs may be published in the Joint Lessons Learned Information System (JLLIS). Air Force Instruction (AFI) 10-1302, *Air Force Lessons Learned Program*, provides procedures for documenting exercise and operations results, identifying and correcting problems, identifying trends, and disseminating results.

1.4. EFSS. The EFSS is the basic force support element of the air expeditionary task force (AETF) providing combat support to air expeditionary wing and air expeditionary groups.

1.4.1. Organization. Developing a structure to most efficiently build the EFSS community for defense planning guidance relies on establishing a foundation for manpower authorization resourcing. The requirements for this structure are determined by Department of Defense (DOD) and Air Force guidance and not planning factors within the force support community. The community adheres to this guidance by determining the requirements and develops the structure within the organization to support operational planning. See [Figure 1.1](#), EFSS Organization Example.

Figure 1.1. EFSS Organization Example



1.4.2. Expeditionary Force Support Deployment Capabilities. Deployed EFSS leaders are responsible for directing their Airmen, equipment, and other assigned resources towards delivering combat support capabilities to assigned warfighters across the full range of military operations.

1.4.2.1. EFSS deployment capabilities include beddown planning, personnel accountability, contingency quarters, feeding operations, casualty reporting, mortuary operations, postal operations, official mail function, fitness and recreation, readiness management and planning, non-appropriated funds, Airman and Family Readiness, Learning and Resource Center, education and training, manpower and organization, and limited personnel program support. EFSS leadership provides functional guidance for sexual assault prevention response, protocol programs, and equal opportunity programs.

1.4.2.2. Personnel accountability ensures personnel are properly accounted for during deployment by the PERSCO team. Trained PERSCO team members with a special experience identifier use Deliberate Crisis Action Planning Execution Segments (DCAPES) to maintain personnel accountability. This involves the tracking of every Airman in a deployed location to give commanders across the entire force knowledge of what type and how many Airmen are under their control thus enabling mission accomplishment. PERSCO supports reception processing and provides limited personnel program support and/or reach back assistance to deployed personnel.

1.4.2.3. Feeding operations procure, receive, inspect, store, sanitize, prepare, serve, and dispose of food items. During beddown operations, forces are provided with meals ready-to-eat. As operations progress, unitized group rations are prepared with the goal to transition to hot meals using fresh and frozen items or A-rations. Food operations provide the fuel Airmen need to perform their combat missions. Every mission requires healthy and diverse food options, despite the location or the hardships involved.

1.4.2.4. Contingency quarters operations house personnel, supply furnishings and necessary items, provide a personnel locator, manage non-appropriated fund resale, and provide laundry operations for Airmen. It adapts available fixed facilities, erects shelters, and procures contracts to provide housing for Airmen. This capability provides an environment where Airmen can rest and regenerate to perform future missions. By considering the rest factor, sanitation, fire and ground safety, force support personnel can ensure successful sustainment of human resources in any environment or location.

1.4.2.5. Fitness operations include designing exercise programs (directed and self-directed), procuring and maintaining equipment, enhancing mental and physical health, and creating healthy diversions from combat activities. It adapts both outdoor and indoor facilities to provide opportunities to keep Airmen resilient and fit to fight. It operates in all environments and locations to deliver mentally and physically capable Airmen across the full spectrum of military operations.

1.4.2.6. Casualty provides notification to leadership and completes casualty reporting of service-members who are ill, injured, deceased, wounded, or killed in action. Mortuary operates under extreme conditions to identify, track deceased personnel, and care for the remains of fallen personnel. Mortuary will care for and arrange shipment of the fallen Airmen out of the theater of operations.

1.4.2.7. Airmen regeneration procures entertainment and creates other resilience-building methods to cope with work stress and family separation anxiety by allowing for decompression and regeneration of Airmen. This capability is provided through multiple mediums (virtual, tactile, creative, and developmental) and programs (directed and self-directed). Airmen regeneration efforts begin once the base is open for operations, providing diversion from the hardships and family separations our Airmen may endure. This capability is difficult to perform in a deployed environment and requires great creativity and marketing efforts to make it successful. When developing programs, consider diverse interests as well as events for both recurring and special occasions.

1.4.2.8. Developing and connecting Airmen to the outside world delivers intellectual pursuits for both continued professional development, as well as mental diversions from the daily realities faced during combat duty. Education and training and services professionals deliver this capability at Learning Resource Centers and Testing Control offices. These services connect Airmen and their families, facilitates professional military education, and provides recreational reading. It supports Airmen by delivering both digital and hard copy access (when available) to various media. The end effects are Airmen who continue their professional and self-development efforts.

1.4.2.9. Alternative resource sourcing provides the ability to capitalize on various financial resources and non-appropriated fund and appropriated fund contracts, commercial sponsorship, private organizations, partnerships in alternate resourcing, and non-appropriated fund memorandum of agreements. These different resources provide alternative options to achieve commander objectives. These alternative resources enable force support to offer programs, maintain service standards, execute programs consistently, and provide backfill options during crisis or contingency operations.

1.4.2.10. Postal operations and official mail functions support Airmen with staying connected to their families and receiving morale boosting items such as care packages, essential personal care items, and other items not available for purchase in their deployed location. Official mail functions provide a direct support path for deployed units to receive supply requirements, official correspondence, and other resources at their deployed location.

1.4.2.11. Manpower supports air expeditionary wings and subordinate units with identifying force requirements, advising on organizational structures, creation, and disposition of provisional units, defines command relationships, provides relocation allocation assistance, evaluates and process requests for change requests to force requirements and organization structures, communicates disposition of requests, and provides resource advisory assistance as needed.

1.4.2.12. EFSS may also provide administrative support for additional capabilities assigned at the air expeditionary wing. These capabilities include sexual assault and response coordinator, protocol, and equal opportunity.

1.5. Leadership Expectations. Mission first, people always is more than just a saying; it is a philosophy. In this idea of mission first, people always, one of these is no more important than the other. The problem for leaders is that there is a tension faced in balancing mission and people. There are leaders that are mission-focused and those that are people-focused. The leaders who are

capable of balancing mission and people are seen as the greatest leaders. These are the ones who get the job done and their people are being cared for at the same time. Those leaders who are most successful can integrate their social skills into their leadership style. Having good social skills allows a leader to quickly recognize those things that impact mission accomplishment and take the appropriate action. Successful leaders find a way to offset their focus on mission with a personality with which people can connect.

1.5.1. Mission Success, Sometimes Failure. Failure is not always acceptable. Certain missions or tasks may be no fail meaning they are so critical to the success of the organization or larger mission that failure would result in disaster. In these cases, leaders may need to reassess their risk tolerance. Effective leaders know when to push the limits and when to make more conservative decisions. Leaders make difficult calculations based on the context at that time. The fear of failure can definitely inhibit leaders, but leaders should take failure, learn from it, and make the people around them and the organization better as a result.

1.5.2. Hit the Ground Running. Learn from the person being replaced (if there is one) to quickly become the go-to person. Preplanning before departure from home station can assist with getting an initial game plan on the ground and adjust from there. Be ready to work immediately, sometimes right after arrival.

1.5.3. Commanders Call. The first commander's call should be kept short and focus on putting everyone at ease. The new team is probably nervous and anxious about the new commander's arrival so smile, learn names, and pay attention. Give the team the chance to ask questions so they see communication is a two-way street. Be ready to discuss and address any urgent needs impacting the health, morale, and welfare of the team.

1.5.4. People. Schedule individual meetings with each direct report as soon as possible to better understand their strengths, ideas, and concerns. Take the time to say hello and make a proper introduction if not already done. Ask them about their role, express excitement to lead, and shape expectations for the first several weeks.

1.5.5. Leading a Diverse Team. Be visible, get to know their strengths and weaknesses, and capitalize on their experiences and expertise. As a leader, understanding the challenges that managing diverse teams represent can help identify policies for promoting an inclusive culture. Being aware of these benefits and challenges can increase collaboration and more effective communication. There are specific skills that leaders can cultivate to build a safe environment for diverse teams to thrive.

1.5.5.1. Communication. Any leader should have sound communication skills. When managing a diverse team, creating the conditions that encourage open communication across the team demonstrates that diverse opinions are appreciated and respected. There may be a need to master communicating effectively across different cultures, languages, and generations.

1.5.5.2. Biases. It is natural to have biases. Good leaders exercise self-awareness to identify their prejudices and those from the team. The leader should listen, promote empathy, help to create communication channels to manage conflict, and enable everyone to thrive and perform better.

1.5.5.3. Conflict Management. Conflict mediation should be seen as a constructive exercise that enables the diversity of the team to be a catalyst for growth. Managing

conflict is a development opportunity for managers and can benefit the entire team as they feel more comfortable voicing their unconventional ideas, disagreements, and proposals for doing something innovative. Frequently, conflicts occur because of miscommunication. The leader has a direct responsibility for adjudicating conflicts that rise within the unit.

1.5.5.4. **Emotional Intelligence and Self-Awareness.** A leader's self-awareness will impact personal development and growth, but it will also play a relevant role in the success of diverse teams. It is important to lead oneself first and then lead the team. A leader should be conscious of their identity, style, strengths, and areas of improvement in order to better understand and accept those same qualities from team members.

1.6. Expeditionary versus Enduring Mindset. This mindset is often a source of tension within leadership teams. The length of presence at some locations has shifted the mindset to enduring operations (e.g., Al Udeid, Ali Al Salem, and Al Dhafra). The enduring mindset improves quality of life, living conditions, cleanliness, maintainability, and sustainability. Examples could be transitioning contingency quarters from tents to trailers then trailers to hardened facilities, upgrading the dining facilities, or something as simple as getting bacon, chocolate chip ice cream, or having waffles and pancakes every Friday. Another example could be relaxing off base restrictions. Host nation or status-of-forces agreements (SOFA) may prevent a location from becoming enduring. As leaders, it is essential to convey to Wing leadership that these capabilities do not exist when first establishing initial base operating support. Small wins matter in these scenarios and engagement with the team to deliver those wins are critical.

1.7. Leading Up. Being a leader is not just about leading down, it is also about leading up. Keep supervisors in the loop on the performance of the unit and the mission. Set up regular engagements with supervisors to discuss goals and priorities to ensure proper focus and alignment of the team with the commander's purpose and intent.

1.7.1. Be Open Minded. Avoid tunnel vision and be open minded when evaluating a course of action. Take everyone's feedback into consideration before making a final decision. Do not make promises that cannot be kept and it is acceptable to say "I do not know but I will get back with you."

1.7.2. Negotiation. Learn how to get to yes. If the person cannot give a yes, then a no does not necessarily matter. Ensure to state proper and thorough justification for the decision when engaging with a decision maker.

1.8. Roles as Leaders. Leaders have the ability to alter the course of the mission. Leaders should set the example, do what is right, set clear expectations, establish standards, and keep personnel informed with respect to those expectations and standards. Do the right thing means constantly striving for improvement, addressing problems directly, and working to find a solution to fix them.

1.8.1. Good Order and Discipline. Good order and discipline are essential elements to mission accomplishment. The maintaining of good order and discipline sometimes calls for a supervisor or commander to intervene and advocate for the best interest of their Airmen. Other times it includes the imposition of administrative censures or even non-judicial or judicial punishment. Maintaining an atmosphere of good order and discipline is really a matter of how one perceives their surroundings.

1.8.1.1. The Uniform Code of Military Justice (UCMJ) is an integral part of maintaining good order and discipline. There will be some hard cases that require extensive personal attention and those members should be dealt with systematically on a case by case basis.

1.8.1.2. The postponement of disciplinary action can cause conditions to deteriorate to the point where severe measures become necessary. Good order and discipline keeps operations running smoothly and provides for a chaos free working environment.

1.8.2. Establish Trust. Get to know the team on a personal level in order to build trust and set clear professional boundaries. Take the time to discuss hobbies, life goals, and anything else going on outside of work. This will not only establish a rapport but can provide better insight into team members to harness their best qualities and passions.

1.8.2.1. Conduct regular one-on-one check-ins and do not cancel them. Set office hours so the team can ask questions as well as have availability for any emergencies. The team wants one-on-one time with their leader and this is a great opportunity to keep an eye on their progress. Ask about challenges they are facing and ideas they may have to improve matters.

1.8.2.2. It is important to listen. As a new leader, it is tempting to start out with some bold moves. Show the team first that their ideas are important and incorporate them into future plans. Be straightforward and honest with everyone and expect the same in return. Follow through on commitments and do not over promise and under deliver.

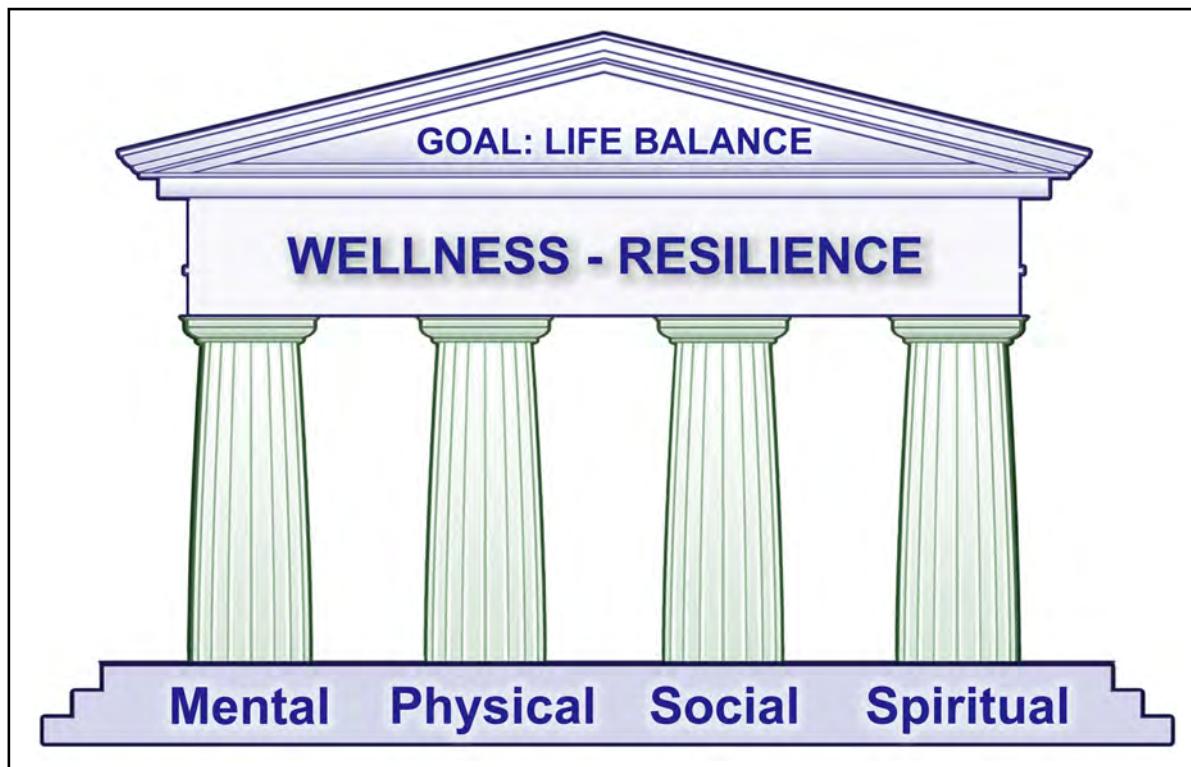
1.8.3. Set the Example. The team is going to look to their leader to set the example. Demonstrate values, techniques to tackle challenges, and methods to handle adversity. The best strategy is to be patient and keep emotions in check. Do not be reactive. Slow down and get all of the information before making a decision.

1.8.3.1. Attitude, Customer Service, Excellence, Integrity, Teamwork (ACE IT). Attitude is contagious; never have a bad day in public. There will be challenging days when not at peak performance but do not transfer that on to a supervisor, coworkers, or customers.

1.8.4. Consistency. Consistency will build confidence within the team. To be consistent, be patient. Leadership means taking the time needed to make the right decision. Be deliberate, thorough, and review all the facts before rendering a decision. Consistent, considerate decision making will benefit the team.

1.8.5. Take Care of the Team. Ensure a healthy work and life balance to build resilience and improve the physical, mental, social, and spiritual health of the team. Find creative ways to reduce stress in the organization. It could be something as simple as having a movie night, closing the office door to play a game of foosball, having breakfast together as a team, or working out together. See [Figure 1.2](#), Life Balance.

Figure 1.2. Life Balance



1.8.5.1. Connect people to the meaning of their work. When people see how their work contributes to the mission, benefits others, and serves a greater purpose, they tend to perform better. Every job has purpose, no matter how small the contribution. When individuals have a sense of purpose and can tie their everyday tasks to a bigger cause, they will have pride in their work.

1.8.5.2. Making the team feel valued is another big component of taking care of the team (e.g., public recognition, giving increased levels of responsibility, feedback, asking for their opinion, or simply saying thank you). Instead of micromanaging their day, provide direction and let them take the lead.

1.9. Lessons Learned. Get comfortable operating in the gray. As a leader keep an open mind and get comfortable navigating through gray zones while ensuring decisions are legal, ethical, and moral. Confirmation bias is a phenomenon that causes people to narrow their thinking when they have already locked on to an expectation or perspective. A leader that is comfortable with the uncertainty of the gray areas of leadership is more open and tolerant to changes in the plan, shifting priorities, and various other unclear circumstances in the mission.

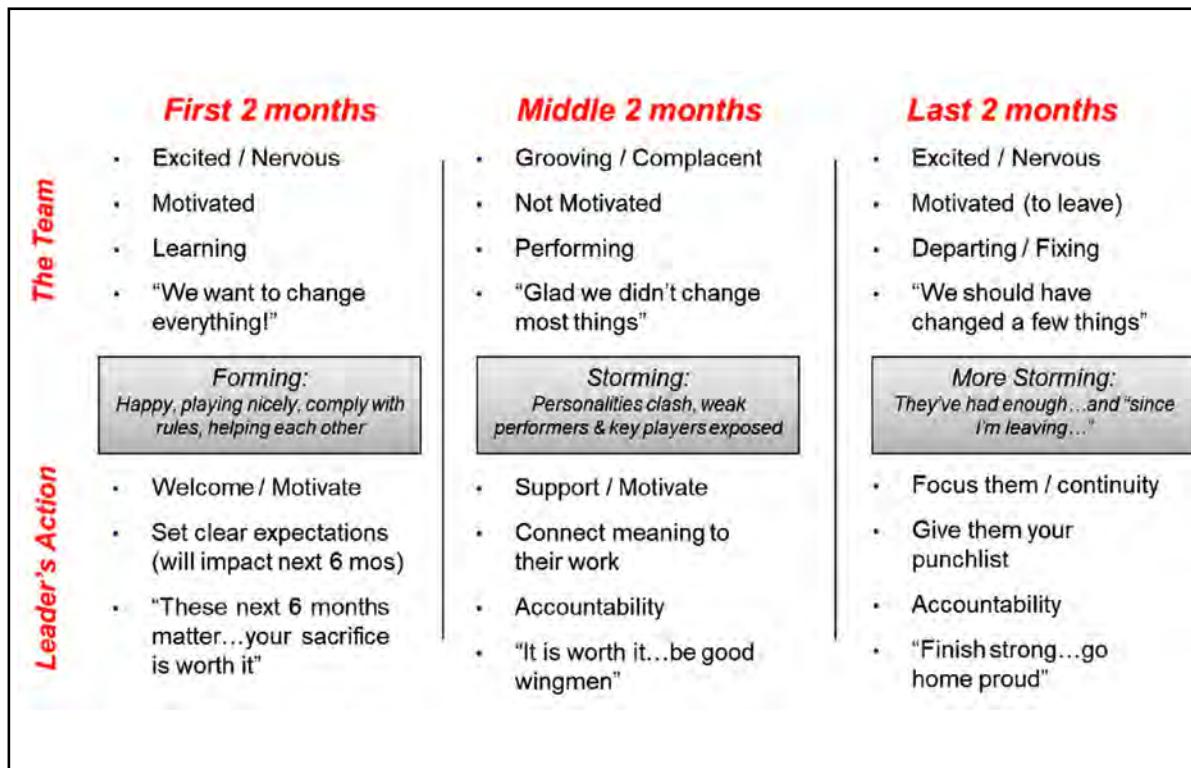
1.9.1. Prioritization Matters. Although some leaders might thrive when work is overwhelming, leaders should utilize delegation and leverage the skills of their team to accomplish the mission. Delegate tasks based on the strengths of each team member and then trust them to do their job. This is a real sign of an effective leader.

1.9.2. Chain of Command. Remain flexible and adapt to the different leadership styles in the chain of command. Regardless of the leadership style, adapt accordingly and lead the team in accomplishing the mission.

1.9.3. Handling People Issues. Airmen will have personal or work-related issues (e.g., deaths, divorces, births, finance trouble, depression, fights, addictions, suicidal thoughts, insubordination, incompetency, inappropriate relationships, and General Order 1 violations). As a leader, deal with them immediately to limit the negative effect the issue may have on the organization.

1.9.4. The Team. As a leader, give clear guidance, establish solid processes, and create a culture that is positive and encouraging. Be loyal and build synergy. See **Figure 1.3**, A “Normal” 6-month Rotation.

Figure 1.3. A “Normal” 6-month Rotation



1.10. Beyond the Tour. Look for better ways and long-term fixes. Do not hide from mistakes. Owning mistakes is difficult to accept but own them, correct them, and try not to repeat them. Do not avoid problems and do not lie. Dishonesty detracts from the Air Force core values and minimizes the reputation of a leader.

1.10.1. Do Not Be a Firefighter. Find long-term solutions to recurrent problems and deal with the root of the problem. Avoid the quick fix and put the time and energy into finding a permanent solution.

1.10.2. Build Relationships. Fostering positive working conditions with subordinates, peers/counterparts, chain of command, and higher headquarters staff.

1.10.3. Be Visible. Get out from behind the desk and visit with the team. The team needs to see their leader actively engaged in leading the team.

1.10.4. Give and Get Feedback. Feedback should be constructive, relevant, and timely. It should be done with the intent to help the individual grow and perform better. Do not make it about the person but the actions. Take advantage of the individual meetings with supervisors to ask for feedback on meeting goals, managing people, and response to stress and conflict. A leader should be open to advice and be seen acting on it. Ask peers for their feedback as well.

1.10.5. Accountability. Leaders should maintain the right level of oversight and know when to get involved to resolve situations.

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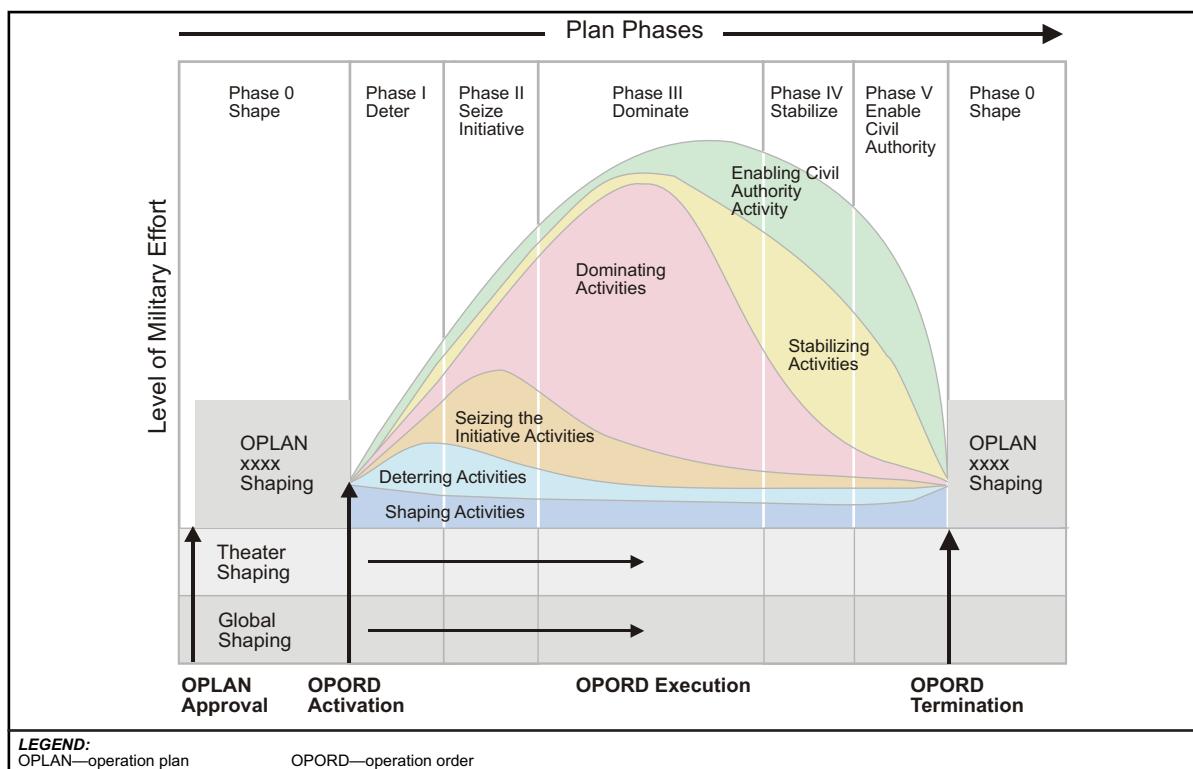
Chapter 2

READINESS AND PLANS

2.1. Purpose. Readiness and Plans members operate in a contingency environment as prime readiness in base services (RIBS) members that may be prepared to deploy to support mission requirements that span the globe. This informational in-the-field reference resource provides Prime RIBS members the information to make independent decisions based on proven tactics, techniques, and procedures (TTP) for establishing and maintaining readiness and plans management and oversight.

2.2. Phases of Operation. Phases of an operation are distinct in time, space, and purpose from one another and also represent a natural progression and subdivision of the campaign or operation. Each phase of operation has a set of starting and ending conditions and should be condition-driven rather than time-driven. See [Figure 2.1](#), Phases of an Operation.

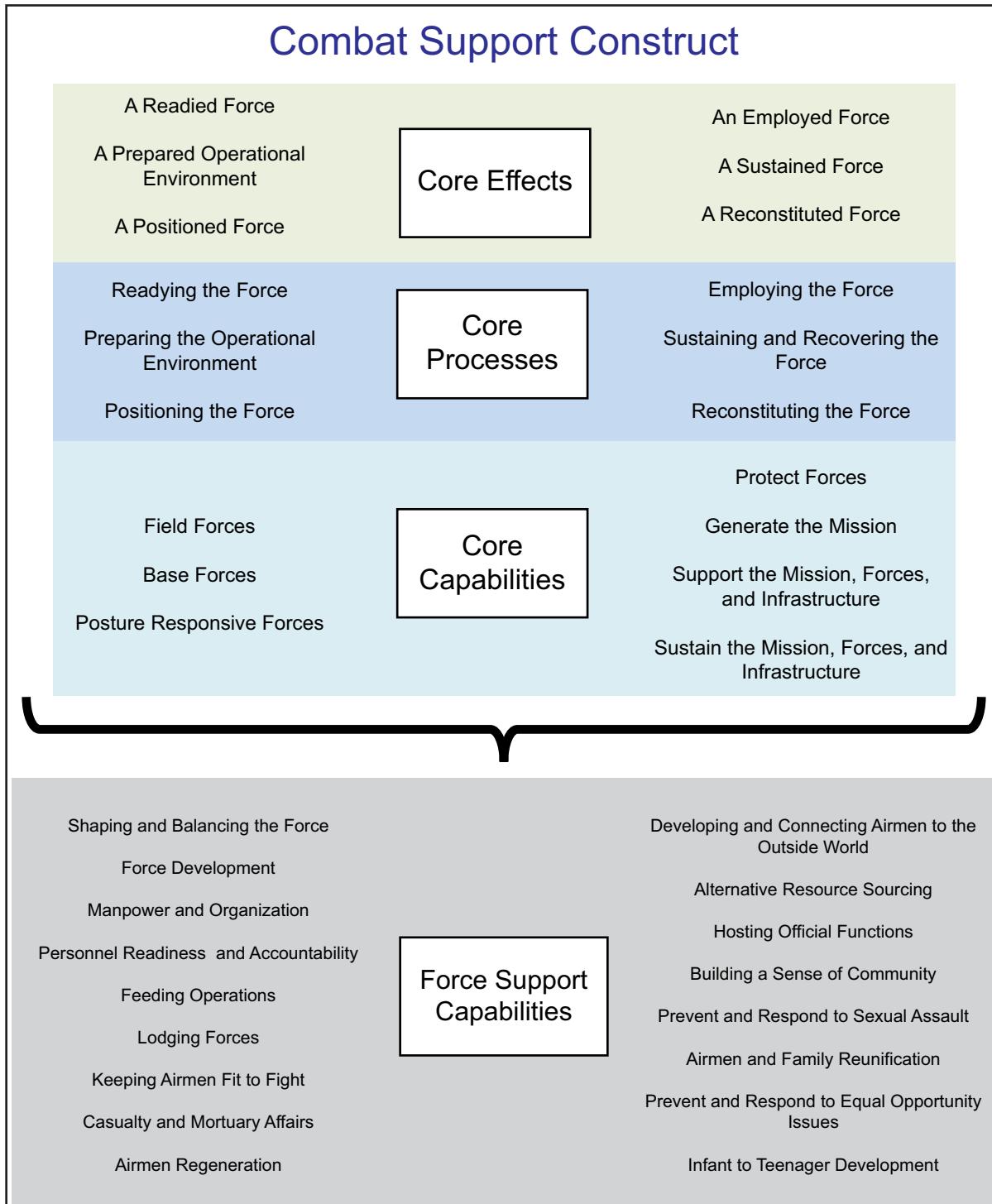
Figure 2.1. Phases of an Operation



2.3. Readiness. Ancillary training, career field requirements, home station readiness training (HRST), and SILVER FLAG exercise site training are coordinated to execute agile combat support (ACS) across the full spectrum of military operations. This process is designed to meet Air Force Force Generation (AFFORGEN) execution requirements. The force support force element defines the initial UTCs/capabilities required to stand-up a bare base under the AETF construct. It also represents the movement of functional capability from Establish the Airbase, Operate the Airbase, and Robust the Airbase into sustainment. A copy of the 2.1 Force Support force element and UTCs and a 2.2 UTC Placemat can be accessed by clicking on the paperclip icon on the left-hand side of this portable data file (PDF).

2.3.1. Force Support Core Capabilities. Force support core capabilities directly support the combat support construct. See [Figure 2.2](#), Force Support Capabilities in Support of the Combat Support Construct.

Figure 2.2. Force Support Capabilities in Support of the Combat Support Construct



2.4. Open the Airbase. The objective of this element is to employ those capabilities required to open an airbase. Airbase opening is accomplished by inserting combat and combat support forces into an operating location capable of conducting tasks required for the effective stand-up of initial airfield operations and the reception of follow-on forces. The element provides capabilities specific to the conduct of airfield operations, C2, airfield survey, and air traffic control.

2.4.1. C2 Force Element. The C2 force element provides the permanent C2 capability through the establishment of the air and space expeditionary wing or group structure. This capability assumes control of the operating location from the Open the Airbase element to C2 capability within hours of arrival. The initial Services management team arrives as part of the C2 element. Top priorities include planning the Services portion of the beddown operation to ensure activities are sited properly to support the projected population.

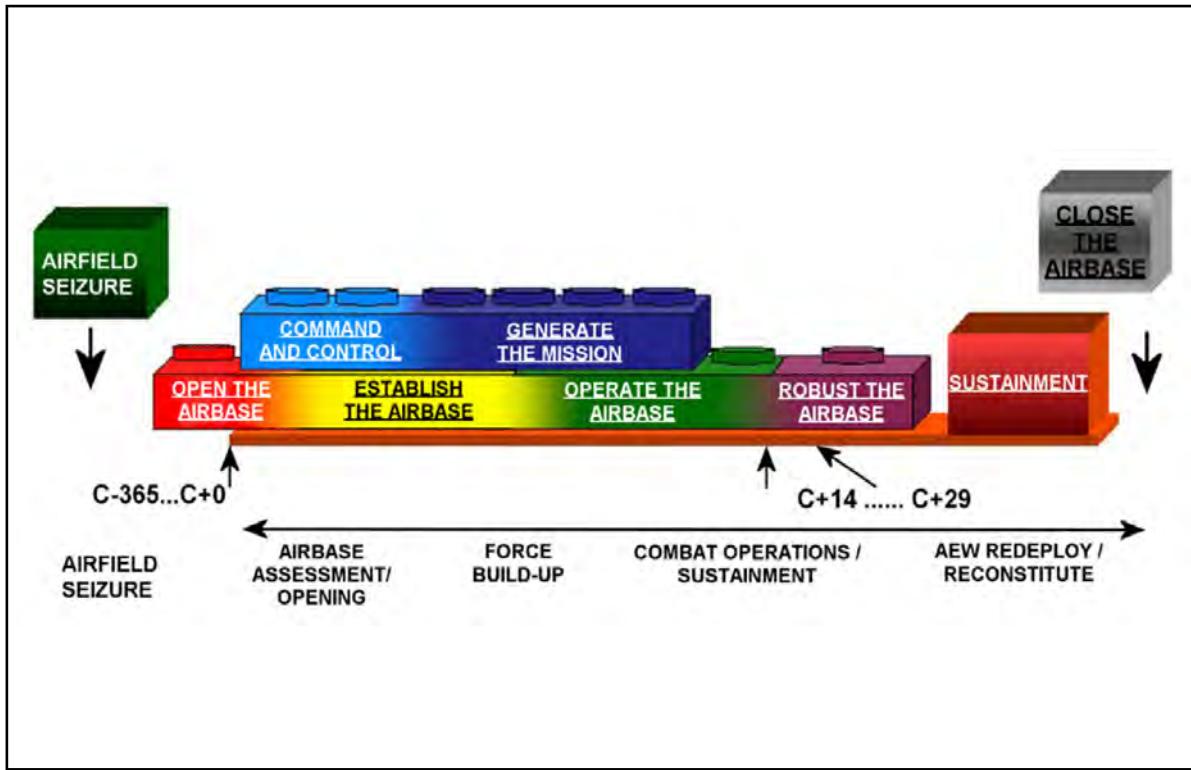
2.5. Establish the Airbase. The Establish the Airbase element contains capabilities designed to integrate and extend capabilities of the C2 element and replace the open the airbase capabilities. Included are capabilities designed to support most missions or weapons systems. This is the largest AETF force element and contains the required functional capabilities to bring the beddown to initial operational capability (IOC), ready to receive the main mission or weapon system. During the first seven to ten days of this force element, Services lodges the force, establishes dining facilities, transitions from meals, ready-to-eat (MRE) to heat and serve unitized group rations (UGR), ensures a mortuary affairs capability, and begins initial laundry support through self-help laundries from WRM or local contract.

2.6. Generate the Mission. The generate the mission force element is effects-based and capability-dependent. The mission platforms that make up the generate the mission element (e.g., fighter, bomber, tanker, airlift) are capable of deployment upon minimal strategic warning, and typically begin to arrive on or about C+2 and are capable of mission-generation within 36 hours upon arrival. This element also contains mission systems, operators, maintenance, munitions, petroleum oils and lubricants (POL) operations, and medical support.

2.7. Operate the Airbase. The Operate the Airbase force element is required for permanent C2 and mission support capability. It expands the infrastructure by enhancing medical capability, including rapid evacuation of patients, providing mobility weapons storage, enhancing fuels storage and distribution, and has refueling and defueling capability. It contains mission support forces needed to achieve full operating capability (FOC) and to make the initial operating capabilities of the airbase mature and robust. In this element, Services expands life sustaining programs and introduces quality of life (QoL) activities such as recreation, fitness, nonappropriated fund (NAF) resale, and Army Air Force Exchange Service (AAFES) support. The initial stages of this force element are used to plan for sustained operations to include transition to semi-permanent facilities.

2.8. Robust the Airbase. The Robust the Airbase force element contains those support forces that would typically not arrive until 30 days after an operating location is established. This element provides additional combat support forces to robust the capabilities already in place from the previous force elements, to include establishing learning resource center (LRC) operations, until a rotational operation can be implemented. The Robust the Airbase force element is considered part of the baseline structure for the AETF. See [Figure 2.3](#), Force Elements.

Figure 2.3. Force Elements



2.9. War Reserve Materiel (WRM). To meet the lighter and leaner AFFORGEN philosophy, legacy WRM assets (e.g., Harvest Eagle and Harvest Falcon) have been upgraded for deployability and functionality. To keep up with the various changes to deployable assets, the overall program for managing and updating bare base assets were placed under the basic expeditionary airfield resources (BEAR) WRM program. BEAR is part of an overall Air Force strategic effort to shift from a threat-based force to a capabilities-based force. The capabilities-based model focuses more on configuring forces and materiel into packages that are flexible enough to support the full spectrum of military operations, not just major theater war. BEAR meets Air Force requirements for a light and lean capability to support its AFFORGEN force elements. BEAR sets also reflect lessons learned from recent expeditionary operations during which housekeeping and utilities packages deployed and required significant tailoring to meet mission needs. BEAR sets are right-sized and have a variety of playbook options. See [Chapter 5](#), Contingency Feeding Operations for more information.

2.10. Population. The determinant factor for Services to begin supporting Airmen is the population number. Consumption rates, cycle times, planning, and material requirements are based on the number of Airmen being supported. Services UTCs change as technology and world situations dictate but are designed to provide critical and non-critical positions that give specific effects to a certain population number. These UTCs are placed together at a beddown location in sufficient number to provide complete Services support (e.g., C2, food, lodging, mortuary) to the AFFORGEN force elements.

2.10.1. Boots-on-Ground (BOG). The 2.3 BOG Example can be accessed by clicking on the paperclip icon on the left-hand side of this PDF.

2.10.2. Population Summary (POPSUM). POPSUM is the total number of forces on the ground that require support from the base operating support-integrator and provider (BOS-I/BOS-P). The population supported drives the EFSS forces, facilities, and equipment required (UTC). For example, if the population to be supported is 550, using the planning factor of 1 x 3F1 per every 50 people, feeding operations would require 11 x 3F1s.

2.10.3. Determining Requirements. Requirements for a particular contingency, exercise, or deployment are consolidated into a single document known as the deployment requirements manning document (DRMD). This document provides MAJCOMs, numbered air forces (NAF), and wings with the personnel requirements for fulfilling their exercise, deployment, and contingency needs.

2.10.3.1. The deployment manning requirements (DMR) is the space to the personnel face that is generated to complete a DRMD. DMRs are transmitted to the base from the supported component command through the MAJCOM functional area manager (FAM).

2.10.3.2. FAMs ensure installation deployment readiness cells (IDRC) and installation personnel readiness (IPR) elements are informed of wing AFFORGEN sourcing using the DCAPES system. In the wing, the IPR is assigned responsibility for the AFFORGEN sourcing and verification process. This process may vary from base to base, but the DRMD is required by the Installation Deployment Control Center at the military personnel flight. Every contingency, deployment, or exercise tasking that is built, created, and flowed contains this necessary information and other data elements relevant to the process.

2.10.4. Time-Phased Force Deployment Data (TPFDD). There are two major types of TPFDDs—requirements and capabilities driven. See [Figure 2.4](#) TPFDD Explained.

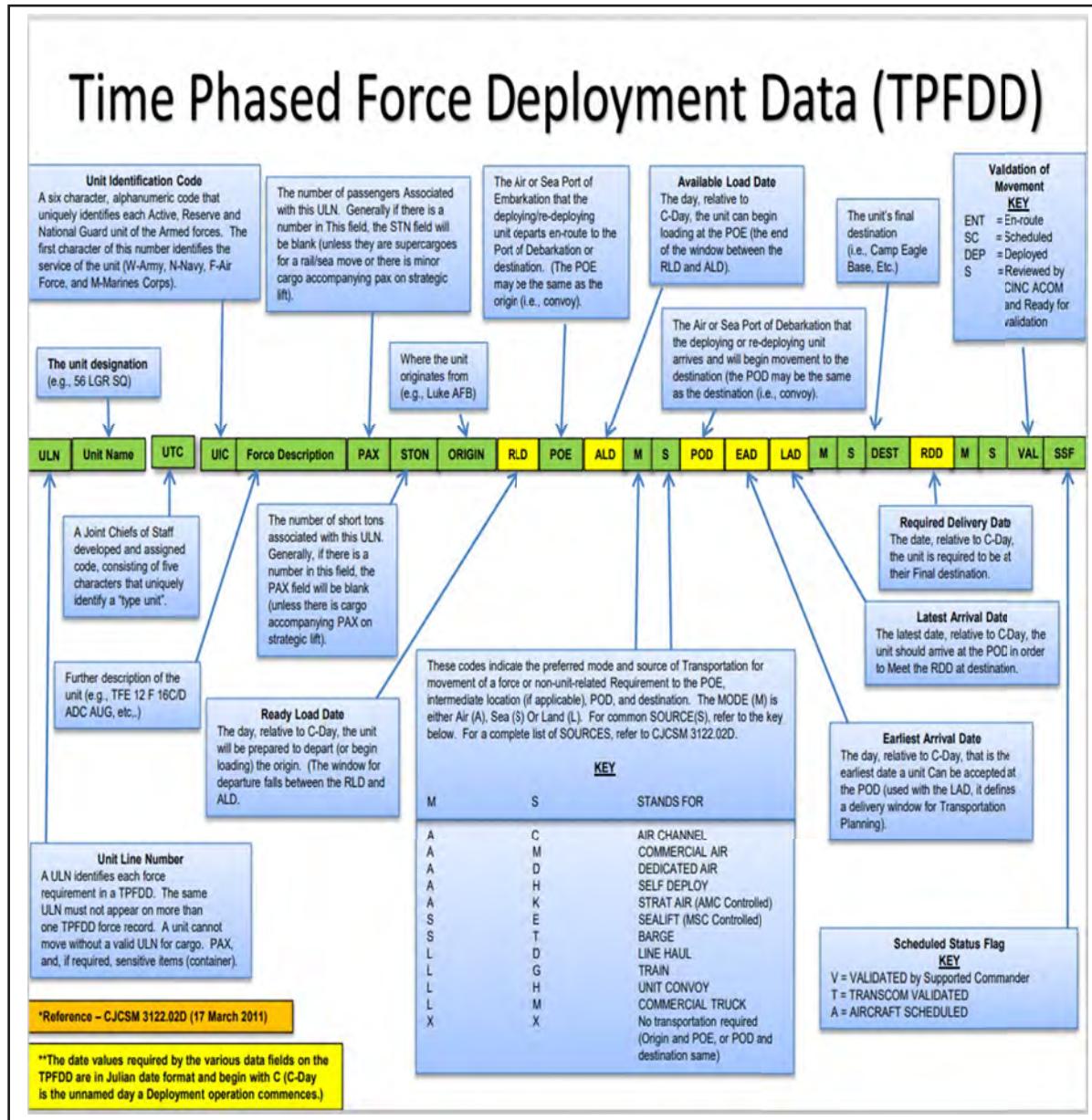
2.10.4.1. The requirements-driven TPFDDs are associated with written operation plans (OPLAN), concept plans (CONPLAN), and operation orders (OPORD). This type contains the Air Force presentation of forces in support of a specific requirements-driven plan. Air Force planners support the requirements-driven TPFDDs by building, sourcing, verifying, and validating unit line numbers (ULN) to the component headquarters and the supporting or supported combatant command. Examples of requirements-driven TPFDDs include, but are not limited to contingency planning TPFDDs as required by the Joint Strategic Capabilities Plan (JSCP) or other defense planning document. Crisis action planning TPFDDs include, but are not limited to, imminent/on-going combat operations, humanitarian relief operations (HUMRO), noncombatant evacuation operations (NEO), and rotational operations.

2.10.4.2. The capabilities-driven TPFDD is used to assess methods for organizing, training, equipping, and sustaining air and space forces to meet defense strategy requirements. The capabilities-driven TPFDDs are normally those that depict an Air Force capability not directly associated with a specific requirement. This TPFDD shows a capability representing the Air Force commitment to respond, fulfilling war-fighting and operational requirements. Unlike requirements-driven TPFDDs, capabilities-driven TPFDDs are normally service owned. Air Force planners at all levels support capabilities-driven TPFDDs by building and sourcing ULNs to ensure support to a potential operational requirement or assess overall operational and population driven Air Force capabilities. Examples of capabilities-driven TPFDDs include AFFORGEN force

element and operational capability packages (OCP). Libraries base level assessment (BLA) including Air Force-specific exercise TPFDDs used to support war games and/or studies in support of strategic analyses.

NOTE: Critical for TPFDD management is the accuracy and timeliness associated with the data elements.

Figure 2.4. TPFDD Explained



2.11. Planning Factors. The ACS concept of operations (CONOPS) assumes that once access conditions are established through global strike and global persistent attack, there will be a need for persistent and sustained operations if war-winning effects are not initially achieved. ACS also assumes that sustainment begins on day one and may remain continuous from deployment,

through employment and redeployment to mitigate the need for operational pauses. Within the initial AETF force elements (open the base, C2, establish the base), expeditionary forces may possess a certain level of self-sustainment. Optimal execution of ACS depends on integrated planning and execution. Each C-NAF should be fully networked with sister component planning and execution centers, facilitating an assured, integrated common operating picture and availability of decision-quality information. See [Attachment 2](#), Planning Factors. See [Table 2.1](#), Readiness Planning Considerations.

Table 2.1. Readiness Planning Considerations

- Location type and local conditions
- Reception and beddown of forces (both initial and projected inbound) by expected date
- Types and numbers of resources (manpower, facilities, assets) immediately available and projected
- Where to site war reserve materiel (WRM) structures
- Laundry, meals, and contingency quarters options for pre-tent city build up
- Identify vendors through Defense Logistics Agency (DLA)
- Mortuary affairs operations
- Determine reception, staging, onward movement & integration (RSO&I) for inbound deployers
- Identify accountability procedures for personnel support for contingency operations (PERSCO) team

2.12. Command and Control. UCCs provide mission support to the incident commander and to the installation control center as directed by the emergency operations center (EOC). The EOC and installation control center resolve any conflicting requirements. UCCs provide a focal point within an organization to maintain unit C2 and relay information to and from unit personnel. They also provide expertise to the EOC or incident commander, and leverage unit resources to respond to and mitigate the threat. The EFSS commander assigns highly knowledgeable and capable personnel to the UCC to facilitate mission accomplishment. See [Table 1.2](#), Status Board Example.

2.12.1. Recall Rosters. Recall rosters are used for contacting members in the organization to either recall or notify of important situations. There are 7 options of recall.

- Option 1 Unit Recall.
- Option 2 Telephone Recall.
- Option 3 Telephone Standby.
- Option 4 Information Only Recall.
- Option 5 Weather Alert.
- Option 6 School Delay/Cancellation.
- Option 7 Communication Outage Recall.

2.12.1.1. Recall Process. Recalls will begin with the UCC notifying each group commander. Commanders will begin to notify personnel listed on their recall roster (information flowing from top to bottom).

2.12.1.2. Write the message down to pass along the recall message. Call the next person(s) below on the roster and pass along the recall message. If the person below cannot be contacted, call the next person(s) below that person and pass the message to them. Be sure to pass along the names of anyone who was not contacted so they will be noted at the bottom of the recall flow.

2.12.1.3. One person, either the commander or an appointed recall POC from the unit will call the results into the UCC and pass along the names of all members not notified.

2.12.1.4. Appointed recall POC continues to attempt contact with the unaccounted and report results through the same process every hour until 100 percent accountability is attained.

2.13. Plans. The base expeditionary support plan (ESP) is developed in two parts. Part one identifies resources and capabilities of a location by functional area and is the focus of the expeditionary site survey. Part two allocates resources identified in part one, assesses the ability to support the operation, and identifies limiting factors (LIMFAC).

2.13.1. Theater Planner. Theater planners and expeditionary forces coordinate for all facets of operations spanning all force elements. Items requiring coordination include:

- Planned forces, facilities, equipment.
- Sources of contracts, host nation agreements.
- Expected mission and duration of operations.
- Commercially available sources.
- Defense Logistics Agency (DLA) food pipelines and prime vendor support.
- Exchange (AAFES) concept of support.
- Establishment of a Nonappropriated Fund Instrumentality (NAFI) and NAF resale operations.
- SITREPs and upward channel reporting requirements.
- After action reports.
- Theater-specific reporting and requirements.
- DOD activity address code (DoDAAC) establishment and use.
- General orders.
- Rules of engagement (ROE)/standard operating procedures (SOP).

Chapter 3

RECEPTION

3.1. Initial Deployment. Deployment planning is a rigorous process of checking and crosschecking plans against available information and resources. Reception, beddown, and accountability should be accomplished right the first time. To do this, the initial Lead wing and other core support units should obtain all available deployment information and consider applicable planning factors.

3.1.1. Planning Assumptions. The ACS CONOPS assumes that once access conditions are established through global strike and global persistent attack, there may be a need for persistent and sustained operations if war-winning effects are not initially achieved. ACS assumes that sustainment begins on day one and should remain continuous from deployment, through employment and redeployment to mitigate the need for operational pauses. Within the initial AETF force elements (i.e., open the base, C2, establish the base), expeditionary forces possess a level of self-sustainment. Optimal execution of ACS depends on integrated planning and execution. Each C-NAF may be fully networked with its sister components' planning and execution centers, facilitating an assured, integrated common operating picture and ensuring the availability of decision quality information.

3.1.2. Worldwide. Operational commanders may accept a reduced level of service from the day full mobilization commences (M-day) through M+30 to only what is needed to ensure mission accomplishment and life support. After M+30, levels of service may be increased commensurate with QoL programs when possible. This normally is determined after the six-month milestone of a deployment. EFSS and air expeditionary wing (AEW) commanders can often determine even earlier than six months whether the location is to be used for a longer period.

3.1.2.1. If the base will be a long-term location, sustainment efforts usually involve obtaining more permanent supporting structures and utilities, using contracts to augment or replace some support services, and replacing WRM equipment with commercial equipment.

3.1.2.2. Each branch of the armed forces follow when establishing planning factors for replacement of shelters, including those that force support uses.

3.1.2.3. Even though there are limits within the doctrine, there are no hard and fast requirements that prevent a theater from improving contingency mission capabilities within established mission budgets and priorities.

3.1.2.4. It is important to work with the component command's force support organization when making decisions. They have the long-range vision and responsibility for their theater. If a base will be designated as a prime mission support location for more than 24 months, force support and civil engineering (CE) planners usually try to obtain equipment and shelters (e.g., hard-wall or constructed facilities) to replace WRM assets. Refer to AFI 25-101, *War Reserve Materiel (WRM)*.

3.2. PERSCO. PERSCO is the collection of manual and automated procedures, systems, hardware, personnel agencies, and deployable individuals or teams to accomplish total force accountability and reporting, casualty reporting, and personnel program advice. PERSCO in

conjunction with EFSS should establish initial beddown and reception processes. A review of component site specific reporting instructions and CONOPS are evaluated to determine the required courses of action to effectively receive deploying forces.

3.2.1. Reception Roles and Responsibilities. PERSCO has numerous layers of direction when establishing reception processing. Air Force (AF)/A1XO is responsible in defining the PERSCO initial beddown process and guidance for general force support processes. Air Force Personnel Center (AFPC)/DP2W assists AF/A1XO in developing total force concepts, policies, and plans to support PERSCO during all aspects of reception processing. The component A1 should establish deployment processing reception policy and determine the scope of reception processing and PERSCO site set up. The PERSCO team chief should work with component A1 to determine UTC requirements needed for reception processing.

3.2.2. UTC Management for PERSCO Reception. The component command personnel planner determines the PERSCO team requirements at each location based on a variety of factors. Teams employed at an existing Air Force installation or at a bare base location may require different lead UTCs based on initial reception of personnel and site infrastructure. An existing EFSS may require augmentation to properly support the reception of projected employed forces compared to a full PERSCO team stand-up.

3.2.2.1. The component command personnel planner may want to increase PERSCO support for bare base and forward operating locations (FOL). This increase is especially needed in the deployment phase of operations when it is generally more difficult to locate and account for personnel, coordinate management actions, and provide for personnel matters.

3.2.2.2. PERSCO CONOPS should identify the PERSCO supply packages and the communications support needed by the PERSCO team, the FOL, and the relationships that the FOLs have with each other. It should also specify known reception points and procedures. Determination of direct chain of command should be established with PERSCO CONOPS. PERSCO Teams should work with component command and deployed commander to determine scope of operations required during site set up.

3.2.2.3. Site Infrastructure. Although not directly affecting the number of PERSCO team members, permanent structures, services, and communications support may affect the amount of support equipment needed to operate effectively. The component command personnel planner coordinates with logistics planners in accordance with AFI 10-404, *Base Support and Expeditionary (BAS&E) Site Planning*, to determine what facilities, equipment, and supplies are readily available at each employment location identified in the TPFDD. At a minimum, the personnel planner coordinates with the following agencies to identify PERSCO infrastructure requirements:

3.2.2.3.1. Logistics and security forces planners for facility, equipment, and supply requirements.

3.2.2.3.2. Civil engineer planners for electric power requirements. The component command provides electrical transformers to meet unclassified and classified systems power requirements to convert from 220 volts to 110 volts where applicable.

3.2.2.3.3. Communication planners for communications requirements for all locations in the area of responsibility (AOR) capable of supporting wartime and contingency

operations. Communication support includes identifying the need for secure and non-secure telephone/data fax, SIPRNET, and NIPRNET capability.

3.2.2.4. Judgment of the personnel planner is a key element in establishing a PERSCO team tasking and its ultimate size. When tasked, the PERSCO team provides strength accountability for and support to geographically separated units (GSU). There is not a direct relationship between the size of the force and the PERSCO support needed. PERSCO Teams supporting a large GSU population may need personnel to support their accountability activities.

3.2.2.4.1. The formula of one personnel technician per 275 individuals is used as only a guide and can be adjusted (increase or decrease) based on the assigned PERSCO mission requirements.

3.2.2.4.2. Factors taken into account include: working a 60-hour workweek per AFI 38-101, *Manpower and Organization*, location at an aerial port of debarkation (APOD), supporting GSUs, threat level, deployment phase, incoming personnel surge level, joint population serviced, strength ceilings, supporting main operation base (MOB) versus FOL, CNAF-unique reporting requirements, joint reporting requirements, and other available support at a deployed location should be taken into account.

3.2.3. Pre-Deployment Actions. Upon notification of deployment, the PERSCO team chief should review the pre-deployment checklist to identify the necessary personnel planning actions to prepare the team for deployment and reception processing. Determination of scope of pre-deployment actions will be based on whether the deployment is to augment IPR or bare base operations. The PERSCO CONOPS assists in the development of the PERSCO deployment plan.

3.2.3.1. Completion of the predeployment actions should be done prior to the execution phase. Some actions from predeployment operations can be accomplished during execution phase if CONOPS and general site infrastructure information is unavailable.

3.2.3.2. Advanced Coordination. If not part of the advanced echelon (ADVON), the PERSCO team should coordinate with on-site personnel upon arrival to establish location of PERSCO and reception control center (RCC) if not already established. The PERSCO team chief should meet with the installation deployment officer (IDO) or appointed logistics readiness officer (LRO) to establish reception processing roles and responsibilities. The RCC should be within close proximity of all controlled ports of embarkation. RCCs not within close proximity should maintain contact with logistics readiness and units with dedicated modes of transportations. PERSCO Teams should coordinate with the appropriate agencies to ensure accountability is obtained if personnel have already arrived. Personnel already on site may be required to complete reception processing.

3.2.3.3. Systems. Prior to arrival of a PERSCO team, the deployed commander is responsible for capturing arrival information regardless of the mode of travel. Consider all potential avenues a person may arrive (e.g., commercial air, privately owned vehicle [POV], rail) to determine how to account for them. If directed, PERSCO Teams can obtain the status of en route individuals traveling on dedicated airlift through the transportation

office using the Global Air Transportation Execution System (GATES) or the Global Transportation Network (GTN). Transportation systems provide the capability to track individuals by name, social security number, and ULN from the time they depart from home station until arrival at the final destination. These systems can also provide the status of aircraft delays or layovers that may assist the PERSCO team in the overall accountability effort.

3.2.3.4. Schedules. The PERSCO team chief should develop tentative shift schedules and assign specific duties and responsibilities to each deploying PERSCO team member based on most current information available. Discuss with each deploying PERSCO team member the tentative work schedules, expected duties, and initial arrival actions. Review the required actions needed to be accomplished upon arrival to ensure everyone understands what to do and how to accomplish their actions.

3.2.4. Initial Set-up Actions. The PERSCO team should have a copy and be familiar with AOR unique guidance regarding personnel policies and procedures. These instructions should be used to answer questions and concerns of commanders and the population in general. Issues not addressed in the AOR instructions should be elevated to the component command for action. See [Table 3.1](#), PERSCO Team Initial Arrival Checklist and [Table 3.2](#), PERSCO Recommended Equipment and Supply Table.

Table 3.1. PERSCO Team Initial Arrival Checklist

ITEM	YES	NO (Note 1)	N/A
<p>Coordinate with the following support agencies to establish in-and out-processing procedures for all personnel deployed to the location. This includes how and where to most efficiently process personnel. (Note 2)</p> <ul style="list-style-type: none"> • Contingency Quarters Security Forces (Force Protection Briefing). • Finance traffic management flight (TMF)/air terminal operations center (ATOC). • Deployed Commander/First Sergeant. 			
<p>Brief commanders of personnel support for contingency operations (PERSCO) team responsibilities and capabilities.</p> <ul style="list-style-type: none"> • Ensure they understand PERSCO team capabilities and limitations. Brief status and <i>get-well</i> dates of limiting factors (LIMFAC) (if known). Provide a copy of PERSCO's responsibilities to each deployed commander. 			

ITEM	YES	NO (Note 1)	N/A
Establish a casualty reporting program using Defense Casualty Information Processing System (DCIPS) Forward: <ul style="list-style-type: none"> Designated points of contact (POC) for casualty and processing procedures (<i>Note 3</i>). 			
If you do not have proper communication support, identify to your supporting communications squadron the need for: (<i>Note 4</i>) <ul style="list-style-type: none"> Secure and unsecure phone/fax capability SECRET Internet Protocol Router Network (SIPRNET). Secure and unsecure e-mail accounts. 			
Ensure the classified system is setup, operational and can access DCAPES. <ul style="list-style-type: none"> If not already done, submit a Deliberate and Crisis Action Planning and Execution Segments (DCAPES) system access request to Air Force Personnel Center (AFPC)/DP2WR workflow. Verify temporary duty (TDY) Geographical Location (GEOLOC) for location and supported geographically separated units (GSU). Establish a routine for backing up information on a daily basis. Complete equipment inventory. 			
Establish routine procedures for: <ul style="list-style-type: none"> Accounting for personnel arriving and departing your location and any GSUs. (<i>Notes 5 and 6</i>) Preparation daily of Duty Status Change Messages. Tracking events in a daily log for after action report (AAR). (<i>Note 4</i>) 			
Submit a PERSCO team Status Report. <ul style="list-style-type: none"> Complete Report to include POC information and LIMFACS. 			
Other (add any applicable local procedures). <ul style="list-style-type: none"> Host Nation Requirements. 			

ITEM	YES	NO (Note 1)	N/A
NOTES:			
1. Any sub-item checked as NO is a LIMFAC. Report this to major command (MAJCOM), the component command, and courtesy copy Headquarters (HQ) United States Air Force (USAF)/A1PR/MPRC and HQ AFPC/DP2W/OSC. Follow up to ensure the parent MAJCOM and the component command act to correct the LIMFAC. If information is classified, contact the parent MAJCOM and the component command for correct reporting procedures.			
2. Take into consideration the status-of-forces agreements (SOFA) and customs of the host country. The security forces are able to answer these types of questions. Take into consideration operations plan (OPLAN) or tasking requirements when coordinating with support agencies. Identify all choke points to capture accountability of personnel (e.g., billeting, entry/exit gates, and recreational facilities).			
3. This includes constant coordination with supporting medical and mortuary counterparts to ensure notification of casualties.			
4. Documenting problems, achievements, or milestones establishes the foundation for inputs to the AAR.			
5. The responsibility for accounting for GSUs is identified by the tasking message or by the component command's concept of operations (CONOPS). GSU accountability procedures may include a GSU representative faxing copies of orders/AF Forms 245, <i>Employment Locator Checklist and Processing</i> calling, or e-mailing duty status changes to the supporting PERSCO team.			
6. When establishing procedures, all accountability responsibilities of the PERSCO team outlined by the component command should be taken into consideration. The term Total Force consists of Air Force active duty, Air Reserve Components (ARC), Department of the Air Force (DAF) civilians, contractors supporting the Air Force mission, and other civilian personnel not employed by the Department of Defense (DOD) who support the Air Force mission (e.g., Red Cross, United Service Organizations [USO], consultants) as well as the in-place force supporting contingency operations. Total Force accountability can be expanded by the combatant commander or the component command to include other DOD civilians, other DOD-essential contractor personnel, other Services, Allied Forces, coalition forces and/or other personnel.			

Table 3.2. PERSCO Recommended Equipment and Supply Table

ITEM	ISSUE	RFLXA	RFPXC	RFLXD
DAFI 36-3802, <i>Personnel for Contingency Support Operations (PERSCO)</i>	EA	1		
DAFI 10-401, <i>Air Force Operations Planning and Execution</i>	EA	1		
AFI 10-403, <i>Deployment Planning and Execution</i>	EA	1		
DAFI 36-2110, <i>Total Force Assignments</i>	EA	1		

AFI 36-2606, <i>Reenlistment in the United States Air Force</i>	EA	1		
AFI 36-3002, <i>Casualty Services</i>	EA	1		
AFI 36-3003, <i>Military Leave Program</i>	EA	1		
DODI 2310.5, <i>Accounting for Missing Persons</i>	EA	1		
AF Form 245, <i>Employment Locator Checklist and Processing</i>	EA	250	250	
AF Form 310, <i>Document Receipt Certificate and Destruction</i>				
AF Form 1058, <i>UIF/Control Roster</i>	EA	5		
AF Form 972, <i>Request and Authorization for Emergency Leave Travel</i>	EA	5		
DD Form 2812, <i>Commander's Preliminary Assessment and Recommendation.</i>	EA	2		
SF 704, <i>Secret Cover Sheet</i>	EA	5		
SF 705, <i>Confidential Cover Sheet</i>	EA	5		
SF 707, <i>Secret ADP Media Classification Label</i>	PK	1		
SF 708, <i>Confidential ADP Media Classification Label</i>	PK	1		
SF Form 711, <i>ADP Media Data Descriptor Label</i>	PK	1		
VA Form SGLV-8285, <i>Request for Insurance (Service Members' Group Life Insurance) (SGLI)</i>	EA	5		
VA Form SGLV-8286 <i>SGLI Election and Certificate</i>	EA	5		
VA Form SGLV-8286A, <i>Family members' Group Life Insurance Election and Certificate</i>	EA	5		

***** All Publications and Forms should be electronic on CD***

***** Additionally, publications and forms can be provided electronically and/or provided E-Pubs link to download guidance.***

ITEM		RFLXA	RFLXC	RFLXD
Staplers, Paper	EA	1	2	1
Punch, 3-hole	EA		1	1

Rulers, 12-inch	EA		2	1
Staple Removers	EA	1	2	1
Scissors	EA		1	1
Re-writable Compact Disks (CD)	BX	1	3	1
Claw Hammer	EA		1	1
Nails, 10-penny	BX		1	1
Key or Combination Lock	EA	1	1	1
Pads, Writing	EA	2	8	4
Magic Markers, Black	DZ	1	1	1
Highlighters	DZ	1	1	1
Manila Folders	BX	1	1	1
Masking Tape, Wide Width	EA	1	1	1
Pens, Ballpoint Black	DZ	1	2	1
Paper Clips	BX	1	1	1
Staples, Standard	BX	1	1	1
Mechanical Pencils and Refills	DZ	1	1	1
Envelopes, 9 x 12-inch	EA	10	100	50
Envelopes, Letter	EA	10	100	50
Accordion Folders	EA	3	1	1
Rubber Bands	BX		1	1
Bond Paper	RM	2	6	4
Duct Tape	EA	1	1	1

3.2.4.1. The PERSCO team should establish strength accountability for everyone the PERSCO team is responsible for, regardless of location and update into accountability system. These updates include normal arrival updates as well as all needed force gains. A force gain is required if there is no record in the accountability system. Strength accountability provides valuable planning and decision-making information to senior leaders at all levels concerning deployed force closure, force sustainment and force availability.

3.2.4.2. Establish manual files as backup for the DCAPES system in accordance with **paragraph 3.4.7.5**. Establish SIPRNET and NIPRNET connectivity.

3.2.4.3. Contact component command A1 to obtain command relationships. Brief commanders and their staffs on PERSCO team duties, capabilities, and responsibilities.

3.3. RCC. Upon notification of deployment, the PERSCO team chief should engage with the supported component command A1 to establish procedures for reception control. Once the PERSCO team has arrived at deployed location, they should establish a controlled point of entry to receive deploying personnel.

3.3.1. RCC Minimum Requirements. The RCC should have briefing capabilities to include:

- 3.3.1.1. NIPRNET and SIPRNET briefings.
- 3.3.1.2. Power supply.
- 3.3.1.3. Secure and non-secure telephone.
- 3.3.1.4. NIPRNET and SIPRNET capability.
- 3.3.1.5. Classified operating environment.
- 3.3.1.6. POC listing for AFPC, Headquarters Air Force (HAF), component A1, units to include GSU and tenant unit
- 3.3.1.7. Secure and non-secure e-mail accounts.
- 3.3.1.8. Standard supply items (e.g., pens, pencils, printer paper).
- 3.3.1.9. Chairs and tables as needed.
- 3.3.1.10. Computer and projector capabilities as necessary.

3.3.2. Additional Resources for RCC. The RCC may need partner personnel required to in-process members upon initial arrival at deployed location. Additional resources needed and determination of reception policy and guidelines should be established by PERSCO team chief, component A1, and deployed CONOPS. Available additional resources include:

- 3.3.2.1. Force support squadron (FSS) contingency quarters personnel—assign contingency quarters.
- 3.3.2.2. Medical squadron—briefing on medical readiness precautions.
- 3.3.2.3. Security forces squadron—brief on force protection levels.
- 3.3.2.4. Chaplains—brief on available resources.
- 3.3.2.5. Logistics squadron—equipment distribution as required.
- 3.3.2.6. FSS food/feeding operations—distribution of MREs or brief on available services.

3.3.3. Reception Processing Procedures. The PERSCO team chief upon notification of arriving personnel should coordinate with base resources established as mandatory initial arrival reception personnel to setup RCC. PERSCO team chief should contact the Logistics Readiness Officer/noncommissioned officer in charge (NCOIC) first. RCC dedicated dates and times can be established based on transportation schedule. RCC can function as a PERSCO centric processing action without additional resources.

- 3.3.3.1. RCC optional personnel report as directed.
- 3.3.3.2. PERSCO direct all arriving personnel to provide the following items upon arrival at point of embarkation (POE):

- Contingency, exercise, and deployment (CED) orders or DD Form 1610, *Request and Authorization for TDY Travel of DOD Personnel* (Activation Order for Title 10, United States Code [USC] mobilization or Annual Training).
- AF Form 245, *Employment Locator Card Checklist and Processing*.
- Common access card (CAC).
- PERSCO in-processing checklist (established upon arrival).

3.3.3.3. PERSCO team should annotate arrival date, unit of assignment, lodging arrangements, blood type, and religious preference on AF Form 245.

3.3.3.4. PERSCO team should annotate any in-processing discrepancies for input into Deployment Personnel Discrepancy Reporting Tool (DPDRT). Discrepancies can include early or late arrival, missing mandatory items, and/or missing equipment.

3.3.3.5. PERSCO team should make appropriate updates to electronic deployment readiness checklist (EDRC) validating arrival and receipt of deployment documents.

3.3.3.6. Upon completion of RCC required items, deployed personnel should be released to unit of assignment for continued processing.

3.3.3.7. PERSCO should complete mandatory DCAPES updates and finalize manual file processing.

3.4. Accountability. Personnel accountability is defined as the accurate accounting for all Air Force personnel at all times regardless of location. Accountability can be expanded by the combatant commander or the component command to include other DOD civilians, other DOD-essential contractor personnel, other Services, allied forces, coalition forces, and other personnel. Commanders at all levels are ultimately responsible for maintaining accountability of their forces. PERSCO is a tool to assist commanders in obtaining and maintaining accountability. Commanders should establish procedures to account for their forces when there is no PERSCO at the deployed location.

3.4.1. Personnel CONOPS. This enables planners and managers to support the commander's CONOPS by providing strength and casualty information essential for the commander to make informed decisions concerning force allocation and capabilities. At the unified command level and above, this information also assists senior leaders in making informed decisions. Personnel CONOPS lays out the force accountability responsibilities, command relationships, strength reporting procedures, reporting instructions and known FOL PERSCO resources in a theater of operations.

3.4.1.1. The personnel CONOPS is a living document critical to total force accountability operations and may require revisions as a contingency or war evolves.

3.4.1.2. The component command personnel war planners are the office of primary responsibility (OPR) for the personnel CONOPS. Personnel war planners at all echelons should understand the personnel CONOPS functionality and the importance of accurate contingency and execution planning for CONOPS development.

3.4.1.3. General planning guidance for personnel war planners can be found in the *War Mobilization Plan (WMP)*, Volume 1, and Department of the Air Force Instruction (DAFI)

10-401, *Operations Planning and Execution*. These documents should be reviewed before planning for any contingency operation or exercise.

3.4.2. Accounting for Deployed and Residual Forces. This provides senior military and civilian leadership visibility of the human resources committed to contingency operations.

3.4.3. Force Accountability. The PERSCO team should maintain accountability of deployed personnel using DCAPES. The Employment Requirements Manning Document lists the requirements for a particular deployed location. PERSCO monitors all requirements and coordinates with deployed commanders and servicing manpower office to determine if requirements are valid.

3.4.4. Historical Capture of Personnel Accountability Data. This is provided by AFPC/Directorate of Personnel Operations (DP2) on a regular basis to the chain of command (who was deployed where and for how long). This allows the tracking and analysis of personnel and their association to specific military operations for future programs and initiatives (e.g., Gulf War Syndrome, follow-up treatment, medical counseling, state bonuses and entitlements).

3.4.5. Roles and Responsibilities. Accountability is critical to Air Force readiness. Accurate and timely accountability is key in determining mission ready forces in crisis situations.

3.4.5.1. AF/A1XO has overall responsibility of Air Force personnel readiness and accountability programs. AF/A1XO develops concepts and policies to ensure Total Force accountability.

3.4.5.2. AFPC/DP2W ensures total force accountability is maintained for all Air Force personnel supporting contingency, wartime, exercise, and emergency operations. Monitors when PERSCO Teams are established at new locations during contingency or wartime operations. Works with component commands to ensure PERSCO Teams obtain SIPRNET connectivity to DCAPES. Ensures PERSCO members submit deployed DCAPES account access requests. Works with component commands and deployed PERSCO Teams to correct accountability data.

3.4.5.3. MAJCOM Directorates of Manpower, Personnel, and Services (MAJCOM/A1) maintains accountability of personnel assigned to the command.

3.4.5.4. Supported component command (contingency and exercise support) Director of Manpower, Personnel, and Services Personnel/A1 maintains Total Force accountability by tracking and managing deployed personnel data for their AOR by using DCAPES systems.

3.4.5.5. Deployed unit commander in the absence of a PERSCO team or mission planning element (MPE) establishes procedures to account for deployed unit personnel as required by the supported C-NAF personnel planner. Oversees all personnel accountability and reporting requirements of component command contingency and exercise support personnel function. Reports duty status and casualty information (e.g., arrivals, departures, hospitalizations, deaths, duty status whereabouts unknown [DUSTWUN]).

3.4.5.6. PERSCO team chief and DCAPES operators are responsible for Total Force accountability accomplished systems utilizing DCAPES. This software uses a series of business rules to alert users to changes in deployment requirements and the status of deployed persons.

3.4.6. Types of Accountability. There is not one type of accountability. PERSCO Teams are responsible for personnel in all capacities of their deployment. PERSCO should maintain accountability from boots on ground until member is gained by home station upon completion of deployment. Types of accountability are listed below.

3.4.6.1. **Strength Accountability.** In accordance with component command policies, PERSCO Teams should maintain accountability for all personnel on the ground (to include transients) at their deployed and designated geographically separated locations regardless of status. All geographical locations serviced by PERSCO Teams can be located in DCAPES under personnel functions utilizing the Headquarters Air Force/MAJCOM routing application.

3.4.6.2. **Unit Accountability.** The deployed unit commander should maintain accountability for the unit personnel assigned and/or attached. This accountability includes knowing where assigned personnel are at any given time, where they live and where they work.

3.4.6.3. **Replacement Accountability.** Deployed commanders should initiate replacement actions in accordance with applicable instructions when necessary to replace a deployed individual that departs prior to completing the specified tour length. PERSCO Teams should track the status of all incoming and/or departing personnel as well as their arrival and departure plans.

3.4.6.4. **Transient Accountability.** Transient forces are those that spend at least one night at a location, but their final duty location is elsewhere. PERSCO Teams, in coordination with contingency quarters and transportation, should track arrival and departure of transient personnel.

3.4.6.5. **Tasked Wing Accountability.** Unit commanders and IPR elements should maintain accountability over their deployed personnel until they have returned to home station.

3.4.6.6. **Total Force accountability** is accomplished with DCAPES systems utilizing DCAPES. This software uses a series of business rules to alert users to changes in deployment requirements and the status of deployed persons. This software is also programmed to generate Military Personnel Data System transactions to inform home-station commanders of the whereabouts and status of their deployed personnel.

3.4.6.6.1. Defining the scope of Total Force accountability is done by Air Force forces (AFFOR)/A1, C1, or J1. Outlines and expands force accountability procedures to include non-Department of the Air Force (DAF) civilians, DOD contractor employees supporting other Services, coalition forces, or others according to the combatant commander. Maintains personnel accountability by tracking and managing deployed personnel data for personnel deployed to their AOR. Ensures PERSCO Teams and EFSS within the theater follow accountability and reporting procedures.

3.4.7. Accountability Procedures. Component CONOPS lays out responsibilities, command relationships, reporting procedures, and standard operating procedures for PERSCO pertaining to all AOR operations and plan identification numbers (PID). CONOPS is a living document and may require revisions as operations evolve. The AFFOR/A1 can be split into

two components, forward and rear, or can be left combined. If combined, all functions (forward and rear) listed below should still be accomplished by AFFOR/A1.

3.4.7.1. PERSCO Teams obtain accountability, as defined by supported C-NAF commander, for all personnel assigned to their location and to designated geographically separated locations. The only exception may be classified special operations forces (SOF) that provide their own accountability. Affected PERSCO Teams should be notified by AFFOR/A1 (Forward). When collocated with SOF, determine reporting requirements with the deployed Air Force special operations forces (AFSOF)/A1.

3.4.7.2. PERSCO Teams may be responsible for partial accountability for AFSOF forces assigned to a Special Operations Task Group (SOTG), the SOTG/A1 will provide the daily joint personnel status (JPERSTAT) to the PERSCO team for DCAPES accountability and provide information to assist with casualty reporting. Coordination is necessary to prevent duplication of accountability.

3.4.7.3. Accountability status should be reported daily using a cut-off time of 2400 hours or a time established by the component command. Report personnel strength to AFFOR/A1 (Forward) and other required addressees using daily DCAPES duty status change message.

3.4.7.4. Establish strength accountability for everyone the PERSCO team is responsible for at all locations and update into accountability system. Obtain accountability of DAF civilians, essential contractor employees supporting the AF, non-DOD civilians, other United States (US) Services (Army, Navy, Marine Corps), or coalition forces personnel if directed by the supported C-NAF commander. Strength accountability provides valuable planning and decision-making information to senior leaders at all levels concerning deployed force closure, force sustainment, and force availability.

3.4.7.5. RCC should aide in completing accountability requirements. PERSCO team members should collect at least one copy of the CED orders annotated with the date arrived and a completed AF Form 245 to establish manual files as back up to SIPRNET DCAPES system.

3.4.7.6. The PERSCO team chief should identify a POC for all units (to include sister service if directed) at the deployed location and establish procedures for duty status reporting and accountability maintenance. PERSCO should provide the unit POC with employment requirement manning documents (ERMD) and alpha rosters of deployed personnel assigned to their unit weekly. These products should be utilized by the POC to maintain oversight of assigned individuals as well as projected inbounds. Unit POCs should report arrivals, departures, and hospitalizations within 24 hours of the change in duty status.

3.4.7.7. DCAPES Accountability Procedures. PERSCO DCAPES operators should establish procedures to receive items collected during reception control center processing.

3.4.7.7.1. DCAPES operators should utilize login/password information received from AFPC/DP2WR Personnel Readiness Operations upon submission of DCAPES access request form. Form can be found on the DP2WR SharePoint® page located at https://usaf.dps.mil/teams/10666/Personnel_Readiness_Training/SitePages/Home.aspx.

3.4.7.7.2. DCAPES Arrival Update. Processing thru RCC and visual check of CAC, CED orders, and AF Form 245, provides sufficient acknowledgment of members' arrival at deployed location.

3.4.7.7.3. DCAPES PERSCO Web Application Login. Use this menu option to update arrival of members at locations serviced by the PERSCO team. When updating arrivals, it is important to set the correct date of arrival. The system defaults to today's date, but if the members arrived on a past date, type in or select that date from the calendar box. Also ensure to arrive the member to the appropriate geographic location (GEOLOC) (defaults to Rqmt GEO) if they are located at a GEOLOC serviced by the PERSCO team. This function may be used on single or multiple records. Step by Step guidance can be found at AFPC/DP2WR SharePoint® in the Wing Level Users Guide (WLUG)

https://usaf.dps.mil/teams/10666/Personnel_Readyiness_Training/SitePages/Home.aspx

3.4.7.8. Duty Status Change Message. At the end of each day a daily tally of duty status changes should be accomplished. This function generates a report used to create the daily duty status change message. As records are updated as arrived, departed, and forward deployed, a flag is set to include those records in the daily report. The report generates seven sections listing arrivals, departures, forward deployments, duty status changes, MAJCOM strength figures, military personnel flight (MPF) strength figures, and branch of service strength figures. This report is imported into the daily duty status change message and transmitted as directed by the component command.

NOTE: When transferring the duty status information into the message, be sure to properly classify each part of the message before transmission. Further step by step guidance can be found on the AFPC/DP2WR SharePoint® page:

https://usaf.dps.mil/teams/10666/Personnel_Readyiness_Training/SitePages/Home.aspx.

Chapter 4

CONTINGENCY QUARTERS

4.1. Introduction. This chapter provides Prime RIBS members with information to make independent decisions based on proven TTP for establishing and maintaining contingency quarters and laundry operations.

4.2. Definition. Contingency quarters are defined as the operations and facilities necessary to beddown forces deployed to and transiting an operating location in support of an exercise or contingency location.

4.3. Capabilities. Prime RIBS capabilities include both forces and equipment. These forces and equipment are packaged into UTCs designed to support specific populations in increments of either 275 or 550 personnel. Therefore, it is critical to have accurate information on the population to be supported. If not, operations may be without necessary resources.

4.4. Planning. Prime RIBS members and EFSS leadership are tasked with developing plans to best use available resources to achieve mission success. To do so, the anticipated size and mission of the population is needed. Gather deployment information from the Theater Service Planner and then obtain all available local and applicable planning factors to right-size the plan to the mission.

4.5. Locations. Prime RIBS teams deploy to and support contingency requirements globally. A contingency location (CL) is a non-enduring location outside of the United States that supports and sustains operations during contingencies or other operations. See [Table 4.1](#) Location Types for a description of the wide range of locations.

Table 4.1. Location Types

Type of Base	Description
Initial Contingency Location (CL)	Missions that are expected to last up to 9 months. A locale occupied by a force in immediate response to a contingency operation and characterized by austere infrastructure and limited services with little or no external support except through Service-organic capabilities.
Temporary CL	Missions that are expected to last up to 24 months. A locale that provides near-term support for a contingency operation and characterized by expedient infrastructure and support services that have been expanded beyond Service-organic capabilities.
Semipermanent CL	Missions that are expected to last from 24 to 60 months. A contingency location that provides support for a prolonged contingency operation and characterized by enhanced infrastructure and support services consistent with sustained operations.
Main Operating Base (MOB)	A facility outside of the United States and its territories with permanently stationed operating forces and robust infrastructure.
Enduring Location (EL)	Typically, locations with missions that exceed 60 months. A main operating base, forward operating site, or cooperative security location designated by the Department of Defense for strategic access and use to support United States security interests for the foreseeable future.

4.6. Deployment Phases. The deployment phases are aligned to (but not the same as) force elements and help identify both the status of the base from an operational standpoint and the expected resources Prime RIBS members should have available. See **Table 4.2**, Deployment Phases.

Table 4.2. Deployment Phases

Deployment Phase	Description
Open the Base	<p>Provides the capabilities to open an airbase, regardless of the follow-on mission. Open the base forces normally arrive first and assess the airbase for establishment of minimum airfield operating parameters, command and control, and supporting host-nation support capabilities.</p> <p>Prime readiness in base services (RIBS) should plan for an initial contingency location with austere conditions. Limited manpower and resources. Shelters and cots are the primary contingency quarters resources. If available, maximize use of existing facilities.</p>
Operate the Base	<p>Operate the base contains mission support forces needed to achieve full operating capability. Forces within this element make the initial operating capabilities of the airbase more robust with supplies and personnel to sustain forces for a minimum of 30 days</p> <p>Prime RIBS has most of the available manpower and resources to operate primarily a tent-based contingency quarters operation. Begin developing site-specific standards and procedures and begin planning for sustainment operations if mission duration permits.</p>
Sustain the Base	<p>Provides additional forces to sustain and robust the capabilities already in place from the prior phases.</p> <p>Prime RIBS begins initiatives to increase quality of life (QoL). Sustainment focus areas include bunkbeds, linens, wall lockers, support contracts, custodial contracts, and transition to semipermanent facilities</p>

4.6.1. Beddown Capacity. The plan to manage contingency quarters should evolve as the base moves from initial operations to a more sustained environment. Beddown capacity is the number of bedspaces available to house forces. The more structures and assets available (shelters and cots), the greater the capacity.

4.6.1.1. The number of bedspaces available when compared to the number of bedspaces required to beddown everyone determines the capacity. Capacity determines whether there is a need to either increase or decrease square footage per person. Prime RIBS members want to generate excess beddown capacity to transition to sustainment. Sustainment affords greater square feet per person and increases QoL.

4.6.1.2. Plan for 50 square feet per person during initial operations (open the base) and increase square footage per person when conditions and assets allow.

4.6.1.3. Special mission populations (e.g., distinguished visitors [DV], crew rest, senior officers) require greater square feet person and are not accounted for in equipment UTCs.

Presence of these populations may decrease the beddown capacity. For example, the standard contingency quarters UTC provides 12 shelters and cots to support 144 personnel. To house two General officers, it requires a tent planned to house 12 members. Prime RIBS members should fully understand the planning factors for specific populations to generate sufficient beddown capacity.

4.6.1.4. Surge requirements may be implemented allowing for only 40 square feet per person to increase tent capacity. As more contingency quarters space is obtained or built, the Joint Chiefs of Staff (JCS) planning factors should be met or exceeded (minimum of 50 square feet per person). See **Table 4.3**, Beddown Capacity.

Table 4.3. Beddown Capacity

Beddown Capacity	Description
Open	<p>Use baseline planning factors for square feet and number of personnel per tent. A small shelter system (SSS) would beddown 12 person per tent which provides approximately 55 square feet per person.</p> <p>Prime RIBS primary task is to maximize use of existing facilities and tent-based structures to beddown initial deployers. Beddown can range from ad hoc (sleep where you can) to managed room/bed assignments dependent on manpower and resources based on local conditions and directives.</p>
Operate	<p>Coordinate establishment of unit housing representatives to better manage bedspace assignments. As the bulk of deploying forces arrive, transition to adaptively beddown based on local leadership direction (unit based, crew rest) using baseline planning factors for square feet and number of personnel per tent. Identify transient and rotational requirements and coordinate to have sufficient structures erected and assets available.</p>
Sustainment	<p>As additional prime readiness in base services (RIBS) manpower and assets become available, develop and implement a plan to increase square foot per person. Transition from housing 12 persons per tent to only 6 to 8 which provides approximately 93 square feet per person. Mission permitting, begin planning for actions to increase quality of life (QoL) (e.g., bunkbeds, linens, wall partitions).</p> <p>Prime readiness in base services (RIBS) should still preserve rotational and surge beddown capacity.</p>
Rotational	<p>When forces on the ground are replaced by new deployers. This causes an increase in the population to house both the current forces and the new forces at the same time. Rotational requirements can prompt contingency quarters to enter into surge to support beddown requirements. Prime RIBS should have a plan and resources to support rotational requirements. Bunkbeds increase capacity without requiring additional square footage.</p>
Surge	<p>Demand for bed spaces exceeds current beddown capacity or standards. Planning factor is 16 person per SSS, or 40 square feet per person. Surge can occur in any phase based on mission requirements. Surge can be for a limited timeframe (rotational requirements) or may be more permanent due to increased population until sufficient capacity and assets can be obtained.</p>

4.7. Contingency Quarters Facilities. Below are the primary types of facilities that Prime RIBS teams can expect during contingencies. The location type and the deployment phase should drive available facilities and planning actions. See [Table 4.4](#), Facility Types.

Table 4.4. Facility Types

Types of Facilities	Description
War Reserve Material (WRM)	Tent-based shelter systems. Used primarily for initial operations and to support population increases beyond the capacity of semi-permanent and permanent facilities.
Small Shelter System (SSS)	<p>Sleeps 12 persons in open/operate operations, 6 to 8 persons in sustainment, and 16 persons in surge. Requires six persons to erect.</p> <p>Measures 32.5 feet long, by 20 feet wide, by 10 feet high (650 square feet), and multiple shelters can be interconnected.</p> <p>It can withstand steady 50-knot winds and gusts up to 60 knots.</p> <p>Requires at least 35 feet by 50 feet.</p>
Medium Shelter System (MSS)	<p>Sleeps up to 30 persons for rotational operations and 40 persons in surge.</p> <p>Requires six persons to erect.</p> <p>Used primarily for transient contingency quarters to minimize structures required and maximize available space.</p> <p>Can be used as a warehouse.</p> <p>Measures 52 feet long by 30 feet wide and 15 feet high (1,560 square feet).</p> <p>It can withstand steady 60-knot winds and gusts up to 90 knots.</p> <p>The site should be at least 40 feet by 60 feet.</p>
Semi-permanent and Permanent Facilities	Non-tent based structures that span from modular building (trailers, relocatable buildings, pods, etc.) to brick and mortar facilities common to main operating bases.
Existing Facilities	Preexisting on-site semi-permanent and permanent facilities that may be used for contingency quarters (e.g., lodging, dorms, housing, hangars).
Contracted Commercial Quarters	Contracted commercial quarters are quarters obtained from commercial hotels or motels to house official duty personnel at a reduced rate when all on-site quarters are fully occupied.

4.8. Planning Considerations. Prime RIBS members are tasked to beddown initial forces while preparing to receive and house incoming forces. This is often the most difficult planning and execution phase because Prime RIBS members have limited time and resources to stand-up initial operations. As previously mentioned, Theater Services Planners and local conditions are the first and most important sources of information. Some actions listed in [paragraph 4.9](#), Open the Base, may not be completed until later phases. Actions identified in later phases may be completed earlier. Once Prime RIBS members have gathered information from all relevant sources, a plan should be developed that includes the following. See [Table 4.5](#), Planning Considerations.

Table 4.5. Planning Considerations

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| <ol style="list-style-type: none">1. Location type and local conditions (paragraph 4.8.1).2. Reception and beddown of forces (both initial and projected inbound) by expected date (paragraph 4.8.2).3. Types and numbers of resources (manpower, facilities, assets) immediately available and projected (paragraph 4.8.3).4. Where to site war reserve material (WRM) structures (paragraph 4.8.4). |
|--|

4.8.1. Location Type and Local Conditions. The contingency location type and local conditions on the ground shape when and how the contingency quarters plan is developed and implemented. The duration of operations may be unknown or may change as operations mature. As a baseline, Prime RIBS members should plan to construct a tent-based operation to house all personnel. Existing facilities that are made available for contingency quarters should be treated as bonus space.

4.8.1.1. Prime RIBS members should understand the mission. If the location will be a transit point or staging location, this creates the need for additional beddown capacity to house large influxes of inbound and outbound personnel for limited durations.

4.8.1.2. Local conditions may further shape the plan. Is it a permissive or hostile environment? This may dictate whether the layout is semi-dispersed or dispersed. Is the area prone to flooding? Is the climate hot, arid, humid, or cold?

4.8.1.3. At some point, additional supplies beyond those provided in UTCs may be required. Are there local sources to purchase items such as linens, bunkbeds, mattresses, pillows, cleaning supplies, and wall lockers? Are the items available locally of sufficient commercial quality to support extensive use?

4.8.1.4. Force Protection. When operating in a chemical, biological, radiological, and nuclear (CBRN) environment, the placement of personnel in fixed facilities (e.g., brick, wood, concrete) promotes force survivability far greater than the placement in soft shelters (e.g., tent).

4.8.1.5. Prime RIBS members should coordinate with local authorities (i.e., CE and security forces) to determine the threat condition. The threat condition may shape the minimum stand-off, tent city configuration, barriers, and bunkers of the beddown cantonment area.

4.8.1.6. Environmental Considerations. Contact CE to have a safety inspection conducted before occupying any fixed facility. Determine if there are any known environmental hazards that could restrict operations or require theater logistics, contract, or engineering support before the facilities or sites are usable. There may be host nation restrictions on use of certain types of facilities due to location, environmental pollution, loss of service to existing inhabitants, or other support concerns. For example, environmental problems and digging restrictions may prevent CE from installing latrines and shower/shave units without first upgrading sewage systems or tying into existing sewer lines.

4.8.2. Reception and Beddown of Forces. The next step in contingency quarters plan development is to prepare to receive and beddown forces. Prime RIBS members should work with local agencies and theater planners to determine the anticipated population to be supported. See **Table 4.4**, Facility Types for the capacity of different common shelters.

4.8.3. Types and Number of Resources. Prime RIBS members need to know when they can expect to receive services forces to support contingency quarters operations. The contingency location builds in population over time, so be prepared to receive and beddown waves of deployers.

4.8.3.1. Initial Forces. Prime RIBS members may be part of an ADVON team (the first group to land) at a contingency location. House initial personnel in existing available facilities (i.e., contracted commercial quarters, dormitories, K-span®, international organization for standardization [ISO] container, expandable shelter container [ESC], or warehouses) when possible until follow-on forces arrive to begin tent city construction. If none are available, either erect shelters brought with the ADVON team or sleep wherever possible. Personnel are required to deploy with their sleeping bags.

4.8.3.2. Projected Forces. Prime RIBS members should coordinate with local agencies (namely expeditionary logistics readiness squadron [ELRS]) and theater planners to determine population increases (both incremental and final planning numbers). This will help align WRM construction to anticipated force arrival as well as identify additional Prime RIBS manpower inbound.

4.8.3.3. Available and Projected Resources. One of the primary tasks of Prime RIBS members is to maximize the use of limited resources to generate contingency quarters capacity. Contingency quarters managers need to know what resources are immediately available on site, those projected to arrive, and those available within the local economy.

4.8.3.4. Contingency Quarters Manpower. Prime RIBS manpower should be provided in accordance with the applicable UTCs based on the number of personnel being supported. The initial planning factor for contingency quarters manpower is 2 Prime RIBS members to support the first 275 personnel and then 1 additional Prime RIBS member for each population increase of 275 personnel.

4.8.3.5. Contingency quarters area 24-hour operation. Ensure to consider mission and transient requirements when determining the manning required to support the operation. Contingency quarters may require more manpower than initial planning factors during open and operate the base as the cantonment area is being constructed. EFSS leadership determines how to distribute manpower to support Prime RIBS requirements. It is the task of contingency quarters managers to inform leadership of their manpower requirements.

4.8.3.6. Facilities and Assets. Selecting facilities to use for contingency quarters is based on a number of factors which include, but are not limited to, force protection considerations, type of contingency location, number of personnel deploying to the location, duration of bed down time, and duration of operations.

4.8.3.7. Assets (equipment and furnishings) to support initial operations may be severely limited. Prime RIBS should plan to only have WRM assets initially while coordinating with the local contracting office to determine the availability of assets in the local economy.

4.8.3.8. Existing Facilities. Fixed facilities are the most desirable accommodations, if available, and should be used to their fullest extent. Even some austere contingency locations have existing facilities and utilities that can be used initially for expedient contingency quarters.

4.8.3.9. War Reserve Material. Prime RIBS should know when to expect the arrival of WRM structures and then sequence construction to have the beddown capacity to support the waves of inbound forces. WRM is comprised of BEAR assets (facilities and equipment) and is the most common type of facility at contingency locations. The tent-based facilities are known as BEAR shelters.

4.8.3.9.1. Shelter systems are designed to provide for extended erection of 10 years with a shelf life of 20 years. The small shelter system can be set up by a trained crew of 6 personnel in 9-man hours and the medium shelter system can be set up by a trained crew of 6 in 24-man hours. Each shelter comes with a transportable container that can be moved with a forklift. See **Table 4.6**, Shelter Systems.

Table 4.6. Shelter Systems

Specification	Small Shelter System	Medium Shelter System
Life	10 years erected; 20-year shelf	10 years erected; 20-year shelf
Setup	6 persons; 9 man hours	6 persons; 24 man hours
Beddown	12 persons open/operate 6 to 8 persons sustainment 16 persons surge	30 persons rotational 40-person surge Used primarily for transient contingency quarters to minimize structures required and maximize available space. Can be used as a warehouse.
Size	32.5 feet long x 20 feet wide x 10 feet high (650 square feet) Multiple shelters can be interconnected.	52 feet long x 30 feet wide x 15 feet high (1,560 square feet)
Footprint	35 feet x 50 feet (minimum)	40 feet x 60 feet (minimum)
Wind	Withstand steady 50 knots; gusts up to 60 knots	Withstand steady 60 knots; gusts up to 90-knots
Example		

4.8.3.9.2. BEAR Housekeeping Sets. BEAR structures and equipment are packaged together with a variety of shelter systems and other key components (e.g., lighting systems, basic water and electrical systems, latrines, and showers). to support and maintain a contingency location. Instead of requesting 12 small shelter system (SSS) shelters and associated cots individually, BEAR packages combine assets to deliver specific capabilities.

4.8.3.9.3. BEAR 150 Housekeeping Set. The BEAR 150 Housekeeping Set, also known as Swift BEAR or B150 (UTC XFB1A), is a stand-alone package that supports a maximum of 150 personnel for approximately 5 days. It provides austere shelter (12 persons per tent, cots, and environmental control), basic hygiene, low voltage electrical generation and distribution, and forklift support. The set weighs 44 tons and requires 17.5 pallet positions (one C-17) to airlift.

4.8.3.9.4. BEAR 550 Initial Housekeeping Set. The BEAR 550 Initial Housekeeping Set or B-550I (UTC XFBH1) is a standalone package providing the base camp with environmentally controlled contingency quarters, feeding, and hygiene to support 550 personnel in small shelters (tents). The set includes 48 SSS for field contingency quarters (12 people per tent on 576 cots), insect netting, environmental control units, and two SSS for the self-help laundry. The set weighs 229 tons and requires 78 pallet positions (six C-17s) to airlift.

4.8.3.9.5. BEAR 550 Follow-On Housekeeping Set. BEAR 550 Follow-On Housekeeping Set or B-550F (UTC XFBBF) can be deployed after or in conjunction with the 550I to support an additional 550 personnel. It provides additional field contingency quarters, latrine, environment control unit (ECU), high and low voltage electrical generation and distribution, water distribution and camp lighting. The set weighs 188 tons and requires 61 pallet positions (five C-17s) to airlift. This is a follow-on housekeeping set to support and establish the base. This is an additive package to the B-550I set and increases the support to handle up to 1,100 personnel.

4.8.3.10. Contracted Commercial Quarters. If force protection conditions allow personnel to reside off base, Air Force Office of Special Investigations (AFOSI) and security forces should coordinate prior to establishing contracted commercial quarters, and the site commander should approve prior to implementation. Obtain contract quarters through the local contracting office. There are two ways to obtain contract quarters.

4.8.3.10.1. Blanket Purchase Agreement (BPA). A BPA can establish single or double occupancy rooms when called for by the contracting officer or designated representative. The government can pay for all personnel lodged at the establishment or personnel may be required to pay for the rooms on their own with government reimbursement.

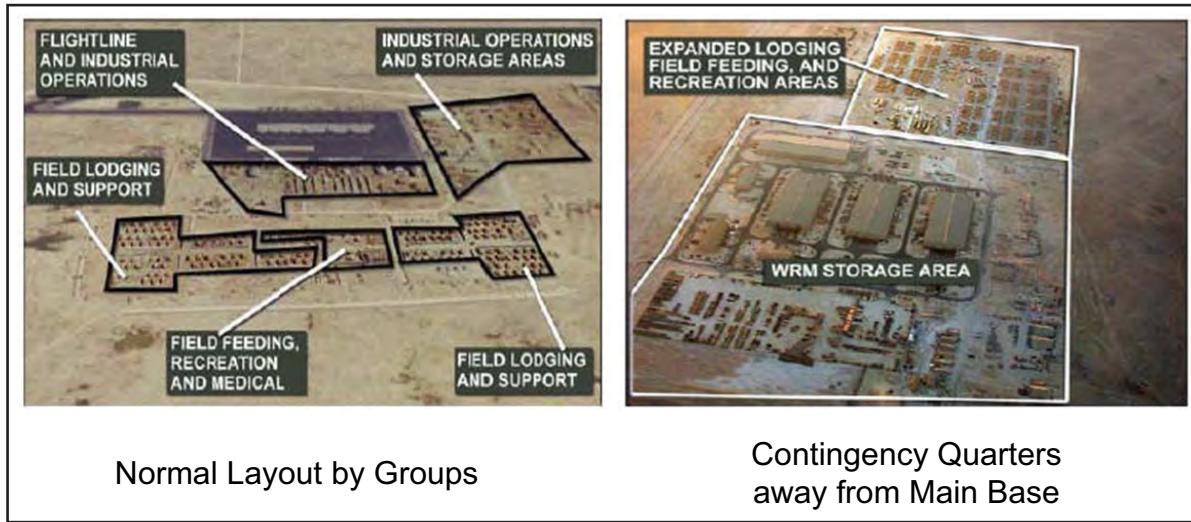
4.8.3.10.2. Requirements Type Contract. The requirements type contract provides reservation for a specific number of rooms/beds for a specific period of time. When utilizing this type of contract, another hotel can only be used when there is no more room available at the contract hotel. Only the contracting officer or designated representative can cancel reservations. Normally, the organization (US or foreign government) pays for these type quarters.

4.8.4. Siting Considerations. The final step in plan development is to site the contingency quarters operation. This requires deliberate coordination with EFSS leadership and CE to best site the operation to support both near term mission requirements and allow for expansion as the location matures. See **Table 4.7**, Shelter Siting Planning Factors.

Table 4.7. Shelter Siting Planning Factors

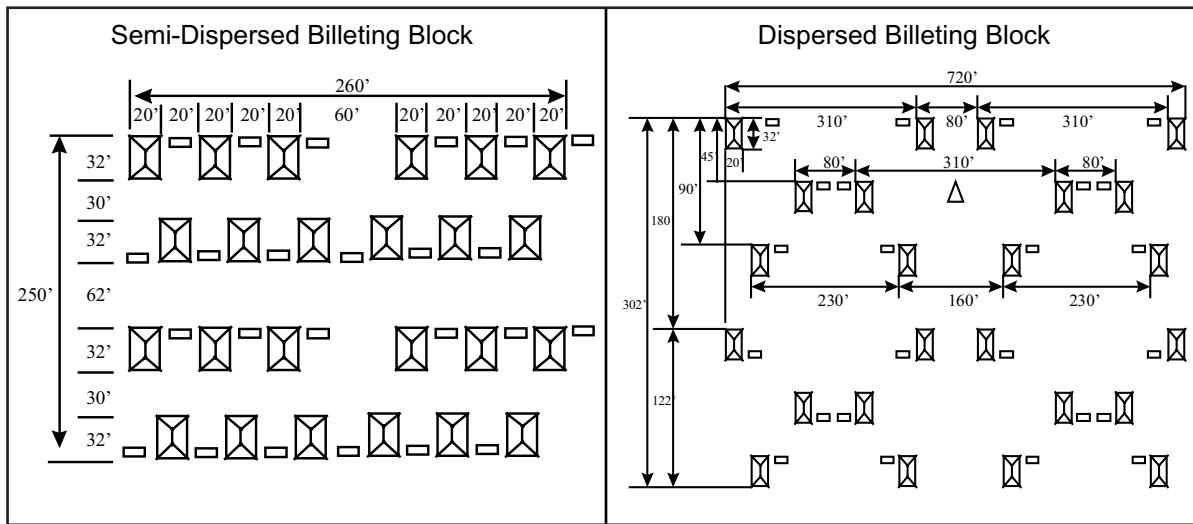
1. Slope of terrain is < 18 feet over entire floor plan.
2. Area flat, high, dry, good drainage.
3. Away from traffic, noise, offensive smells, and intense security lighting.
4. Accessible to foot, delivery, and emergency traffic.
5. Meets force protection and threat requirements.
6. Latrine and shower/shave located nearby (but downwind from quarters and feeding facilities).
7. Close to potable water source.
8. Adequate for future expansion.
9. Adequate for conversion to semipermanent contingency quarters.

4.8.4.1. Site Layout. CE site developers are responsible for site layout. Threat level generally determines what site layout will look like. For example, one location may use staggered (semi-dispersed) rows whereas another may employ symmetric rows. Administrative offices are often located between contingency quarters and the ramp facilities. Flight line operations facilities and shops, heavy equipment and industrial support, and aerial port operations are usually along the ramp. To minimize noise and dust, roadways to flight line and industrial areas are located away from contingency quarters areas. See [Figure 4.1](#), Layout Comparison to illustrate differences in layout.

Figure 4.1. Layout Comparison

4.8.4.2. Facility Group Layouts. Facility layout depends on the type of structure used. The deployment plan may require semi-dispersed or dispersed layouts. [Figure 4.2](#), Semi-Dispersed and Dispersed Field Contingency Quarters Blocks shows the dimensions necessary each layout for 24-tent/288-person setup.

Figure 4.2. Semi-Dispersed and Dispersed Field Contingency Quarters Blocks



4.8.4.3. Semi-dispersed Formation. A semi-dispersed formation, the standard arrangement for a tent city, is in neatly organized rows. Normally, this layout provides for the maximum use of available space and is recommended when there is no enemy air threat. The recommended minimum spacing is 12 feet between shelters and 30 feet between rows of shelters. To make it easier for occupants to locate their facility, it is recommended that the rows be named or numbered.

4.8.4.4. Dispersed Formation. If the deployment location is near hostile adversary actions, the site commander may elect to have shelters arranged in a dispersed layout. This arrangement would reduce the number of casualties if the site were attacked but requires more space than semi-dispersed. Disadvantages of the dispersed layout are the need for increased electrical and plumbing support and functional areas are sometimes separated resulting in reduced efficiency of operations. CE should provide input regarding the ability to provide electrical and plumbing support. To make it easier for occupants to locate their facility, it is recommended that shelters be named or numbered.

4.9. Operate the Base. In this phase, Prime RIBS develop operational processes and procedures to implement the contingency quarters plan maximizing the use of resources. This phase builds on and complements the open the base phase. In this phase, contingency quarters managers determine how best to beddown forces from a bedspace management perspective while enacting managerial processes and procedures.

4.9.1. Bedspace Management Considerations. The installation commander owns all contingency quarters on the installation. There is no such thing as a deployed contingency standard. The number of personnel to be housed, mission requirements, and the amounts and types of assets available determines the local standard. EFSS leadership and contingency quarters managers should develop site specific processes to beddown forces that factor in diverse demographic occupancy standards for approval by the installation commander.

4.9.1.1. Unit Housing Representatives. As soon as practical, have each unit provide a unit housing representative (UHR) who is appointed by the respective unit commander. Often, the First Sergeant fills this role. This is the single person Prime RIBS work with to create

reservations, assign members to rooms/bedspaces, swap beds, perform room inspections, account for personnel, and all other contingency quarters functions on behalf of the unit.

4.9.1.2. First-come, First-served. Assign people to quarters on a first-come first-served basis or by unit or squadron. The first-come, first-served method allows for the most efficient use of bed spaces but is the least used since units want their personnel housed near each other.

4.9.1.3. During all phases of deployments, most units want their personnel to be housed close to each other. Prime RIBS should make every effort to assign unit personnel in their own sections and workers that work the same shift together. See **Table 4.8**, Potential Contingency Quarters Breakouts.

NOTE: Some of these assignment considerations below may not be practical or warranted. The installation commander decides which of these or other policies should apply.

Table 4.8. Potential Contingency Quarters Breakouts

1. Flight crews (by type of aircraft, expected number of aircraft, and crew numbers).
2. Persons with Air Force Specialty Codes (AFSC) requiring crew rest.
3. Officer and senior non-commissioned officers (SNCO).
4. Men and women.
5. Civilians.
6. Foreign military/visitors.
7. Transient and permanent personnel.
8. Mission specific (e.g., firefighters, canine [K-9], explosive ordnance disposal [EOD]).
9. Special mission/distinguished visitor (DV) requiring higher security.

4.9.1.4. Senior Staff. Identify senior officers (O6 and above) and senior enlisted (E9) quarters as soon as possible. Typically, these are typically used to house group and wing commanders and superintendents. When possible, general officers should be lodged one per shelter. If, two very important persons (VIP) are required to share a shelter, erect partitions to divide the structure into rooms. Coordinate the selection, arrangement, and assignment of VIP quarters with the installation commander and CE. The protocol office generally controls assignments to these facilities. Use semi-permanent or permanent quarters first.

4.9.1.5. Distinguished Visitors. Typically, DVs are general officer or E9 by position and civilian equivalents who are visiting the location for short durations. Coordinate the selection, arrangement, and assignment of DV quarters with the installation commander and protocol. The protocol office generally controls assignments to these facilities. Use semi-permanent or permanent quarters first.

4.9.1.6. Officers. To the maximum extent possible, try to beddown squadron commanders with other squadron commanders.

4.9.1.7. **Crew Rest.** Prime RIBS should ensure crew rest and crew integrity is maintained for Air Force Specialty Codes (AFSC) that require crew rest. Similar type career fields, aircrews, and aircrews scheduled on the same flights, should be kept together. Setup crew rest quarters in an area adequately separated from noise, lighting, traffic, and other disruptions that would interfere with crew rest. Consider the use of existing permanent structures instead of tents to reduce noise levels and allow for the maximum amount of crew rest.

4.9.1.8. **Female Officers and Enlisted.** During the planning phase, attempt to obtain from UHRs or PERSCO the number of females that are inbound. The planning factor for females is approximately 20 percent of the beddown population. When space is limited, ask the installation commander if it is permissible to lodge officers and enlisted females in the same shelter. Lodge all females close to female latrines and showers. Be aware that during emergency conditions, temporary partitions in sleeping shelters and time-sharing of latrine and shower facilities by males and females may be necessary and should be approved by the installation commander.

4.9.1.9. **Senior Noncommissioned Officers (SNCO).** The planning factor for all SNCOs is approximately 13 percent. E9s should be beddown together. SNCOs should be beddown together within the same unit when practical.

4.9.1.10. **Civilians.** DOD civilian employees should be beddown at the same standard as their military counterparts. For contractors, beddown is accomplished in accordance with their contract or based on installation commander guidance. Contract personnel should be beddown within the same facilities.

4.9.1.11. **Operations.** Operations is the framework to effectively manage contingency quarters operations. It codifies how Prime RIBS systematically manage bedspace assignments and other managerial functions.

4.9.2. Front Desk. Limit the number of front desk operations to the minimum number necessary. Control all bed space assignments and terminations through the front desk.

4.9.3. Reception Briefings. Contingency quarters personnel should brief arriving passengers as a group and issue bedspaces (if UHRs haven't been established yet). The introductory briefing should also address safety and quarters responsibilities.

4.9.4. Accountability of Personnel. Prime RIBS managers should work closely with PERSCO. PERSCO can provide a roster of deployed personnel that contingency quarters managers can compare to their registration/locator system for accountability of bed space purposes.

4.9.5. Registration/Locator System. There are several methods for registration of deployed members. Prime RIBS members should operate a locator system to account for personnel in all contingency quarters to include facility number, room number, and bedspace number. Tracking of personnel information and assignment to a bed space is handled on an AF Form 245, *Employment Locator and Processing Checklist* and/or an electronic spreadsheet or other contingency quarters programs.

4.9.5.1. AF Form 245. The AF Form 245 may also serve as a hand receipt for equipment issued from the contingency quarters office. AF Form 1297, *Temporary Issue Receipt* can

also be used for equipment issued from contingency quarters. Assignment tracking is important not only for personnel accounting, but also for issuing or tracking initial support assets (i.e., cots, bedding [except unit sleeping bags], furniture or equipment).

4.9.5.2. Electronic Registration/Locator System. If computers are available, the use of Microsoft Excel® or other contingency quarters programs can be used in lieu of the AF Form 245 for locator purposes and is the preferred method.

4.9.6. Tent or Room Swapping. Prime RIBS should advise all commanders and First Sergeants that everyone should stay in their originally assigned quarters. If swapping is necessary, all requests should be submitted through the UHR to the contingency quarters operation for approval.

4.9.7. Custodial Duties. The ranking person in each tent or room is responsible for ensuring quarters are kept clean and trash is removed. The site commander should sign a written policy concerning housekeeping duties and all incoming personnel should be briefed. Once contingency quarters transitions to more permanent structures, the cleaning of common areas should be added to the base custodial contract.

4.9.8. Force Rotations. Even though most unit populations may remain relatively stable, there are rotational surges when one AFFORGEN rotation is arriving and the other departing after a short overlap. There are many ways to handle this overlap surge. Sometimes the major surge population can be accommodated with extra space provided by bunk beds. Sometimes larger transient shelters (medium shelters) within the community area can be used with cots and sleeping bags or spare frames and mattresses.

4.9.8.1. Outbound Forces. If force rotations require the use of transient facilities, it is recommended to move the outgoing forces to the transient facilities when they prepare to depart. This permits inbound forces to get situated in their permanently assigned bedspace upon arrival to be able to focus on the mission.

4.9.8.2. Rotational Concerns. A common QoL concern during rotational changeover is to ensure that the incoming rotation does not inherit dirty living quarters from the outgoing rotation. Prime RIBS should work closely with UHRs to ensure all quarters are cleaned and areas around them are maintained. See [Figure 4.3](#), Transient Contingency Quarters Facility.

Figure 4.3. Transient Contingency Quarters Facility

4.9.8.3. Adjusting Space Allocations. It is wise to review and adjust allocation of space for the increase/decrease in mission forces for each force rotation. Prime RIBS should work with UHRs to allocate amenities and space and to prevent both perceived and actual difference in levels of support and quality. If all units do not rotate at the same time (common with joint operation), avoid moving large groups of personnel in a mass shuffle in order to reallocate space and reorganize units. If mass shuffles are required, try to limit them to once a rotation (for the rotation being moved).

4.9.9. Supplies and Waste. Contingency quarters is responsible for initial issue items such as cleaning supplies, cots or beds, linens, and pillows (if available at the site) as well as stocking additional supplies in the event that the base population increases. Remember to coordinate all supply needs through the deployed supply representatives and contracting for local purchase needs. Coordinate with CE on the locations of trash collection and adequate pick-up times.

4.9.10. Safety. Coordinate with the fire department for safety protocols to be enacted. Fire extinguishers must be available for each facility and placed in conspicuous areas easily accessible in case of an emergency. Extinguishers are available from the fire department.

4.10. Sustain the Base. If a location is designated as a semi-permanent contingency location (generally 24 months or greater), sustainment efforts usually allow for more semipermanent structures and utilities. At this point, EFSS and CE work together to obtain equipment and shelters (such as hard-wall or constructed facilities) to replace WRM assets. Refer to AFI 25-101.

4.10.1. Quality of Life. Shelters and facilities revolve around factors such as individual space and storage, improved beds, common areas with shared furnishings, and added amenities. QoL outside of each person's contingency quarters area can be improved by providing for common covered rest areas, walkways, and convenient access to support facilities (e.g., latrines, shower-shave areas, fitness and recreation, laundry, and dining facilities).

4.10.2. Planning for Sustainment. The manager's primary goals for sustainment operations are to improve contingency quarters conditions, promote health, safety, and morale, and also meet mission and force requirements. The location may become a long-term support location

and allow for upgrading to semi-permanent facilities or may remain a short-term location that uses WRM. Considerations in both situations are:

4.10.2.1. Increased Minimum Standards. There are increased minimum square footage standards that should be met during sustainment. In the open and operate the base phases, deployers were provided a minimum of 40 net square feet per person, or 12 persons per SSS. In sustainment, the goal is to provide approximately 93 net square feet per person, or 6 to 8 persons per SSS.

4.10.2.2. Permanent Facilities. Facilities should be sized to meet minimum requirements. Policies regarding standards for contingency quarters are outlined in Air Force Pamphlet (AFPAM) 10-219, Volume 5, *Bare Base Conceptual Planning and War Mobilization Plan (WMP)-1*. Components (i.e., Air Forces Central [AFCENT]) and combatant commands (i.e., United States Central Command [USCENTCOM]) may have AOR specific contingency quarters standards that drive planning factors while deployed to the applicable AOR. See **Table 4.9**, Minimum Contingency Quarters Standards.

Table 4.9. Minimum Contingency Quarters Standards

Deployment Phase	Per Person (square feet)	Persons Per Fabric Small Shelter System (SSS)	Bedding	Storage and Other	Amenities
Normal					
Open	~55	12	Sleeping bag and cot	None	None
Operate	~55	12	Sleeping bag and cot	None	None
Sustain	~93	6 to 8	Bunkbeds with mattress, blanket, linens, and pillow	Wall lockers and shared nightstands	Limited partitions, one common area within each structure or on each floor
Surge SSS	40	16	Cots and sleeping bags or bunkbeds with mattresses, blankets, linens, and pillows if available	Any lockers that fit	None
Surge Medium Shelter System (MSS)	40	40			
Crew Rest					

Open and Operate	80+	No more than 8	Sleeping bag and cot	Wall lockers	None
Sustainment	~105	No more than 6	Bunk beds or twin beds with mattress, blanket, linens, and pillow	Wall lockers and shared nightstands	Limited partitions; one common area in each structure or floor
DV					
All phases	~110	No more than 2	Twin bed with mattress, blankets, linens, and pillow	Wall lockers and nigh stands	Partitioned rooms. Coordinate amenities with protocol
Senior Staff					
All phases as practical	~110 to 150	4	Twin bed with mattress, blankets, linens, and pillow	Wall lockers and nightstands	Partitioned rooms. Coordinate amenities with protocol

4.10.3. Semipermanent Facilities. As the sustainment lengthens and the population stabilizes, CE should start making the site more permanent. Transitioning to hardened shelters (modular facilities, trailers, pre-engineered buildings) is one way of improving the QoL for both the community and facility managers.

4.10.4. Locally Constructed or Portable Modular Buildings. Prime RIBS is responsible for defining the requirement for more enduring contingency quarters facilities such as trailers, modular facilities, pre-engineered buildings (PEB), and traditional brick and mortar facilities based on local mission requirements. This includes the number of bedspaces necessary, normal and surge capacity required, and desired types of construction materials. The requirement is provided to CE for further planning and execution.

4.10.5. WRM Management. During sustainment operations, Theater planners provide direction on what WRM to return and how to return it. In addition to base-directed efforts, Theaters normally have central contracts to reconstitute and return equipment. EFSS need to work with component planners and base logistics readiness to determine what WRM needs to be returned. Document actions in continuity files to provide follow-on rotations with information on what WRM is leaving and what is budgeted to replace existing WRM resources. Maintain good records regarding numbers of personnel supported to allow replacement.

4.10.6. Improved Accessibility of Support Areas. Sustainment is a time to improve the accessibility of various support areas (e.g., dining facilities, recreation, latrines, shower, and shave units) for personnel in contingency quarters. If the sustainment mission population is lower than the initial beddown estimates, this provides an opportunity to expand and alleviate

tightly spaced tent city communities and regroup personnel by mission and function after mission populations stabilize. Maintain good records regarding numbers of personnel supported to allow replacement and upgrade planning of latrines, showers, and shave facilities that support the contingency quarters complex.

4.11. Expansion. Some locations may have areas for future expansion of contingency quarters. If not, contingency quarters support for new missions may have to be on the other side of a ramp, at a geographically separated area, or near industrial or storage areas (that are free of excessive noise, dust, and lighting). While this can create duplication of efforts and facilities, it may be unavoidable if there is insufficient land to allow for onsite expansion.

4.12. Furnishings. If not already begun, sustainment is the time to increase the QoL of deployers by transitioning from cots and sleeping bags to bunkbeds with mattresses, pillows, and linens. Wall lockers, nightstands, and common areas are all ways to improve deployed life. Work with Theater Service planners and contracting to define purchase requirements.

4.13. Laundry/Linen Operations. Open and operate the base laundry operations are typically provided by UTC self-help laundry (SHL) systems. As the base enters sustainment, a mix of contracts and commercially procured laundry components form the backbone of the laundry and linen operations.

4.13.1. Facilities and equipment. This influences the level of support for laundry services. There are currently three types of contingency laundry services available, and a combination of these laundry services are often required.

4.13.1.1. SHL System (UTC XFWLS) provides austere base with self-help laundry capability for up to 550 personnel. Includes 1x SSS, 10x washers, 20x dryers, and mobility readiness spares package (MRSP). Provides cables/connectors for interface with power distribution.

4.13.1.2. Commercial off-the-shelf (COTS) units are locally procured units for cleaning personal laundry and certain organizational linen. EFSS works with CE to provide facility and utilities. If possible, equipment maintenance should be included in the purchase agreement or through a separate maintenance contract.

4.13.1.3. Contract linen service can be a full contract service or a partial contract service that just cleans organizational items, including medical laundry. When using a partial contract, provide SHL facilities to perform personal laundry. Consult with Theater Services Planners and the contracting officer to determine available methods (i.e., local contract, central theater contract, contractor augmentation program).

4.13.2. Open the Base Actions. The minimum planning factors for laundry and linen are outlined in **Table 4.10**, Laundry Operation Planning Factors. These figures help plan for laundry services from initial deployment through sustainment. During the open and operate the base phase of deployment, SHL should be on hand or already ordered as part of WRM assets.

Table 4.10. Laundry Operation Planning Factors

Laundry Operation Planning Factors	Per Person Per week	Description
1. Personal laundry	17 pounds	
2. Medical personnel and patients	32 pounds	
3. Organizational bulk	10 pounds	
4. Self-help		10 washers/20 dryers per 550 personnel

4.13.2.1. It is highly recommended to double the number of SHL Systems. While the planning factor is 10 washers and 20 dryers for 550 personnel, recommend 2 UTCs or 20 washers and 40 dryers to support 550 personnel to reduce customer wait times and build residual capacity as washers and dryers become inoperable. Immediately begin sourcing to purchase commercial washers and dryers to replace the WRM assets.

4.13.2.2. Additional Considerations. Determine if any short- or long-term geographic, weather, or medical factors would require adjusting the WMP factors. For arid regions, the availability of water could affect laundry services during the initial beddown until all sources are developed. The system is equipped with benches, laundry products with basic instructions, folding tables, trash receptacles, and temporary hanging racks/lines/hooks. If self-help laundries become a minor gathering place, consider providing some amenities when possible, such as a covered porch with additional chairs, small tables, additional lighting for reading, or card games.

4.13.2.3. Medical Support. Medical laundry support is required when a medical unit is located on the base. It is highly recommended that a separate WRM or COTS SHL system be procured specifically for medical laundry support until a contract can be in place. This reduces the potential for transmission of biological hazards and frees-up SHL assets for the base populace. See **Table 4.11**, Expeditionary Medical Support (EMEDS) Planning Factors.

Table 4.11. Expeditionary Medical Support (EMEDS) Planning Factors

EMEDS Designation	Amount of Laundry (pounds per week)
EMEDS Basic = 4 Beds	1,000
EMEDS + 10 = 10 Beds	2,000
EMEDS + 25 = 25 Beds	3,600
EMEDS + 50 = 50 Beds	9,000
EMEDS + 114 = 114 Beds	20,920

4.13.2.3.1. Medical Laundry Support Issues. Medical laundries have higher cleanliness needs and present greater hazards (i.e., medical biohazards) than normal laundry. Some biohazard clothing and linens should be segregated and maintained

separately prior to cleaning. This presents logistics problems for the medical unit, EFSS, and the transporters. Obtain contract support when possible, but keep in mind that using off-base contractors may cause security and cleanliness concerns.

4.13.3. Operate and Sustain the Base Actions. This is the time to ensure there is enough capability to provide laundry support. Even if contract support is obtained, having adequate SHL centers is still a requirement. Providing deployed personnel with SHLs that offer them the ability to quickly wash items is more than just a convenience. It can greatly reduce the number of items included in standard contracts. EFSS should work with CE to overcome any problems with SHL systems. See [Figure 4.4](#), SHL Using COTS.

4.13.3.1. Transition from WRM to COTS. As Prime RIBS transition from WRM to COTS SHL, work closely with CE for required utilities and to site them in convenient proximity to contingency quarters.

4.13.3.1.1. Installed units, both current and planned for purchase, should be wired for either dual power or to match the existing power supply used on base.

4.13.3.1.2. Equipment, both current and planned for purchase, should have maintenance contracts and/or spare parts in place.

4.13.3.1.3. Spare washers and dryers should be in stock. Determine how many spares are needed based on rates of use and any savings from not having to contract for additional capacity.

4.13.3.1.4. Meet with expeditionary civil engineer squadron (ECES) and determine a realistic, acceptable standard for repairing machines and having machines out of order.

4.13.3.1.5. Ensure system in place for self-identifying or having someone report equipment that is out of service.

Figure 4.4. SHL Using COTS

4.13.3.2. Establishing Contract Laundry/Linen. If SHL has been the sole source for laundry support, Prime RIBS can raise the QoL of laundry and linen support by implementing contracts. The major emphasis for sustainment laundry and linen support is to obtain contracts to support linen and laundry service to obtain a three- to four-day turnaround on clothing if possible. When limited by on-base water and power problems, seek off-base contracts if force protection permits.

4.13.3.2.1. Based on populations and organizations, calculate total weekly or monthly laundry requirements based on types of laundry service required (personal, medical, and organizational), as well as linen/bedding service requirements. If contract services are provided, site the facilities and develop procedures for picking up and dropping off. Laundry guidelines should be established and posted where customers can clearly see them.

4.13.3.2.2. Organizational items include coveralls, flight suits, field jackets, and aprons.

4.13.3.3. Dry Cleaning. If a contractor is accessible, try to obtain dry cleaning service as a QoL improvement.

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Chapter 5

CONTINGENCY FEEDING OPERATIONS

5.1. Overview. This chapter provides TTP to support contingency feeding operations. EFSS facilities and levels of service will be phased over time from minimum essential levels early in the contingency to full operational levels as outlined in the War and Mobilization Plan, Volume 1, *Services Supplement*. Food service, contingency quarters, mortuary services, and laundry are minimum activities provided at all locations during all phases of operations. Theater of operations employment is accomplished by a mix of in-place services forces, deployed Prime RIBS forces, local host-nation support, and contractor support.

5.2. Operations. Contingency feeding operations provide meals while operating from a variety of facilities using commercial grade, field feeding equipment, or a combination of both. Flight feeding operations are provided at locations with aircraft missions. Hospital feeding is required for patients as an additional requirement of support provided to the main force population. Regular and therapeutic flight meals are required for medical air evacuees. Nutritional medical personnel determine, order, and prepare specialized patient meals.

5.3. Procurement. Obtaining food and food supplies is a services mission. Initially, subsistence will be provided by a push system by the air component via the Air Force Services Center (AFSVC) and supporting MAJCOM. Depending upon length of deployment, a pull system is usually implemented for sustained operations. On-site food service managers requisition subsistence from the rear echelon (i.e., pulling what is needed forward). Medical diet technicians determine medical unique ration requirements and provide this requirement to the theater service planners for consolidation into a theater ration requirement.

5.4. Roles and Missions. Food service procures food items from US Army Public Health Center (APHC) approved and established government sources through various means (e.g., WRM, US vendors, or local contractors). Food is received from procurement sources, inspected for suitability, and then stored appropriately (e.g., refrigerated or dry storage). Food items are properly sanitized then prepared for consumption and served to Airmen. Feeding operations develop disposal procedures for generated waste (i.e., uneaten food, paper, grease).

5.5. Capabilities. Initial feeding capabilities for opening an airbase are provided through MREs. As beddown operations progress, feeding moves to UGRs. The final capability goal is to transition to hot meals using perishable, semi-perishable, and nonperishable food stocks (A-rations).

5.6. Deployed Planning Assumptions. The primary planning assumption is that food service support will be phased in consistently with the force element planning guidance. The required personnel and material UTC packages should be available to grow increased capability at the designated phase points. This process is applicable to any scenario (e.g., humanitarian assistance mission, small scale contingency, major theater war).

5.7. Open the Airbase. In the open the airbase package, contingency response forces are responsible for securing the base and establishing initial airfield and communication operations. For this short-term effort, personnel are supported by assets that meet minimum standards for living, comfort, and health requirements. The open the airbase force element plans to be on the ground for 2 to 3 days and then redeploy to open other contingency locations. There are no services personnel in the open the airbase force element; therefore, this team deploys with MREs and bottled water.

5.8. Site Considerations. A food service manager arriving at a bare base location has a more formidable challenge in establishing a sound feeding activity than one who arrives at an already operating fixed facility. Laying out an initial facility requires an array of considerations that impact other activities beyond the food service functions. Work closely with CE counterparts to ensure that current (and future) food service site considerations are taken into account early in the development of the base. Plan for expansion and the ability to operate from either temporary or fixed facilities. In addition to the standard requirements to be placed in relatively flat and well drained locations, food service facilities require good access roads, but not roads that have high traffic and create dust.

5.8.1. Food Service Layout and Requirements. Food service personnel may be able to set a majority of the systems without major assistance. Layout of kitchens and dining facilities, large subsistence storage, and additional flightline or flight kitchens are driven by the base population, layout, and supply availability. Most dining facilities should be located adjacent to contingency quarters functions. For larger populations that can justify a second or third kitchen, one of the dining facilities may be located closer to the flightline or primary work areas. If it is not feasible to locate a full kitchen closer to the primary work areas, then a field feeding platform may be an option to absorb the workload for flight meals in the flightline area. Since a primary objective is to locate the field exchange near the primary dining facility, position multiple primary dining facilities within close proximity, when possible, to help centralize food service operations and allow the use of one larger field exchange. The dining facility block site should also have adequate potable water and electric power with backup capability (although it may be limited) and access to waste receptacles.

5.8.2. Facility Set-Up. The prime base engineer emergency force (BEEF) team is responsible for the site infrastructure, water/waste, power production, environmental, testing water for purification, and entomology programs. Ensure all requirements for field food service is coordinated with the prime BEEF team for beddown support.

5.8.2.1. For large populations with multiple food service operations, consider using a centralized subsistence and rations storage facility. Centralized storage provides better management controls, cuts down on movement of rations from various delivery sources (e.g., theater and overseas military delivery, local sources, and prime vendor [<https://www.dla.mil/TroopSupport/Subsistence/Foodservices.aspx>]), and allows for better facility control (i.e., security from theft and sabotage, entomology support, better weather protection).

5.8.2.2. When possible, plan to have the area central to several dining facilities. This will make it easier to transport smaller loads of rations to the storage locations at the dining facility.

5.8.2.3. Allow space for placement of physical protective measures as appropriate.

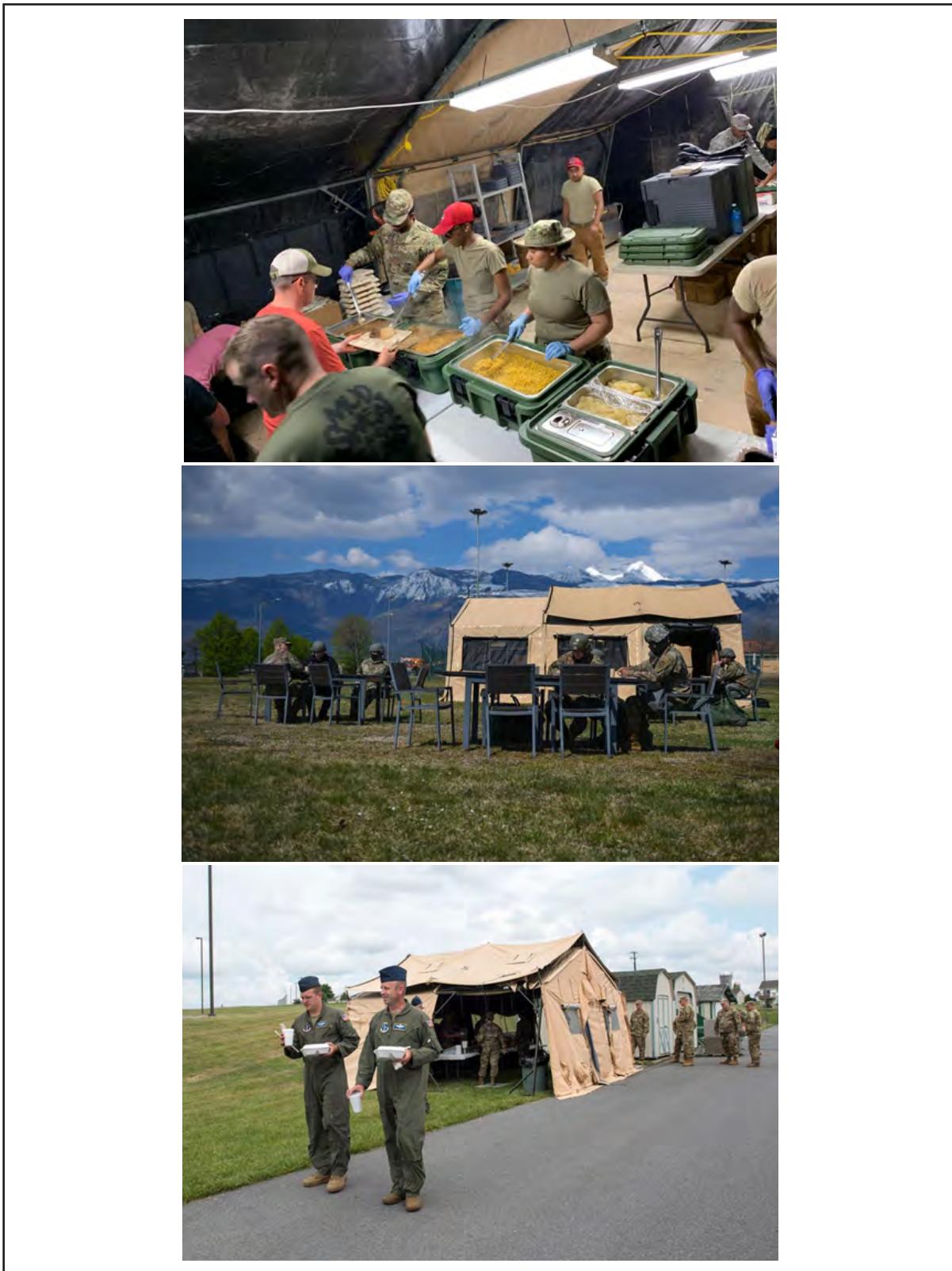
5.8.2.4. Storage temperature is crucial. See manufacturers manual for shelf-life information. Refer to public health for further guidance. If supply lines or replacement times are long and subsistence reorders must rely on large bulk shipments instead of smaller regular shipments, then plan for a larger centralized location that is covered, has temperature-controlled areas for perishables, has hard interior storage surfaces, and heavier load bearing loading areas.

5.8.2.5. Coordinate as necessary with contracting, supply, transportation, CE, security forces, and aerial port personnel to identify the best location for a large centralized storage facility (3 square foot per person).

5.8.3. Equipment Systems. Food service activities have been conducted from the most basic shelters through elaborate fixed facilities. Food operations should consider extreme weather conditions as many locations experience the effects of weather on their resources. Weather conditions can affect life expectancy and capabilities of facilities and equipment. Ensure proper maintenance is being conducted to maximize its operational life. The following sections provide overviews of current structures and systems the deployed food service manager may work with.

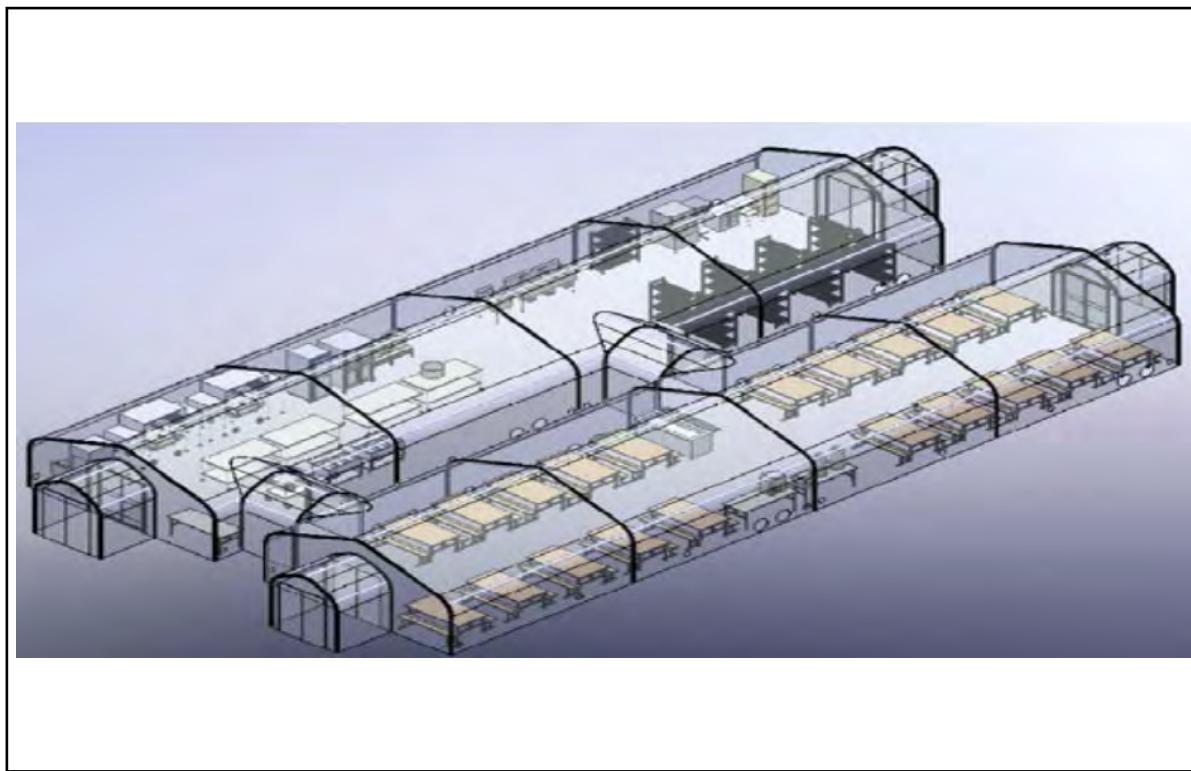
5.8.3.1. BEAR Single Pallet Expeditionary Kitchen (SPEK). The SPEK is a lightweight, quick response kitchen designed to provide hot meals using UGR heat and serve (H&S). It provides UGRs for approximately 550 people per meal using high-efficiency burner technology. A team of 6 personnel can ready the platform and start feeding within 4 hours of arrival of rations and equipment. Designed for initial contingency feeding and for periods up to 30 days. WRM SPEKs arrive palletized in a dedicated expandable container, while base owned systems use a three-section tent, extendable, modular, personnel (TEMPER) tent. It operates with a packaged generator. When the location receives a BEAR kitchen, the SPEK may be incorporated into the BEAR, moved to another on-site location to support flightline meals or an isolated portion of the site, or reconstituted and repackaged for return or deployment elsewhere. See [Figure 5.1](#), Serving and Eating Out of a SPEK.

Figure 5.1. Serving and Eating Out of a SPEK



5.8.3.2. The BEAR Type I portable electric kitchen (PEK) is all electric and provides an austere base with the messing capability to feed up to 550 personnel with three UGR-H&S meals, three UGR-A, or three hot meals per day. The BEAR Type I PEK enables 11 cooks to prepare a hot meal in a maximum of three hours. All tools, supplies, or equipment, except electrical and water supplies, that are required to unpack, set up, operate, maintain, strike, and repack the facility are supplied in six BICON/internal slingable unit (ISU)-90 shipping containers. One complete BEAR Type I PEK consists of five distinct subsystems: appliance/equipment, electrical, water, shelter, and flooring. It can be completely set up and operational by a crew of 10 personnel within four, 12-hour duty days and completely disassembled and repacked within three, 12-hour duty days. Select a site that is approximately 140 feet by 100 feet that is relatively level, has good drainage, is free of rocks and underbrush, is sheltered from high winds, and accessible to the rest of the installation. All tools, components, and equipment, except electrical and water sources, that are required to unpack, set-up, operate, maintain, strike, and repack the facility are supplied in the shipping containers. See [Figure 5.2](#), PEK.

Figure 5.2. PEK



5.8.3.3. Associated Systems. There are several additional structures associated with food service facilities in the field.

5.8.3.4. California Medium Shelter System. See [Table 4.6](#), Shelter Systems.

5.9. Establish the Airbase. The establish element brings in the assets required to prepare the base to receive the weapon systems and other support aircraft. The components of this element bring the beddown to IOC to receive the operate the base force element, typically the weapon

system (e.g., fighters, tankers, or tactical airlift). It provides for fielding of the life-sustaining functions necessary for force beddown and base operating support (BOS).

5.9.1. Functions. Primary functions include field feeding (to transition from MREs to hot meals), contingency quarters, mortuary affairs, and laundry support. The core force support and CE UTCs begin arriving during this phase of intense beddown operations. Theater contract or contractor augmentation programs can be used in areas that are not high threat. If the threat increases during this phase and contracts were planned for use, essential services and contingency plans should be identified and plans developed to prevent loss of support for essential services functions.

5.9.2. Site Preparation. Prime RIBS personnel, along with engineers (e.g., prime BEEF, rapid engineer deployable heavy operational repair squadron engineer [RED HORSE], or 49th Materiel Maintenance Group [MMG] BEAR installation team personnel), prepare the site and erect and install facilities, equipment, and utilities. When threat conditions allow it, planners can consider use of a theater established contractor or one of the contractor augmentation programs (e.g., Air Force Contract Augmentation Program [AFCAP], Army Logistics Civilian Augmentation Program [LOGCAP], or Navy Construction Capabilities [CONCAP] contract) to support some early beddown functions.

5.9.3. Special Teams. Food service personnel may not be included early in the deployment of special teams (e.g., air mobility operations groups [AMOG], contingency response forces, or special tactics team [STT]). During this period, food service managers should begin to work closely with deployed counterparts—particularly CE—to prepare for siting and build-up of facilities.

5.9.4. Feeding Platform Progression. Initial feeding platform provides a combination of MREs and UGRs with food service transition to three hot meals per day by Day 30. These meals may initially be in the form of UGRs with health officer approved, locally obtained supplements. Pre-prepared rations may also be used, consistent with menu guidelines to help meet the unique needs presented by rapidly increasing populations or unexpected surge conditions. The end game is to be ready to use newly arriving A-rations with the availability of more comprehensive kitchen capabilities provided by BEAR sets. As these assets arrive and are sited and erected, earlier-deployed platforms may assume roles as satellite feeding activities or may be identified to move to a forward location to support the same phasing process at another site. Planning for the next phase takes place at this point as contracting and sustainment options are considered.

5.10. Types of Rations. There are several types of meals offered that should be covered in the planning stages (e.g., MREs, UGRs, A-rations).

5.10.1. Storage of Rations. General guidance is to check the date of the packaging and also check the condition of the packaging. Inspect for pests monthly, however during the warmer months inspect rations more frequently. Conduct inspections on the condition of containers and on closed packages (e.g., cans, boxes).

5.10.2. MREs. This is the most preferred option for use in the field because it has no unique requirements. In the initial planning phase, consider the UTC for rations (RFSEM). Plan ahead before the initial supply of MREs are depleted and plan for requirements to maintain feeding

operations. Consider possible extensive lead times when placing MRE orders. Work with the MAJCOM and/or theater service planner to begin planning for this requirement.

5.10.2.1. The contents of the UTC are transported on one 463L aircraft pallet. The 463L pallet will be loaded with eight wooden pallets each containing 48 cases of MREs. Each case contains 12 individual meals for a total of 3,456 MREs per UTC or 288 cases. This UTC will feed a population of 1,100 people two meals per day for one and one-half days.

5.10.2.2. MRE Storage. MREs can quickly lose shelf life when exposed to the high temperatures. Store in a temperature-controlled container or facility. See [Figure 5.3](#), MRE Storage.

Figure 5.3. MRE Storage



5.10.3. UGRs. This field feeding option is the transition point from MREs to A-rations. Operations should ensure they have the appropriate field feeding platform and storage capabilities to support these rations. To obtain UGRs, the food manager should work with the MAJCOM and/or theater service planner. Consider lead-time when placing UGR orders.

5.10.4. UGR-As (with supplements). Require the same capabilities to include refrigeration. The food manager should work with the MAJCOM and/or theater service planner to acquire the supplements needed for UGR-As. Consider possible extensive lead times for orders.

5.10.5. Supplements. Offer supplements based off the monetary difference (within the respective meal period) from the current basic daily food allowance (BDFA) and current calendar year (CY) DOD meal rate prices. BDFA minus CY meal rate **meal period** equals the supplement allowance.

5.11. Operate the Airbase. The operate element brings mission support forces needed to achieve full operating capability and sustain mission generation beyond 30 days. The resources provide capabilities to bolster force protection, communications, cargo handling, and quality of life activities (e.g., additional feeding, contingency quarters) and provides reach-back capability for supply, US Mail, and military pay.

5.11.1. A-Rations. The food service manager's goal during operate the base phase should be to establish a reliable A-rations pipeline. A-rations require the appropriate field feeding platform to support this ration. The worldwide menu should become the standard for overall meal planning when A-rations have become your main source of subsistence. Work with the MAJCOM and/or theater service planner and AFSVC/SVOF plan for this requirement. Managers should begin the process of establishing a local contract option for mess attendant or full food service support.

5.11.2. Ground Support Feeding. In some deployed locations, a ground support feeding requirement may be established. Managers should create an ordering process for providing hot meals to members that cannot dine due to mission requirements. Ensure all meals are accounted for on the appropriate forms.

5.11.3. Flightline Feeding. At locations with an established airfield, a flightline feeding operation could be required. Flightline kitchen may be collocated in the main field kitchen to maximize manpower. A separate facility may be justified based on geographic separation, high operations-side population, limited shift break capability (partly time-distance based), transient aircraft, and need to manage a surge capability. These are all reasons to plan for a flightline feeding capability and possibly a dining facility (DFAC). Manpower for the flight kitchen is included in the current capability of the Prime RIBS UTC. There are several types of meals offered that should be covered in the planning stages.

5.11.3.1. Flight Meals. MREs are the most preferred flight meal option because it has no unique requirements. In some circumstances, aircrews may have special requirements based on the nature of the mission. These meals can be labor intensive and will require refrigeration and unique packaging. Limit the use of the sandwich meal to flights requiring one meal or as the first meal on a long flight. These meals should be eaten within 4 hours after issue. The time of issue to consumption can be extended up to 12 hours if stored at 42 degrees Fahrenheit or below.

5.11.3.2. Contracted Flight Meals. For some locations, the option may be available to contract flight meals (e.g., when near a commercial airport that has in-flight services). Even when available, this option may be very limited by security concerns. While having a full operations-side DFAC can limit manpower capabilities to support other serving options, sometimes it is the best option if it satisfies in-flight, flightline, and aircrew feeding needs out of one facility.

5.11.4. Dining Facility Manager Roles and Responsibilities. Food managers should utilize the AFSVC portal for helpful documents/information.

5.11.4.1. Managers verify subsistence orders for quantity accuracy when feeding the base. This includes all types of rations. Ensure all rations are being stored and secured properly.

5.11.4.2. Managers verify the inventory is conducted twice a month for reporting to respective MAJCOM or theater service planner and AFSVC.

5.11.4.3. Managers need to have a plan and location to secure controlled forms at all times. Food managers are required to verify the AF Form 1119-1, *Field Feeding Monthly Monetary Record* is filled out in its entirety and with the most accurate data.

5.11.4.4. Managers use a single copy AF Form 1650b, *Field Feeding Summary* each day to recap the meals served.

5.11.4.5. Managers post accounting data daily and the last day of each month on the AF Form 1119-1.

5.11.4.6. Managers will ensure signatures are collected on all the AF Form 79, *Headcount Records* that are utilized during each meal period.

5.11.5. Storage and Storeroom Operations. The primary focus is to determine the total number of meals to be served. Anticipate surge figures during rotation overlaps to include any holidays. Menu planning and subsistence ordering are based on meal preparations to serve 100 percent of the base population. Figures are obtained from PERSCO.

5.11.5.1. Storage. ***Storage at a DFAC is a major planning issue.*** Although square footage, power, and location specifics are critical, so are less obvious concerns such as physical security and access control. Do not forget these considerations when improving capabilities. Contact the respective MAJCOM or Theater Services Planner and AFSVC representative ahead of item delivery to assist in determining the storage space needed for operation.

5.11.5.2. Storing Subsistence—Food and Water. Subsistence warehouse management has been identified by commanders as one of the more crucial areas requiring experienced personnel. Without developing the abilities to (1) offload and transport to storage, (2) store within the appropriate storage conditions (e.g., dry, refrigerated, and cold), and (3) reload and transport to food preparation areas, feeding operation efforts can be wasted. The facilities for storage should have the capabilities of expansion with square footage and enough power to support. The quantities, types of food, and the length of storage time determines the warehousing operations, subsistence handling equipment, and vehicles required.

5.11.5.3. Locations that cannot obtain large freezer units or warehouse complexes should take actions to improve food storage operations. Obtain necessary material handling equipment as previously described. Install or construct hard, impervious floors in warehouses and food storage and preparation areas subject to heavy traffic and wheel loads. Install widened doorframes in shelters where pallet jacks and loading are required. Contact the local CE and contracting units to assist on installation or construction of an improvised warehouse.

5.11.5.4. A key issue for storing food subsistence is storing and distributing the bottled water component. Food service operations that lack a water distribution system must obtain potable water source(s) to maintain DFAC operations. Many food service equipment items are set up to use piped water. Having to transport bottles of water throughout the kitchen can present hazards and requires additional personnel or longer hours to manage the water at a DFAC.

5.12. Sustainment Planning. Sustainment planning begins almost immediately after operations commence. Sustainment may cover any period of time from a few days to many years. Unless briefed otherwise, food service managers should assume that operations will expand, the customer base will enlarge, menu choices will increase, and more comfortable, convenient facilities will be desired by site personnel. Sustainment efforts normally address the transition to A-rations. Planning generally falls into three categories: (1) obtaining subsistence (location, what rations can be obtained, how long it takes to receive them); (2) storing subsistence (how rations are received, how are rations offloaded and loaded rations, how long can rations be kept without spoilage?); and (3) cooking and support preparation times (can the site cook all ration items on a menu, is there time to cook and clean, can someone else clean, can someone else cook?). These areas and the related questions should be considered when planning to order, cook, and serve rations.

5.12.1. Functions. Sustainment functions support the long-term operations of the base. It includes replacement of personnel and upgrade of equipment, facilities, and utilities for longer term operations. It may include enhanced contract support and transition to more permanent facilities and equipment. During this phase, food service managers should have a reliable A-ration pipeline established. Facilities should also be fully established, with plans underway for expansion concurrent with the arrival of additional BEAR equipment. When feasible, local contracting options for food attendant and partial or full food service support should be explored and implemented. Existing feeding platforms may be utilized as flightline or flight kitchen activities with the arrival of additional food service manpower (subject to base population targets). Plan a multi-day rotating menu once facilities have been established and can support such a plan. Work with the MAJCOM and/or theater service planner and AFSVC/VMFA plan for this requirement.

5.12.2. Cooking and Support Preparation Times. Normal deployment meal preparation is based on providing three hot meals per day. The minimum day-meal requirements are: one meat entrée, two vegetables, one starch, one soup, one dessert, and three beverages. These are the minimum requirements for the initial 30 days. When there is available manpower and facilities, increase the menu options. During sustainment, food service should determine their location's layout, military and support demographics, and work schedules to identify the best ways to provide meals for personnel.

5.12.2.1. For compact base locations where the DFAC is central to contingency quarters and support facilities (cantonment area) as well as flightline, operations, and maintenance facilities (i.e., the operations-side), all DFAC operations can be consolidated and a midnight meal provided. At these locations, some bases have used their BEAR kitchens in a dual kitchen-dining configuration.

5.12.2.2. Locations where the main cantonment area and operations-side functions are separated, many units provide two primary DFACs during sustainment; a main cantonment DFAC and a smaller operations-side flightline feeding facility based off requirements for a full-size operations DFAC. Flightline feeding can cover numerous requirements, such as aircrew flight meals as well as aircraft ground crew and industrial support shop personnel (ground support meals). Additional operations-side meal requirements should be identified for flightlines that support passengers and medical unit evacuation facilities. An operations-side DFAC may be required if a small flightline feeding facility is not able to handle all the requirements.

5.12.3. Surges. Even if a base is not surging for a new mission, surge conditions may occur during a rotation overlap. At some locations, redeployment may stretch out for a week or more while awaiting airlift. Planning for rotational turnover surges is a must; plan for extra water, meals, and trash requirements. Communications with PERSCO should be maintained to have visibility over personnel inbound/outbound movements that can impact feeding requirements.

5.12.4. Equipment and Facilities. Sustainment food service actions should be worked in concert with facility and utility upgrades. Contract-supplied equipment may replace or augment WRM assets. If turning in WRM shelters and moving to fixed facilities, order all new food service support equipment to replace WRM equipment that will be returned to storage. Based on standard meals and the requirements by population, determine the kitchen storage, preparation area, cooking, and serving area needs. Work with CE to ensure that any equipment items ordered are compatible with the available and planned electrical systems: include hoods, exhausts, and water systems. Additionally, contracts should be planned for kitchen equipment repair and preventive maintenance.

5.12.4.1. The Defense Government Supply Center (DGSC) Customer Valued Contracting section provides support to identify main support contract vendors that supply equipment for outside the continental United States (OCONUS) locations (direct shipped to the location when possible).

5.12.4.2. Ensure CE is providing adequate water support piped to the DFAC complex to replace bottled water whenever possible. Replacement cooking equipment should provide for an all-electric capability. The size of the DFAC should be based on DOD and theatre facility standards.

5.12.5. Fixed Facility Transitions. For locations that will have a long-term presence or will require the replacement of WRM assets that are wearing out or must be rotated to another location, services should plan for obtaining more permanent or fixed facilities. This is done with CE to ensure that all facilities, utilities, and other support requirements are planned, programmed, and budgeted for in the primary planning documents that are approved by the theater commander. Even though CE provides the justification and usually has the better handle on what types of structures can be obtained (i.e., modular, pre-engineered, K-Span), services still plays a major role in determining what is needed to support food service operations. The size of the DFAC should be based on DOD and theatre facility standards. Consider developing a functional diagram layout of how and where support functions will go and then work with CE to find the structures that meet the needs.

5.12.5.1. Check with supporting Theater Services Planner to determine if standard designs and factors have been adopted for DFACs and associated storage facilities.

5.12.5.2. Check storage planning factors to determine if the requirements are properly stated in square feet or cubic feet per person for storage.

5.12.5.3. Food storage that can be stacked on taller shelving requires less square footage, but more handling equipment and wider aisles.

5.12.5.4. Consider manpower, supplies, equipment, and vehicles. Sustainment planning should consider requirements for receiving a shell structure, which must be filled with separately ordered equipment and requires a lot of additional work by services and CE to

hook up equipment, or a structure with an already integrated equipment package, where the furnishings and kitchen-serving utensils are the only needs.

5.12.5.5. At a long-term location, plan for both the current level of effort and the expected long-term mission. In some cases, plan for an initial large mission and a smaller future mission. When this is the case, plan for a large centralized DFAC (with a warehouse complex to handle all present and future needs) and plan to use a small, less expensive, kitchen package to serve the present mission. Whatever the feeding facility choices, always plan for adequate primary warehousing and on-site storage (dry and refrigerated) at each feeding facility to improve efficiency and surge capability.

5.12.6. Vehicle Requirements. The ELRS is responsible for providing all vehicle requirements. Identify, contact, and coordinate with the ELRS for food service vehicle requirements as early as possible.

5.12.7. Licensing. Of particular note is the fact that many deployed members overlook the need for country-specific licensing and specialized vehicle training prior to deployment. Ideally, some of the deploying food service members should be qualified to operate forklifts and 2.5-ton trucks while possessing an international driver's license. Ensure to work with ELRS for any particular licenses that are required to operate special vehicles.

5.12.8. WRM and Specialized Equipment. Some deployed food service members find themselves short of vehicles and feel they are not high on the priority list for WRM vehicles. Vehicle and specialized equipment authorizations should be addressed early to support warehousing subsistence. Vehicle needs include large flatbed or stake-side trucks, 10K adverse terrain (AT) and 6K forklifts, and trucks with refrigerated boxes or insulated boxes (depending on travel distances) for longer hauling. Numerous locations require vehicle operations to go off base to obtain contract vendor support, as well as much larger vehicles to transport escorts on base (usually requires a small bus or a large van). Evaluate the situation and see if there are other vehicles that could meet requirements.

5.12.9. Requesting Equipment. Numerous follow-on units received equipment and supplies without any idea as to why they were ordered or how they would be used. Some bases downsized and missions transferred to other locations after the initial purchases were submitted. Actions were not taken to forward the items on order to the new locations, leaving the units that assumed the new missions without the needed equipment and supplies. Many purchase documents lacked adequate justification and detailed information on who was to receive equipment and why.

5.12.10. Supporting Agencies. While initial inventories of expendable supplies may vary in their availability, local supply representatives, in conjunction with the on-site contracting activity, are the main points of contact for establishing a reliable source of expendable supply items. Contact the prime vendor as another source for storeroom operations until supplies are established. Contact them early on to enable timely delivery of these important assets.

5.12.10.1. CE will be the main contact for planning at the beddown site. Begin working with them as early as possible to identify on-site CE and services organizations and points of contact for planning and beddown. Make sure facility power, sanitation, waste, and water requirements are made known to them. Prime RIBS teams, and in particular, the food service members, are manned only to support water operations in conjunction with

the preparation and serving of meals. It is the responsibility of the CE to manage potable water for base hydration. How the potable water is obtained and disseminated is up to CE.

5.12.10.1.1. CE is responsible for providing enough potable water to sustain operations in all environments for bases ranging from an austere bare base to a main operating base. In austere environments, CE provides as a minimum of 18 gallons of potable water and 12 gallons of nonpotable water a day per person, which equals 30 gallons total. Despite this requirement, DFACs have used bottled water because the potable water became unpalatable due to heat and developed inadequate residual chlorine levels.

5.12.10.1.2. Services personnel should work closely with CE to determine the best method to provide an adequate potable water supply. For extreme arid conditions, CE may have to install several 500- to 1000-gallon insulated and cover-protected water storage tanks at the DFACs. Insulated potable water storage tanks usually use small chillers and control pumps and can keep water fresh for several additional days.

5.12.10.1.3. Refer to AFPAM 10-219, Volume 5 for detailed information on water sources, uses, treatment, distribution, and environmental factors in arid and non-arid environments. A large section is devoted to describing proper water supply requirements in the context of a bare base located in an arid environment where sustainment efforts may face quantity restrictions.

5.12.10.2. Logistics Readiness. While efforts are underway to streamline the sources of electrical power for deployed food service activities, food service managers may find it necessary to coordinate early on with deployed logistics personnel for fuel requirements needed to operate equipment. Establish requirements to expedite delivery and help maintain continuity of operations. Contact the unit vehicle control officer (VCO) to request vehicles (e.g., forklifts, flatbeds, stakeside trucks) in support of operations. The VCO will coordinate with ELRS to handle the vehicle requests.

5.12.10.3. Public Health. APHC is responsible for the approval of food and bottled water sources. Every effort should be made to procure food and bottled water from approved sources as listed in the approved sources list. During operations where approved sources are not available, contracting will consult with the public health officer for food procurement and the bioenvironmental engineer for bottled water. Refer to <https://phc.amedd.army.mil/Pages/default.aspx>.

5.12.10.4. Military Public Health (MPH). Besides the basic medical care, MPH personnel are responsible for medical inspections, cleanliness of food service facilities, and maintenance of health and hygiene standards for food service military, civilian and contractor personnel. In addition, they ensure APHC-approved food and water sources are utilized. Work closely with MPH to schedule the required physical exams and training requirements to meet food safety and sanitation needs.

5.12.10.5. Security Forces. Security forces can provide considerations or restrictions regarding threats (e.g., need for protection from direct or indirect fire). Identify food service high-use facilities that could be targets. Work with CE and security forces personnel on proposed layouts to meet siting criteria for standoff and separation distances

for expeditionary facilities, especially for primary gathering buildings or structures (i.e., facilities routinely occupied by 50 or more personnel).

5.12.10.6. Communications. The expeditionary communications squadron (ECS) members can provide information on what communication systems will be available at the location (e.g., telephones, cell phones, satellite phones, radios, fax, and computer network). Determine if secure communications are required and coordinate installation with communication personnel if necessary.

5.12.10.6.1. If a food service activity deploys with a shortage of LMRs, members should work closely with ECS representatives early on to obtain additional LMRs and cell phones via organic or contract means.

5.12.10.6.2. Adequate LMR Support. Food service operations tend to span significant distances across the base where they may have flightline feeding, subsistence offloading, and other operations. If the ECS cannot obtain secure LMRs, determine if they can substitute with digital cell phones for the primary support areas and the commander. Determine if non-secure local frequency radios can be purchased to support non-sensitive major functions.

5.12.10.6.3. Adequate Numbers of Computers and Phones. A high priority is to obtain additional computers and phone lines to support those functions that require direct communications with continental United States (CONUS) support organizations. This includes the subsistence warehousing and DFAC operations, the commander, and the unit control center. Direct communications include Defense Switched Network (DSN) phones and af.mil Internet access

5.12.10.7. Defense Logistics Agency (DLA). By design, initial stocks of MREs and water are likely to be followed closely by pre-arranged shipments of UGRs and eventually A-rations. It is important to understand when the push of rations ends and the responsibility to pull rations (initiate any follow-on) requests begins. The responsible Theater Services Planner (e.g., 9 AF [AFCENT]/A1S) is the point of contact for subsistence support from the prime vendor. All air components work with AFSVC/VMFA, who work with DLA to determine support for all exercises and deployments. Contact the theater Services representative to determine what type of feeding will be conducted. Feeding requirements should be determined based on the availability of facilities, contracts, and subsistence at deployed locations. Refer to <https://www.dla.mil/TroopSupport/Subsistence/Foodservices.aspx>.

5.12.10.8. Prime Vendor Involvement. Base requirements are given to the vendor as soon as possible. Consistent communication with the vendor enables the manager to obtain the products needed and try new products. Give the prime vendor adequate notification of known surge requirements in order to meet needs. Designated food service personnel should request access to Subsistence Total Order and Receipt Electronic System (STORES) Web for ordering subsistence. Refer to https://www.stores.dla.mil/stores_web/.

5.12.10.9. Air Force Food and Beverage (VMFA). Prior to departing, contact the MAJCOM or theater service planner to initiate A-rations coordination and availability. Contact the respective representative for any special circumstances that may be in place or that will need to be established for the contingency operation.

5.12.10.10. Integrate with Headquarters for Support. One major lesson learned is that whether operating under the open, establish, or operate phase of deployment, or during sustainment, always know the command and supporting structure of the theater, the supporting MAJCOM, Air Force, and DOD support agencies. With the increasing number of countries being added as deployment locations, it is becoming harder to identify all the various lines of support across the various combatant theaters and areas of responsibility. Know what resources are out there to help.

5.12.10.10.1. Upon arrival at a location, contact the various levels of command and support organizations to determine who does what for whom and the best way to reach them.

5.12.10.10.2. Each location is different and theater organizations can vary, sometimes even by various operations. Confirm what the theater's supporting structure is and if they are the lead for sustainment issues.

5.12.10.10.3. Some forward units may primarily work beddown and initial operations, while more rearward units work sustainment issues. Determine if there is a forward deployed operations center and supporting base services function for the theater (e.g., a combined air operations center [CAOC]). If not, contact the next office in the chain of command with a services staff. Once contacted, establish who will provide functional direction and identify if AFSVC Operations Directorate offices monitor or provide direct support for specific functions (i.e., food ordering).

5.12.10.10.4. Some commands and component commands provide briefings on current theater support methods prior to departure.

5.12.10.10.5. Determine with CE what the shelter replacement policy is and who initiates what paperwork to upgrade shelters to other types of facilities. Sometimes this may be solely a CE paperwork effort with services input, or it may be a combined services, CE, contracting, and logistics readiness effort through a theater support office.

5.12.11. Host Nation and Support and Ration Supply Guidance. Review any host nation agreements upon arrival. At some deployed locations, there will be a joint-support plan specifying which country provides rations for US forces. Seek host nation supply guidance through the joint task force (JTF) logistics section (J-4), numbered air force, theater command, or MAJCOM. The APHC must approve this procedure.

5.12.12. Expansion. As the mission increases the amount of personnel to support will increase. Be sure to remain in contact with base CE and security forces for locations if/when food operations need to expand. Keep the respective MAJCOM or theater service planner aware of all communications and changes to the operation.

5.13. Subsistence Ordering (Prime Vendor). Food service personnel should identify the sources and points of contact for rations support in-theater. Work with them to identify basic transportation timelines, restocking schedules, possible customs problems, and any other in-theater support for food and products. Become familiar with the DLA subsistence website (<http://www.dla.mil/>) for updates on policy, information, and issues related to subsistence operations. Determine the flow of rations from purchase to delivery and identify potential

obstacles. Coordinate expected delivery needs, fund cites, and order codes through the respective MAJCOM and/or theater service planner.

5.13.1. Availability. Some food items are not available to ship due to lengthy shipment times, limited shelf life, or not available from the contract vendor. These items generate a not-in-stock (NIS) designation on the item order. There also may be substitutions that were not planned or wanted. Expect some problems during initial support from new food-support contractors. Work any problems and issues through the Theater Services Planners and with AFSVC/VMFA support as required.

5.13.2. Local Purchase and Other Options. Determine if the theater allows local purchase (from approved available sources). Contact APHC for approval. Use this method to cover those items that are not readily available or deliverable through DLA.

5.13.2.1. At some deployed locations, there will be a joint-support plan specifying which country provides rations for US forces. Every attempt should be made to obtain rations from the US.

5.13.2.2. When the host nation provides rations, remember some eating habits are different from American habits. For example, in some countries fish is served for breakfast and in other countries cold cuts may be the only entrée for dinner. Primary meats may be lamb, mutton, or goat. In those instances, work closely with the liaison officer to obtain fresh or frozen, beef and pork for US forces. Regardless of the type of food obtained from a host nation, it must be approved by APHC.

5.13.3. Protection. Subsistence (including bottled water) protection from terrorist or hostile forces is now recognized as a crucial area for food service operations. The food and water (F&W) life cycle is an area of increasing threat to the health of Air Force personnel and will receive more aggressive force protection consideration by security forces, CE, services, medical group (public health [bioenvironmental engineers]), and supply point managers (e.g., contracting and ELRS). When planning a warehouse complex, always consider the combined food and bottled water requirements for storage and distribution. F&W storage should be collocated in the same warehousing complex for better security and oversight, as well as for managing the total covered area needed for dry storage.

5.13.4. Meal Determinations. During sustainment, one of the primary efforts is to determine the total number of meals to be served. Determine the anticipated surge figures during force rotation overlaps, as well as any holidays covered by the ordering period. Both may require additional rations to be ordered and require a plan for the additional subsistence warehouse storage requirement. Menu planning and subsistence ordering are now based on meal preparations to serve 100 percent of the base population. This includes figures obtained from the PERSCO team as adjusted for head count, locally developed feeding data, and considering any alternate food service opportunities (e.g., franchised food vendors for pizza, hamburgers, fried chicken) that are contracted by services or AAFES.

5.13.5. Potable Water. When potable water is not available, DFACs use bottled water for cooking. There are multiple size containers and container-dispensers. Avoid using the convenience size (personal use) water bottles and obtain water in at least 5-gallon jugs. If there are water stands to hold larger containers, obtain 10- to 20-gallon jugs that have spigots for

filling smaller items. These can be much heavier (about 85 and 165 pounds respectively) and can be more costly to purchase.

5.14. Accounting. Accounting is completed on a daily basis. In addition, a monthly and end-of-deployment report is required. Before departing home station, food managers should order an initial set of AF Form 79 accompanied by the AF Form 1254, *Register of Cash Collection Sheets*.

5.14.1. Procedures. All accounting is done on a daily basis. This means all signatures, purchase invoices, transfer and inventory forms are compiled for end of month reports.

5.14.1.1. Control the issue of AF Forms 79 on AF Form 1254.

5.14.1.2. Account for and record all meals provided by utilizing the AF Form 79 (headcount of essential station messing [ESM] personnel and signatures of cash collections).

5.14.1.3. At the end of each day, the food manager will tally the head count total by category and annotate it within the AF Form 1119-1 on the AF Form 1650b daily tab. At locations without computer capabilities, managers will use the manual AF Form 1650b. The head counts and earned income figures from the manual AF Form 1650b are transferred to electronic AF Form 1119-1.

5.14.1.4. Ensure to use the current months AF Form 1119-1 provided by the MAJCOM or theater service planner when conducting field accounting.

5.14.1.5. Inventory of all rations should be conducted and documented weekly and end-of-month on the AF Form 1650b.

5.14.1.6. Enter the value of purchases, transfers, inventory value on the AF Form 1119-1.

5.14.1.7. Remember net issues are the value of the food that is missing (take the starting inventory value, add what is purchased, add or subtract what is transferred, and subtract the ending inventory value, this will provide snapshot of gain/loss for the operation). Efforts to control waste with meal planning and storeroom controls should be taken to avoid excessive losses. The electronic AF Form 1119-1 will be distributed monthly from AFSVC to the respective MAJCOM or theater service planners. This form can also be found on the AFSVC portal page (<https://usaf.dps.mil/sites/10042>).

5.14.2. Authorized Customers, Foreign Nationals, and Contractors. Under field conditions, several different customers who normally are not authorized to utilize the dining facility may be fed. All US enlisted, officers, and civilians assigned to the contingency operation (regardless of branch of service) are authorized to eat in the field dining facility. The site commander will determine if foreign military personnel are authorized to eat in the facility. If foreign military are authorized to eat in the facility, ensure to account for them on a separate AF Form 79. Contractors that are assigned to the contingency operation will have a contract that states how members pay for their meals. Regardless of what their contract states, account for the contractors separately (via AF Form 79) and submit reports to the contract POC for meals to be paid. In preparing for Joint Asset Movement Management System (JAMMS)/Synchronized Predeployment and Operational Tracker (SPOT) install, work with the local finance, contracting, and security forces units to improve on meal accountability

processes. Contact local CPTS or Theater service planners to determine cash handling capabilities.

5.14.3. Meal Allowances. AFSVC/SVOF publishes the meal allowances for all rations for the calendar year on the DOD Meal Rate Policy Letter. This letter is published on the Air Force food and beverage page. If MREs are offered, they are sold at the rate based upon the meal period served. If UGRs and/or A-rations are provided, utilize the field meal allowance identified on the AF Form 1119-1. Contact the MAJCOM or theater service planner and AFSVC/SVOF for the current months AF Form 1119-1.

5.15. Lessons Learned. Actions are taken to address many issues and problems at a deployed location. Some lessons cannot be corrected by a headquarters or operating agency. They can only be addressed by making EFSS commanders and services personnel aware that a situation may occur and let them plan to address it as necessary. Lessons learned assist AFSVC, supporting major commands, and deployed personnel in planning for possible scenarios with appropriate tools and actions.

5.15.1. Continuity and Planning. EFSS commanders should ensure that continuity is maintained between rotations by ensuring continuity folders are developed and maintained. Plan operations for continuous support and to setup follow-on forces for success. Simply put, there cannot be a seamless rotation turnover if there are not operational plans ready to turn over.

5.15.2. Continuity of Operations. It is important to document almost every budget and planning effort, including recommendations and lessons learned for all the major services support areas. AARs submitted from recent operations indicate that there continues to be serious disconnects between the various rotations. Provide well-documented summaries of plans, budgets, and personnel requirements. Pass on information of equipment and supplies that have already been ordered, but not yet received, to include expected delivery dates. Include pertinent information on why items were purchased and where they will be utilized. Be prepared to provide food service inputs to important reports on the frequency determined by the senior services representative.

5.15.3. WRM. When an operating location will be populated for longer than six months, services managers should look at replacing and turning in WRM shelters and equipment. Replace WRM equipment as necessary for age or condition, when needed to support other deployment efforts, when no longer economically fit for use, when more efficient commercial systems become available, and when QoL enhancements are desired by leadership. Theater managers should provide direction on what to return and how to return it during the sustainment phase. In addition to base directed efforts, theaters will normally have central contracts to reconstitute and return equipment. Work with theater planners as well as base logistics readiness to determine what WRM needs to be returned. Plan with CE to obtain more permanent shelters or facilities and obtain equipment either separately or as a part of an installed package. Document all actions in continuity files to provide follow-on rotations with information on what WRM equipment will be turned-in and what budget programs will be used to replace the WRM resources.

Chapter 6

CASUALTY REPORTING

6.1. Overview. In a deployed environment, the PERSCO team is responsible for casualty reporting of personnel assigned to their location and GSU personnel. Casualties affect the total accountability of personnel available for service. Casualty is reported as hostile or non-hostile based on the situation and can be broken down into six casualty statuses that will be discussed later in the chapter. PERSCO should report casualties in a timely manner to ensure notification is completed within 24 hours of reported status. Defense Casualty Information Processing System (DCIPS) is used to report all casualty information and produce casualty reports for Air Force Personnel Casualty Services Branch.

6.2. Roles and Responsibilities. PERSCO has a key role with mandatory requirements in ensuring the casualty reporting process is accomplished in a timely manner. It is essential that PERSCO establish and maintain close communication on reportable casualties with deployed medical treatment facility (MTF) and mortuary affairs offices.

6.2.1. PERSCO Team Chief. The PERSCO Team chief will identify team members who perform casualty processing actions. Team members may also be identified via ULN line remark. The PERSCO Team chief or NCOIC should ensure on-site commanders, PERSCO Team personnel, and base/employment site support offices fully understand their responsibilities to the casualty program. According to DAFI 36-3002, *Casualty Services*, PERSCO Teams must develop instructions to promptly report casualties and submit casualty reports through the DCIPS Forward.

NOTE: All casualty reports must be submitted through DCIPS Forward and all reports are exempt from MINIMIZE.

6.2.2. PERSCO DCIPS Representative. DCIPS representatives should apply for DCIPS access via the Air Force Personnel Center, Casualty Services Branch (AFPC/DPFCS) SharePoint® site no earlier than 30 days prior to deployment. Immediately upon learning of a casualty or an incident that may or may not have casualties but is newsworthy, the PERSCO Team chief or NCOIC should contact Air Force Personnel Center Casualty Services Branch for assistance and guidance. The DCIPS representative should complete a casualty report within four hours. Upon notification of transfer, the losing DCIPS representative should relinquish casualty processing once member has been transferred and ensure necessary DCAPES actions are completed. The gaining DCIPS representative should receive incoming personnel transferred to the medical treatment facility (MTF) and ensure DCAPES is updated accordingly.

6.2.3. Deployed MTF/Civilian MTF. The MTF should designate a liaison with the PERSCO DCIPS representative to provide information on casualty status in a timely manner. Deployed MTF liaison should ensure all personnel receiving casualty information complete Health Insurance Portability and Accountability Act (HIPPA) release documentation and maintain signed documentation at MTF.

6.2.4. Mortuary Affairs. Mortuary affairs should work with PERSCO casualty representative on all cases involving deceased personnel. Coordination with PERSCO, commanders, First Sergeants, component A1, and home station will be handled by mortuary affairs representative.

6.2.5. Home Station IPR. IPR tracks casualties in DCAPES to ensure member duty status is reported accordingly. Coordinate with casualty assistance representative (CAR) to ensure DCAPES is updated upon completion of casualty status.

6.2.6. Home Station CAR. The CAR will notify commander and unit of personnel reported as casualties and continue to monitor each case until the member is returned to home station. The CAR is responsible for the final casualty message.

6.2.7. PERSCO. Upon notification of a casualty, the PERSCO casualty representative should determine required actions based on type of casualty. Not all casualties will be transferred to another MTF but still require action by DCAPES operator and DCIPS representative. A template of required information should be created upon arrival at deployed location.

6.2.7.1. Upon notification from MTF of a casualty, the PERSCO casualty representative collects required information to include in casualty report. PERSCO and the MTF liaison should establish procedures to distribute this information.

6.2.7.2. PERSCO casualty representative logs into AFPC Secure, Deployed Virtual Military Personnel Flight (dVMPF) and retrieve a copy of members DD Form 93, *Emergency Data Card* for inclusion with the casualty report. The casualty representative retrieves a single unit retrieval file (SURF) from dVMPF with the member's personnel data.

6.2.7.2.1. DCAPES operator provides deployed unit of assignment information as required.

6.2.7.2.2. DCAPES operator updates appropriate duty status and forward deploy member DCAPES record to applicable MTF as required.

6.2.7.2.3. Reporting Process. See **Table 6.1**, Casualty Reporting Process for the casualty reporting steps required by the PERSCO Team.

Table 6.1. Casualty Reporting Process

Step	Action Owner	Narrative
1	Personnel support for contingency operations (PERSCO) Team Casualty Representative	Assign Tasked social security account number (SSAN) in Deliberate and Crisis Action Planning and Execution System (DCAPES). Update DCAPES with the projected following data: tasked social security number (SSN), notification elate, and the projected departure date.
2	PERSCO Team Casualty Representative/ DCAPES Operator	Hospitalized Locally. When the individual is hospitalized at their current deployed location and a casualty report has been accomplished, the PERSCO DCAPES operator updates duty status code 03, Ill/Injured (Casualty reported).

3	PERSCO Team Casualty Representative/ DCAPES Operator	medical evacuated (MEDEVAC'd) to military treatment facility (MTF). If the individual is MEDEVAC'd to any medical treatment facility (MTF), the PERSCO DCAPES operator will update the forward move with the appropriate geolocation (GEOLOC) and effective date; the date must be the correct date and can be obtained from either the casualty message or MTF. Make contact via telephone to the forwarding GEOLOC PERSCO (installation personnel readiness [IPR] for continental United States [CONUS] based MTFs) and provide the following information: Rank, Full Name, SSN, and estimated time of arrival (ETA).
4	Gaining PERSCO Team/IPR DCAPES Operator	Update Arrival. The gaining PERSCO Team/IPR DCAPES operator servicing the MTF will update the arrival of the ill or injured Airman and change the deployed duty status to 03 with the appropriate effective date.
5	Gaining PERSCO Team/IPR DCAPES Operator	Return to duty in area of operations (AOR). When the individual departs, (i.e., returned to duty in AOR) the operator must utilize the forward move capability, update new GEOLOC and effective date.
6	Gaining PERSCO Team/IPR DCAPES Operator	Forward Move to Another MTF. When the individual departs (e.g., sent to another MTF) the operator must utilize the forward move capability, update new GEOLOC and effective date.
7	Gaining PERSCO Team/IPR DCAPES Operator	Returned to Home Station. If the MTF indicates the Airman is being returned to home station, the PERSCO DCAPES operator must update departure date. NOTE: When the individual returned to duty at home station, or when Air Force Personnel Center, Casualty Services Branch (AFPC/DPFCS) (Casualty) determined the individual can be removed from a casualty reporting status, home station IPR will update the temporary duty (TDY) return date in DCAPES to send the deployed record to history.

6.2.8. MTFs. See **Table 6.2**, MTFs.

Table 6.2. MTFs

MTF	Details
Landstuhl Regional Medical Center (Ramstein)	Use geolocation (GEOLOC) (MTLP) and 86th Medical Support Squadron (MSS)/personnel support for contingency operations (PERSCO) (Ramstein PERSCO Team) will account/update the arrival, departure, and duty status.
Wilford Hall (San Antonio)	Use GEOLOC (YW7N) and 802nd Force Support Squadron (FSS) (Lackland Installation Personnel Readiness) will account/update the arrival, departure, and duty status.
Walter Reed Army Medical Center (Washington DC)	Use GEOLOC (YJQF) and 316 FSS (Andrews Installation Personnel Readiness) will account/update the arrival, departure, and duty status.
San Antonio Military Medical Center (San Antonio)	Use GEOLOC (CLXZ) and 802 FSS, (Randolph Installation Personnel Readiness) will account/update the arrival, departure, and duty status.
David Grant Medical Center (Travis)	Use GEOLOC (XDAT) and 60 FSS, (Travis Installation Personnel Readiness) will account/update the arrival, departure, and duty status.
Tripler General Hospital (Hickam)	Use GEOLOC (TRAH) and 15 FSS (Hickam Installation Personnel Readiness) will account/update the arrival, departure, and duty status.
National Naval Medical Center (Bethesda)	Use GEOLOC (BMGM) and 70 FSS (Fort George Meade) will account/update the arrival, departure, and duty status.

6.3. AFPC Casualty. AFPC/DPFCS determines the scope of the casualty process to include the casualty category, casualty status, casualty type, processing requirement, guidance, and access to DCIPS. Casualties have many different statuses; most can be determined by the local medical authority along with circumstances surrounding the casualty. There will be some statuses that Air Force Personnel Center Casualty Services will assist PERSCO with determining the appropriate statuses upon official notification of casualty and circumstances surrounding casualty situation.

6.3.1. Casualty category. A term used to specifically classify a casualty for reporting purposes based upon the casualty type and the casualty status. See [Table 6.3](#), Casualty Status Terms.

Table 6.3. Casualty Status Terms

Term	Details
Casualty Status	Used to classify a casualty for reporting purposes. There are six casualty statuses: deceased, duty status whereabouts unknown (DUSTWUN), missing, very seriously ill or injured (VSI), seriously ill or injured (SI), or not seriously ill or injured (NSI).
Deceased	A casualty status applicable to a person who is either known to have died, determined to have died based on conclusive evidence, or declared to be dead on the basis of a presumptive finding of death. The recovery of remains is not a prerequisite to determining or declaring a person deceased
Duty Status—Whereabouts Unknown	A transitory casualty status, applicable only to military personnel, that is used when the responsible commander suspects the member may be a casualty whose absence is involuntary but does not feel sufficient evidence currently exists to make a definite determination of missing or deceased.
Missing	A casualty status for which Title 37, USC, <i>Pay and Allowances of the Uniformed Services</i> , Chapter 10, <i>Payments to Missing Persons</i> provides statutory guidance concerning missing members of the Military Services, and Title 5, USC, <i>Government Organization and Employees</i> , Chapter 7 provides statutory guidance concerning missing civilians. Excluded are personnel who are in an absent without leave, deserter, or dropped-from-rolls status.
Beleaguered	The casualty is a member of an organized element that has been surrounded by a hostile force to prevent escape of its members.
Besieged	The casualty is a member of an organized element that has been surrounded by a hostile force for compelling it to surrender.
Captured	The casualty has been seized as the result of action of an unfriendly military or paramilitary force in a foreign country.
Detained	The casualty is prevented from proceeding or is restrained in custody for alleged violation of international law or other reason claimed by the government or group under which the person is being held.

Interned	The casualty is definitely known to have been taken into custody of a nonbelligerent foreign power as the result of and for reasons arising out of any armed conflict in which the Armed Forces of the United States are engaged.
Missing in Action (MIA)	The casualty is a hostile casualty, other than the victim of a terrorist activity, who is not present at his or her duty location due to apparent involuntary reasons and whose location is unknown.
Not Seriously Ill or Injured (NSI)	The casualty status of a person whose illness or injury requires medical attention, may or may not require hospitalization, and medical authority classifies as less severe than SI.
Seriously Ill or Injured (SI)	The casualty status of a person whose illness or injury requires medical attention, and medical authority declares that death is possible, but not likely within 72 hours, and/or the severity is such that it is permanent and life-altering.
Very Seriously Ill or Injured (VSI)	The casualty status of a person whose illness or injury is such that medical authority declares it more likely than not that death will occur within 72 hours.

6.3.2. Casualty Type. Used to identify a casualty for reporting purposes as either a hostile casualty or a non-hostile casualty.

6.3.2.1. Hostile Casualty. A person who is the victim of a terrorist activity or who becomes a casualty in action. In action characterizes the casualty as having been the direct result of hostile action, sustained in combat or relating thereto, or sustained going to or returning from a combat mission provided that the occurrence was directly related to hostile action.

6.3.2.1.1. Included are persons killed or wounded mistakenly or accidentally by friendly fire directed at a hostile force or what is thought to be a hostile force. However, not to be considered as sustained in action and not to be interpreted as hostile casualties are injuries or death due to the elements, self-inflicted wounds, combat fatigue, and except in unusual cases, wounds or death inflicted by a friendly force while the individual is in an absent without leave (AWOL), deserter, or dropped-from-rolls status or is voluntarily absent without authority from a place of duty.

6.3.2.1.2. Killed in Action (KIA). A casualty category applicable to a hostile casualty, other than the victim of a terrorist activity, who is killed outright or who dies as a result of wounds or other injuries before reaching a medical treatment facility

6.3.2.1.3. Wounded in Action. A casualty category applicable to a hostile casualty, other than the victim of a terrorist activity, who has incurred an injury due to an external agent or cause. The term encompasses all kinds of wounds and other injuries

incurred in action, whether there is a piercing of the body, as in a penetration or perforated wound, or none, as in the contused wound. These include fractures, burns, blast concussions, all effects of biological and chemical warfare agents, and the effects of an exposure to ionizing radiation or any other destructive weapon or agent. The hostile casualty's status may be very seriously ill or injured, seriously ill or injured, or not seriously ill or injured.

6.3.3. DCIPS. All casualty reports are submitted using the DCIPS case reporting (CR) also known as DCIPS-CR is used to submit initial, supplemental, medical progress, and final reports.

NOTE: PERSCO team members should immediately contact the Air Force Personnel Center Casualty Services upon learning of a casualty. Casualty guidance can be found in DAFI 36-3002 and DCIPS training guide.

6.3.3.1. DCIPS Access and Training. Potential PERSCO Team members request DCIPS-CR access by uploading DD Form 2875, *System Authorization Access Request (SAAR)* to the DCIPS site. Form should include the unit address the member will be deployed to. Request DCIPS access no earlier than 30 days prior to deployment. PERSCO team member can request casualty assistance training from the local CAR. Refer to the DCIPS site for training and account creation: <https://dcse.hrc.army.mil/>.

6.3.3.2. DCIPS has four sites for access listed below for reporting:

- DCIPS A—<https://dcsa.hrc.army.mil/>
- DCIPS B—<https://dcsb.hrc.army.mil/>
- DCIPS C—<https://dcsc.hrc.army.mil/>
- DCIPS D—<https://dcsd.hrc.army.mil/>

6.3.3.3. DCIPS and Missions Partners. Before completing a DCIPS report, the PERSCO team member should coordinate closely with the medical community. The attending physician is the one who places a Service member in a casualty status (e.g., very seriously ill or injured [VSI], seriously ill or injured [SI], not seriously ill or injured [NSI]).

NOTE: Unit commanders must have conclusive evidence before declaring a member deceased. The commander also has the responsibility to declare the member missing or DUSTWUN.

6.3.4. Timeline. PERSCO should transmits the appropriate casualty message, as determined by AFPC/DPFCS, within four hours of learning of a casualty. If circumstances delay or prevent the transmission within four hours, immediately contact AFPC/DPFCS for guidance.

NOTE: Always contact AFPC/DPFCS immediately upon learning of a casualty.

6.3.4.1. Medical Progress Reports (MPR). CARs and PERSCO teams are required to provide a medical progress report (using DCIPS-CR) within 24 hours of the initial event report and every 14 days thereafter if SI or VSI until upgraded to NSI or member is removed from a casualty status, retires, or separates. If the member is on NSI status and their illness/injury originated in an imminent danger pay (IDP)/hazardous duty pay (HDP) area and were hospitalized, a report is still required to be provided every 30 days until the member is removed from a casualty status, retires, or separates.

6.3.4.2. Completing MPR. Using DCIPS-CR, enter a complete description to include: date; treatment; medical evacuation (MEDEVAC) information; casualty status (remains the same or changed to NSI/SI/VSI)/ if being moved to another treatment facility the name and location of it; transfer of reporting to another CAR (contact via phone to confirm transfer prior to providing progress report); emergency family member travel (EFMT) updates (i.e., after-the-fact EFMT requested, next of kin [NOK] remain at bedside under EFMT, EFMT terminated); NOK notification; and if further reports will follow or if this is a final report.

6.3.4.3. Casualty Transfer or MEDEVAC. Submit a progress report using DCIPS-CR upon learning of a change information (e.g., MEDEVAC, transferred to another location, new information requiring immediate reporting). A final report is required upon separation or retirement.

6.3.5. Case Management (CM) Bound Journal. Within DCIPS-CM, there is a place to document all and or any relevant activity (e.g., EFMT, casualty status activity for Service members who are missing status or DUSTWUN). This type of activity and relevant information provides continuity with case management when documented in the bound journal within DCIPS-CM.

Chapter 7

CONTINGENCY MORTUARY AFFAIRS

7.1. Overview. The goal of the mortuary affairs program during contingency operations is to ensure remains return to CONUS as quickly as possible, to preserve remains for identification, and preservation of evidence of death. Remains returned to the Air Force Mortuary Affairs Operations/Port Mortuary (AFMAO/PM) (located at Dover AFB) undergo identification processing, personal effects inventory, preparation, casketing, and final disposition. Refer to Department of the Air Force Handbook (DAFH) 3-102, *Guide to Services Contingency Planning: Mortuary Affairs Search and Recovery*, DAFI 34-160, *Mortuary Affairs Program*, and Air Force tactics, techniques, and procedures (AFTTP) 3-2.51, *Multi-Service Tactics, Techniques, and Procedures for Mortuary Affairs in Theaters of Operations*.

7.2. Responsibilities. The mortuary affairs program in a contingency environment provides support across the full spectrum of military operations to include:

- Search and recovery.
- Tentative believed to be (BTB) identification.
- Evacuation of remains.
- Temporary refrigerated storage, interment, or disinterment (when required).
- Return deceased military, civilian and allied personnel, interned enemy aliens and enemy dead.
- Establishment and operation of mortuary affairs collection points (MACP), theater mortuary evacuation points (TMEP), military mortuaries, and interment sites.
- Collection, inventory, storage, and processing of personal effects (PE) of all deceased and missing US and adversary personnel.
- Operation of the port mortuary.
- Preparation and coordination of the shipment of remains for final disposition.
- Response to mass fatality incidents.

7.3. Mortuary Support for Other Categories of Personnel.

7.3.1. Dependents and US Civilians. Dependents and US civilians accompanying or employed by US forces will be processed in a manner similar to US military personnel. All records and procedures are the same as required for military members.

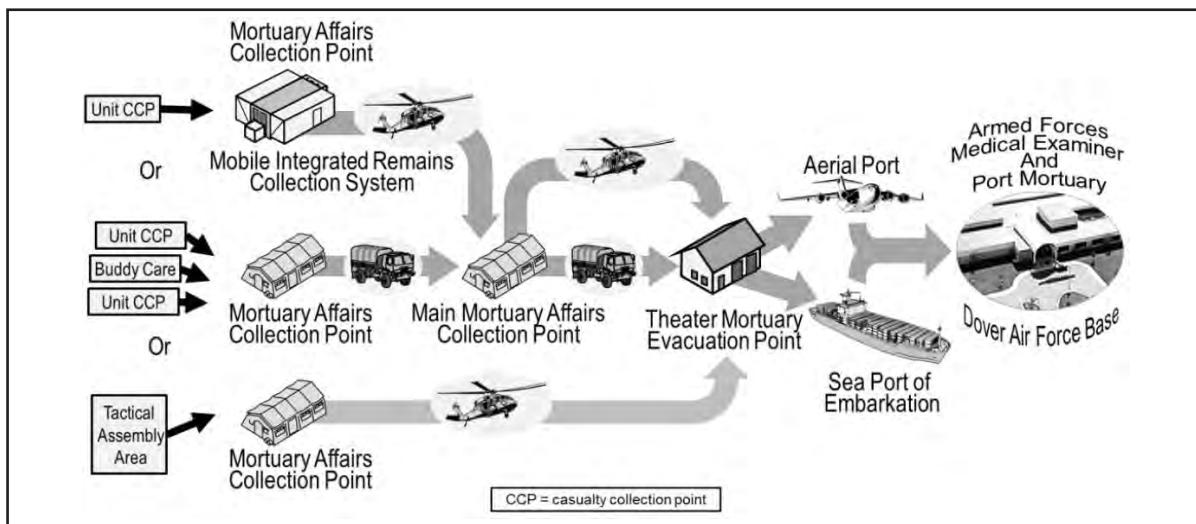
7.3.2. Allied, Interned Enemy Aliens, and Enemy Deceased. Use existing standardization agreements whenever possible. If agreements do not exist and the US is the lead nation, US policy should have precedence. If agreements do not exist and another nation is the lead, US policy would apply only to US forces and citizens, unless otherwise adopted by the multinational force. Under these circumstances, use the same records and reports as for US military. Interment, if required, will be separate for allied and enemy dead. PE of allied personnel will be processed in accordance with standing agreements or according to current mortuary affairs procedures if no agreements exist.

7.3.3. Prisoners of War (POW). Process POWs in accordance with the Geneva Conventions. Contact the Theater Mortuary Affairs Office (TMAO) for more guidance.

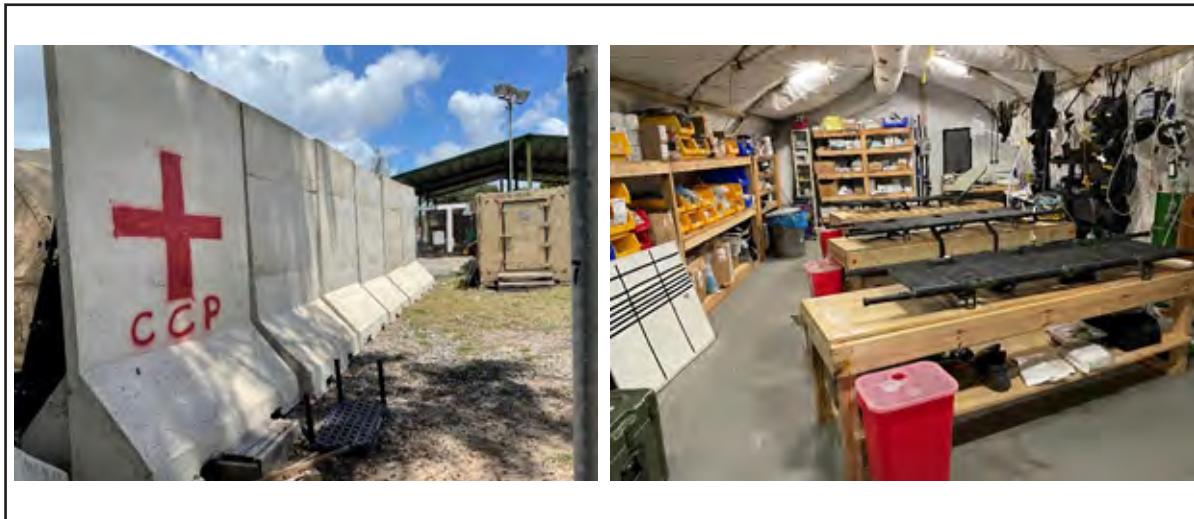
7.3.4. Transfer of Remains to Host Country. When arrangements are made for transferring remains and personal effects to the host country or to an allied nation, mortuary officers will document the transfer in the mortuary officer log of events. The mortuary officer should also provide information for all enemy, detainees, or allied deceased transferred from temporary interment sites for which they have responsibility to the TMAO or joint mortuary affairs office (JMAO).

7.4. Contingency Mortuary Flow of Remains Concept. Areas covered in this section are the casualty collection point (CCP), MACP, TMEP, aerial port, and port mortuary. See [Figure 7.1](#), Contingency Flow of Human Remains.

Figure 7.1. Contingency Flow of Human Remains



7.4.1. Casualty Collection Point (CCP). The CCP will normally be located near a medical facility and managed by medical personnel. An EFSS representative should coordinate with the CCP to begin actions to receive remains. Mortuary personnel are responsible for transporting remains from the CCPs only. The obviously dead may also be transported directly to the MACP. However, it is the responsibility of the decedent's unit, through the buddy care process to transport remains to either the MACP or CCP. See [Figure 7.2](#), CCP Example.

Figure 7.2. CCP Example

7.4.1.1. At the CCP, a competent medical authority is required to declare death. Record declaration of death on appropriate medical form or tag. Write the word ***draft*** on the death certificate, DD Form 2064, *Certificate of Death (Overseas)*.

7.4.1.2. Search and report remains suspected to have unexploded explosive ordnance (UXO) to the civil engineer representative in the EOC via the UCC.

7.4.1.3. While waiting for air transportation, mortuary personnel should ensure remains are stored in a respectful manner, laid shoulder to shoulder in an environmentally controlled facility or container at a temperature between 34 to 40 degrees Fahrenheit (when possible) and screened to prevent them from public view. Mortuary personnel should coordinate with security forces, if needed, to assist in preventing the theft of PE and equipment and to keep unauthorized personnel away from the area.

7.4.1.4. Vehicle operations should provide EFSS mortuary personnel with a covered vehicle to transport remains from the CCP to the MACP.

7.4.1.5. During instances where remains arrive directly at the MACP, call a competent medical authority to pronounce death. Physicians in the field should provide information on cause of death, if known (e.g., gunshot, blunt trauma). Final determination as to positive identification of remains and the cause and manner of death rests with the Armed Forces Medical Examiner System (AFMES).

7.4.2. Mortuary Affairs Collection Points (MACP). The main purpose of the MACP is to move remains, along with accompanying PE, to the AFMAO/PM as quickly as possible for processing and identification (i.e., bag, tag, encase and ship). See [Figure 7.3](#), MACP Example.

Figure 7.3. MACP Example (Niamey)



7.4.2.1. Site Selection. Physically separate the MACP from the main living and work areas on high, dry ground with good drainage. It should be upwind of, and as far away from, the dining facility as possible. Consider the site's proximity to the runway or airport, medical and personnel services, and tactical communications support. There should also be access to an existing helipad or the availability to build a helipad. The MACP should have natural or artificial cover (e.g., trees, hills, unused ISO containers) and screened from view. There should be an access road for vehicles. Sufficient space should be made for processing and holding areas. Establish a perimeter to prevent unauthorized personnel and news media from entering the area. If there's a possibility that remains may contain UXOs, provide sandbag revetments for emergency areas of protection and for general blast protection.

7.4.2.2. MACP Requirements. The MACP requires at least six total personnel to operate: 1 x MACP NCOIC, 1 x team lead, and 4 x mortuary affairs team members. All personnel require a pre-exposure briefing conducted by mental health before handling remains as well as a post-exposure briefing upon completion of their tour. MACP personnel will require appropriate personal protective equipment (PPE) as advised by Operational Safety and Health Administration (OSHA) standards.

7.4.2.2.1. Members handling remains require immediate access to shower and laundry facilities.

7.4.2.2.2. Most field mortuary operations use a Small Shelter System to support MACP operations.

7.4.2.2.3. The site will also require a 275 cubic foot refrigerator large enough to store remains.

7.4.2.2.4. The site may require a power generator if normal site power is not available during processing.

7.4.2.2.5. The MACP will also require adequate lighting, a water supply, access for truck and forklift operations, good drainage and runoff protection, and ventilation.

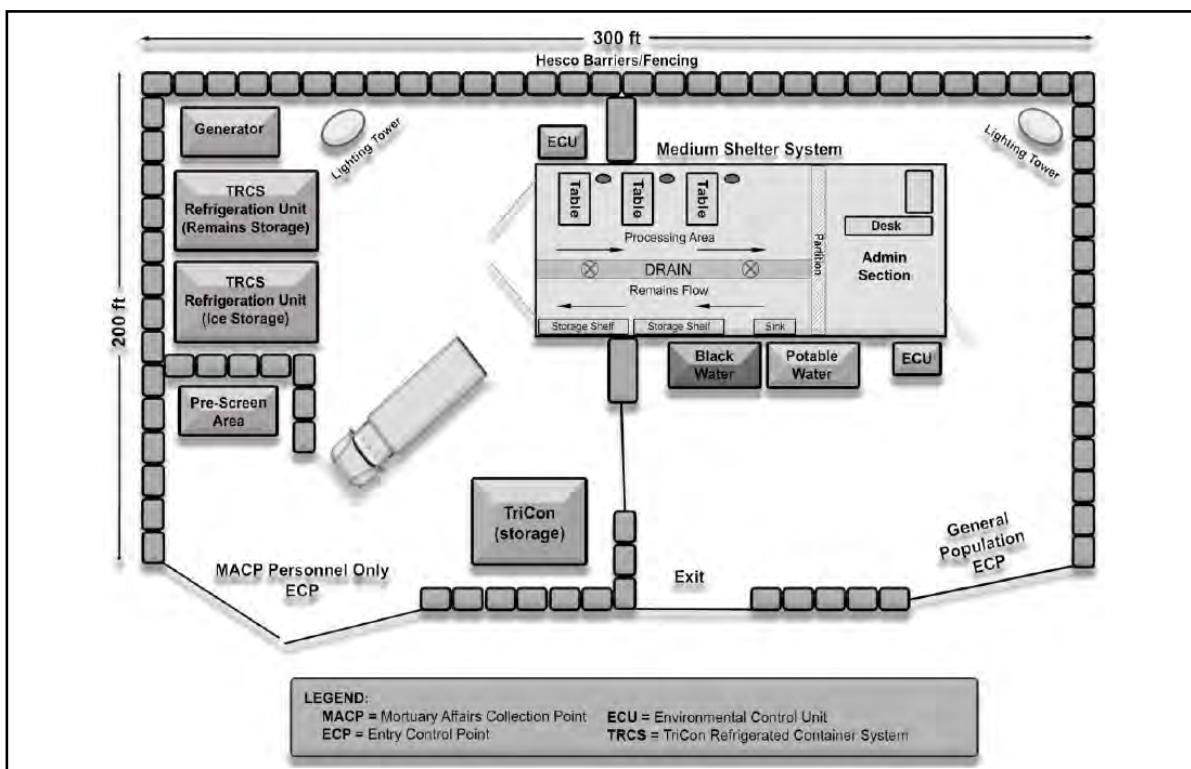
7.4.2.2.6. Depending upon the location and temperatures, an ECU may be required during processing.

7.4.2.2.7. A bio-hazard waste collection point may also be required.

7.4.2.2.8. Initial supplies are contained in the RFSER UTC package. These supplies are for initial operations and additional materials may need to be acquire through contracting or WRM.

7.4.2.3. MACP Layout. If possible, establish separate areas for receiving, processing, and evacuation to avoid confusion. See **Figure 7.4**, Mortuary Affairs Collection Point Operational Layout for a sample layout of a MACP. Refer to AFTTP 3-2.51, for additional detailed information on facility layout.

Figure 7.4. Mortuary Affairs Collection Point Operational Layout



7.4.2.4. MACP Planning for Bio-Defense. Because of the increased terrorist threat of biological warfare, planning for the operation of a MACP in a biological environment must be considered as part of the base bio-defense plan. Use of mission oriented protective posture (MOPP) equipment meets personnel safety requirements until specific bio-defense protective equipment and gear has been developed and fielded.

7.4.2.5. MACP Personnel Responsibilities. Mortuary personnel collect and preserve identification information, operate the MACP, and prepare the remains for shipment. Recovery of remains to either CCP or MACP will be accomplished through the medical evacuation system or the buddy care system. If remains are delivered to the CCP instead of the MACP, it is the responsibility of the MACP or the mortuary CCP augmentees to collect

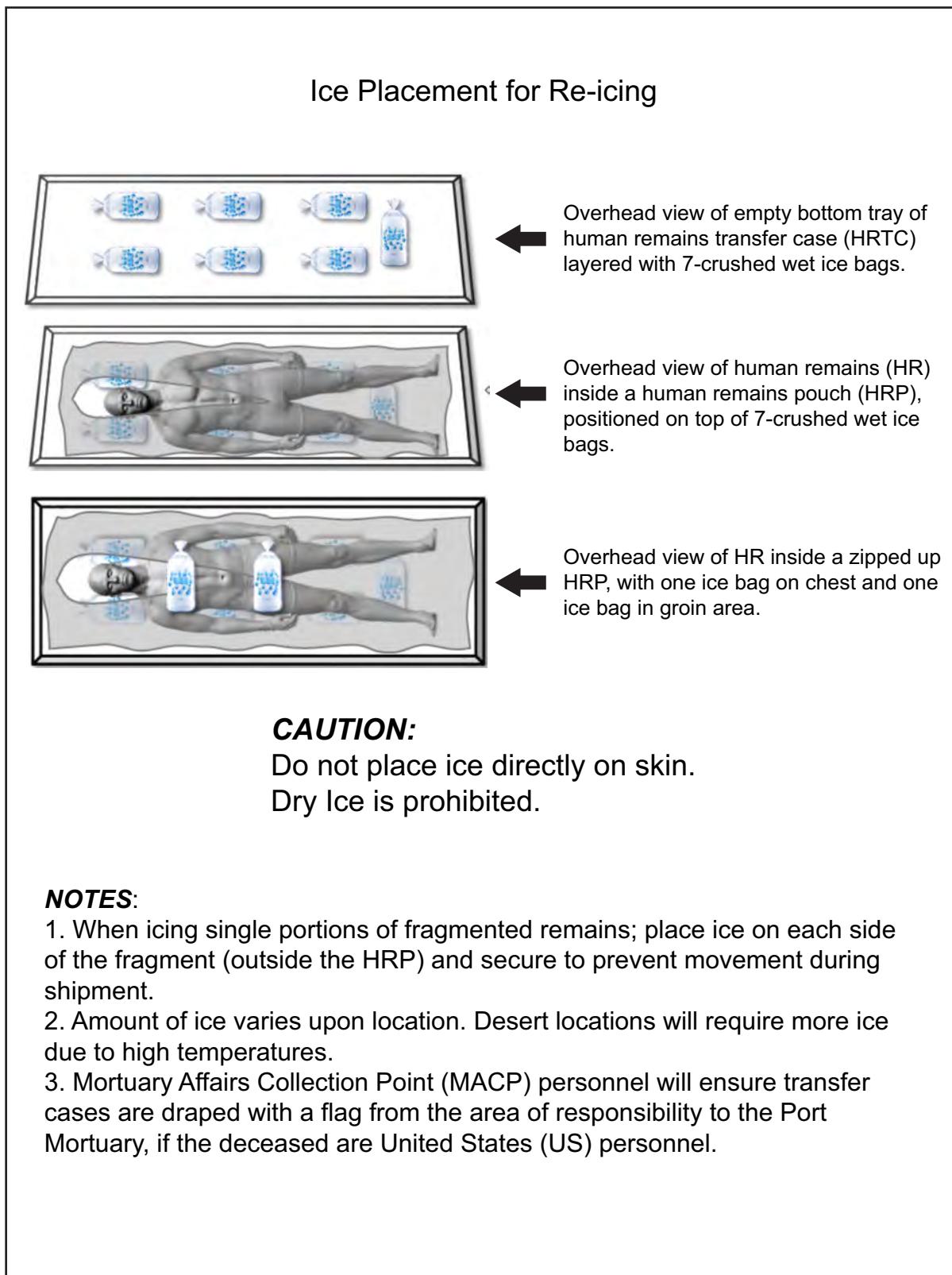
remains from the CCP and transport them to the MACP. If the Mortuary Affairs Remains Tracking System (MARTS) is available, Air Force personnel operating or supporting a MACP should be trained to use the system. MACP personnel should upload all known information of each deceased into MARTS. MARTS is web based automated program that will assist in the elimination of common errors and redundancy that could result from the preparation of paper forms.

7.4.2.6. MACP Human Remains Processing. For MACP processing procedures, please refer to AFTTP 3-2.51.

7.4.2.7. Shipment/Icing. When remains are ready to ship and a transfer case is available, place the human remains pouch in the transfer case and begin icing procedures.

7.4.2.7.1. Follow AFMES icing procedures listed in [Figure 7.5](#), Re-Icing Diagram. Generally, place ice in plastic bags to collect water as ice melts, double or triple bag the ice when possible. If ice machines are not available, other plastic-type waterproof container/material (frozen water bottles) may be used to freeze water. The correct placement of ice in the human remains transfer case (HRTC) should include the use of six to nine bags of ice (8 to 10 pounds each), 60 to 90 pounds of crushed wet ice bags, and place ice bags in the following locations:

- Head: Two bags, one on each side of the head (do not place over face).
- Chest: Three bags; one on each side of the torso (oblique) and one over chest.
- Lower Extremities: Three bags, one on each side of lower extremities, one over groin area.
- Feet: One bag under the feet. See [Figure 7.5](#) for ice placement.

Figure 7.5. Re-Icing Diagram

7.4.2.7.2. Record the shipment information (date, shipped to) on the DD Form 1077, *Collection Point Register of Deceased*. Record the shipment on DD Form 1075, *Convoy List of Remains of Deceased Personnel*. The aircraft commander or vehicle driver must sign for the remains on the DD Form 1075. Multiple copies of DD Form 1075 are required, at least 2.

7.4.2.7.3. Contact EFSS UCC to coordinate transportation and shipment to the TMEP or port mortuary.

7.4.2.7.4. Contact the nearest Personnel Support for PERSCO team to aid in casualty reporting. Provide the BTB name, grade, social security number (SSN), and organization of each of the deceased individuals.

7.4.2.7.5. Notify AFMAO by immediate precedence message. Upon evacuation, provide AFMAO with the shipment date, destination, and a list of remains by name, grade, SSN, and organization.

7.4.2.7.6. Transport the remains. Carry remains feet first at all times. While loading remains, maintain an attitude of reverence and respect. Remains will be loaded feet first into vehicles. When loading remains on an aircraft, they will be loaded feet first then turned once inside. The head will always be stowed toward the nose of the aircraft. This assures aircraft acceleration forces are borne by the feet, thereby avoiding damage to the head. Secure remains to prevent shifting during movement. Transfer cases containing remains will be stowed on the aircraft/pallet in a level position. The feet will never be higher than the head while in the stowed position. Avoid stacking transfer cases.

7.4.2.7.7. SITREP. At the end of each day, the EFSS UCC should provide higher headquarters a SITREP of the day's mortuary affairs activity. Record the evacuation numbers received and shipped on the report. Continue to report on future SITREPs until notification that the remains have arrived at the AFMAO/PM. Remember, the information reported is part of the main SITREP, submitted by the commander.

NOTE: If the aircraft is departing within two hours or before remains can be processed, MACP personnel will ship remains without processing. The minimum procedures that must be accomplished are: complete DD Form 1077, prepare two evacuation tags, and remove any weapons, ammunition, or classified material.

7.4.3. TMEP. TMEPs are established to evacuate all remains and accompanying PE to a government mortuary (e.g., Kuwait City International Airport). TMEP personnel:

7.4.3.1. Receive remains from the theater location (and accompanying PE, clothing, and gear) and record remains on DD Form 1077. Remains will be offloaded feet first.

7.4.3.2. Perform quality assurance checks on existing documentation or initiate, complete, and obtain required processing documentation.

7.4.3.3. Prepare remains for evacuation and perform re-icing procedures as necessary.

7.4.3.4. If a deceased US personnel's transfer case has not been flag draped, a TMEP member will ensure the flag is draped appropriately. Do not secure flags to transfer cases that must be stacked.

- 7.4.3.5. Arrange airlift and initiate all required shipping and special handling documents
- 7.4.3.6. Record shipment on DD Form 1075.
- 7.4.3.7. Transport transfer cases to the Air Mobility Command (AMC) special handling area for palletizing.
- 7.4.3.8. When transfer cases contain human remains, no cargo should be loaded on top of them. Ensure transfer cases are tied down with no more than three transfer cases per pallet. Avoid stacking of transfer cases.
- 7.4.3.9. Empty transfer cases are permitted to be stacked three per row and a max of four high.
- 7.4.3.10. SITREP (Evacuation Numbers Shipped).
- 7.4.3.11. If remains arrive at the TMEP and have not been loaded into MARTS, TMEP personnel will ensure this is accomplished before the remains are transferred from the TMEP.

7.4.4. Aerial Staging Facility (Force Support Augmentation). (e.g., Ramstein AB). Aerial ports:

- 7.4.4.1. Receive remains from the TMEP, record them on a DD Form 1077 and re-ice remains for shipment, if practical.
- 7.4.4.2. Remains will be shipped to Port Mortuary, Dover AFB, DE.
- 7.4.4.3. Shipment will be recorded on DD Form 1075 and evacuation numbers will be documented in the SITREP.

NOTE: Not all flights flow through the aerial staging facility. Remains may be shipped directly to AFMAO Port Mortuary.

7.4.5. AFMES Responsibilities. AFMES is managed by the Defense Health Agency and is colocated directly beside AFMAO at Dover AFB. Immediately upon arrival to Dover AFB, AFMES immediately takes possession of and accountability for the fallen Service members killed-in-action. They are responsible for the positive identification of remains and to perform autopsy to determine cause of death. Once complete, they transfer custody of remains to AFMAO for embalming, preparation, casketing, and transportation.

7.4.6. AFMAO Responsibilities. AFMAO is the designated port-of-entry mortuary facility. It handles most human remains from OCONUS to include wartime fatalities. It is responsible to prepare and casket human remains. AFMAO complies with disposition instructions and transports the fallen member to their final resting place designated from the Person Authorized Direct Disposition (PADD). AFMAO has UTCs specifically postured to support operations at the port mortuary. Force Support Contingency Training-Mortuary (FSCT-M), which is specific training for the tasks performed at the port mortuary is mandatory for Reserve members and highly recommended for Active Duty members assigned to an AFMAO UTC.

7.4.7. Joint Personal Effects Depot (JPED). The JPED is managed by the Army but resides at Dover AFB adjacent to AFMAO to increase unity of effort. The JPED is responsible for receiving, safeguarding, inventorying, storing, and determining the final disposition of

personal effects of not only those killed-in-action, but also those who are wounded or missing from all branches of military service.

7.5. Search and Recovery (S&R) Operations. S&R capabilities are primarily built when sustainment operations begin, but EFSS personnel should train to provide at least an initial capability of 11 core force support personnel for S&R during the Establish the Airbase phase of beddown. Initial supplies are contained in the RFSER UTC package. These supplies are for initial operations and additional materials may need to be acquired through contracting or WRM. Historically, preparations were based on responses to mishaps that involved military personnel and military aircraft. However, deaths caused by other fatal occurrences such as ground transportation mishaps, fires, enemy/terrorist attacks (Khobar Towers and Pentagon), or natural disasters could require S&R. EFSS leaders and planners should ensure deployment teams train and prepare for a wide range of S&R situations, not just steady state aircraft mishaps. Handle response to these events with procedures similar to those involving aircraft. Planners develop base and unit plans that define the roles of responding members. Be aware that wing plans for disaster responses cover many aspects of S&R operation employment.

7.5.1. Contingency Location S&R. While the Army is the lead agent for S&R in the theater of operations, beddown locations with Air Force BOS responsibility will be required to conduct S&R in support of incidents on or near their installation for minor incidents with five or less fatalities. Prior to any S&R operations, the mortuary officer should contact the component headquarters services staff. The component headquarters staff will coordinate with the US Army mortuary affairs executive agent to determine who will conduct the S&R. When it is determined that Air Force personnel will conduct S&R operations, the following policy applies:

7.5.1.1. S&R will only be conducted under conditions that do not endanger the S&R team. Under hostile conditions, the installation or incident commander will determine when it is safe to begin S&R operations. Under non-hostile conditions, explosive ordnance disposal (EOD), CBRN (USA and United States Marine Corps [USMC]), fire emergency services, emergency management (EM), and security force personnel determine if and when the area is safe to conduct S&R operations.

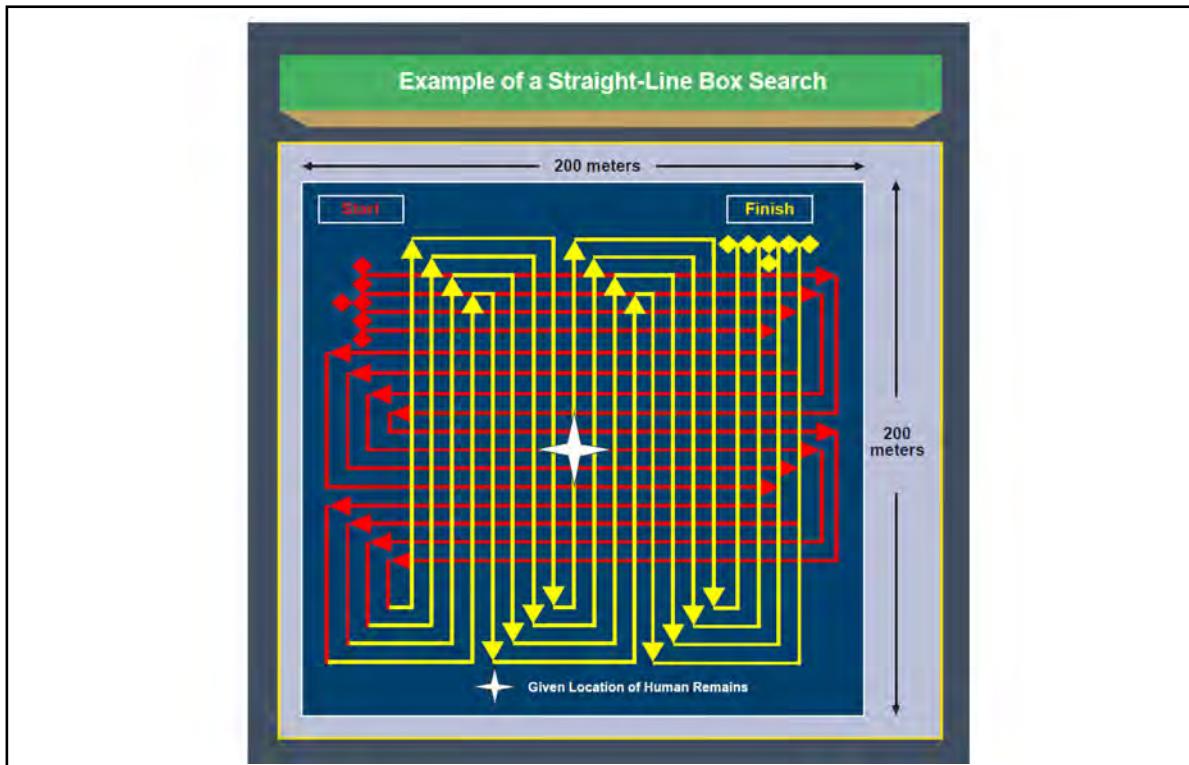
7.5.1.2. In a contaminated environment, limit S&R operations to the minimum processes required to remove remains from the field. Personnel must wear the appropriate protective gear required for the operation. Treat all remains as contaminated. Consult CE readiness personnel and follow appropriate personal decontamination procedures at the conclusion of S&R operations.

7.5.1.3. Force support personnel should manage S&R operations and work through installation leadership to task members of other organizations as augmentees.

7.5.2. Search Method. Use the search method that applies best to the location, time available, and conditions for searching. The type of terrain, scatter of wreckage and remains, and possibility of hostilities will determine the best possible and feasible method for S&R. The success of an S&R mission depends on a well-organized search pattern that fits the particular situation. The S&R team should move in the direction of the recovery site in a slow and steady pattern, searching side-to-side for items pertaining to the operation. Team members should ensure their search technique adapts with surrounding vegetation and terrain. If bushes and

shrubs are present, do a thorough search inside and around the bush for remains and PE. If there are trees in the search area, members need to ensure the branches are checked due to the possibility of remains/PE becoming entangled above the ground. The team leader should ensure that the team maintains proper intervals, moves in the direction of the recovery site, and always stays online. See [Figure 7.6](#), Example of a Straight-Line Box Search.

Figure 7.6. Example of a Straight-Line Box Search



7.5.3. Normal Recovery. Recovery is time sensitive and is the most important and demanding phase of the field operation. Valuable investigative information, identification of remains, and mishap clues can easily be destroyed by hasty or incomplete recovery actions. The mortuary officer should work closely with the director of base medical services or the interim safety board (ISB)/safety investigation board (SIB) medical officer to ensure remains are properly examined, staked, tagged, photographed, and plotted using Global Positioning System (GPS) before removal. When GPS is not available, hand-drawn maps or sketches should be used.

7.5.3.1. Preserving Evidence. Units conducting recovery operations in the AOR should take special precautions to preserve all items that might be useful in establishing a tentative identification of remains. When performing recovery operations, use any means available to recover all remains and portions of remains. PE should not be removed from remains at the mishap site. This will include official cards (line badge) and papers, name tags, and accoutrements. These items will be left on or with the remains to preserve identification evidence. Only weapons, ordnance, and classified material will be removed from the remains. Coordinate with security force and EOD personnel for removal.

7.5.3.2. The mortuary officer should coordinate with bioenvironmental engineering (BE) and CE to determine PPE for S&R.

7.5.3.3. The mortuary officer should coordinate with CE to determine if a GPS capability exists to plot remains and personal effects locations.

7.5.3.4. If normal recovery is possible, use the tagging and bagging process. Use permanent markers to mark flags; use R-# designation for intact remains (constitutes more than 50 percent of a human body, the torso for example), P-# designation for portions of remains, and E-# designation for PE. Each letter will be followed by sequential numbering (e.g., R-1, P-1, P-2) using consecutive recovery numbers for each stake.

7.5.3.5. When possible, mark all PE with consecutive E-numbers. If survey-grade GPS is available, plot the location of remains and PE. Annotate GPS coordinates and R, P, and E #s on both remains and PE tags. If GPS is not available, use hand drawn maps or sketches to plot the location of remains and PE.

7.5.3.6. Three tags will be used for each remains (or portion thereof) and PE found. GPS coordinate must be written on all tags (if no GPS capability—the R, P or E-number will be written on both tags). One tag will be attached to the remains or PE. The second tag will be attached to the human remains/PE bag. The third tag will be attached to the stake.

7.5.3.7. If a public affairs or a combat camera photographer is not available to take photos and there is no investigating officer or other on scene commander to take photos, bring a digital camera to take photos of the primary mishap site, perspective shots of the site and primary remains (intact or primarily intact), and as many portions of remains and PE as possible that are tagged.

7.5.3.8. Portions of remains should be placed in plastic bags and then into a human remains pouch (HRP). Minimize handling to prevent damage. Examine the ground beneath the remains and immediate area to assure recovery of all visible remains.

7.5.3.9. Place PE found near the remains in a plastic bag and place in the same human remains pouch. Place all other PE into a separate HRP.

7.5.3.10. Do not attempt to re-associate personal property or accouterments found loose at the mishap site until the remains are processed and identified. Annotate them on the site map and place in plastic bags secured with wire tie shipping tags.

7.5.3.11. Follow standard refrigeration or icing procedures for transport and storage (34 to 40 degrees Fahrenheit or 1.1 to 4.4 degrees Celsius). Transfer cases are used OCONUS and can be packed with ice for transport, but do not place ice directly on remains. Follow icing procedures as outlined in [Figure 7.5](#), Re-Icing Diagram.

7.5.3.12. EFSS commander or officer in charge (OIC) should keep the Air Force Component forward staff informed of the status of recovery.

7.5.3.13. The EOC director directs termination of the S&R.

7.5.3.14. Evacuate remains and PE to the nearest TMEP for onward movement to a government mortuary as soon as possible.

7.5.4. Expedient S&R Situations. If the recovery must be completed expeditiously, due to possible hostilities or unsafe conditions (e.g., weather, enemy fire), R, P, and E numbers will not be used. These situations may require a grab and bag process.

7.5.4.1. Small teams of force support, security forces, EOD, investigating officer(s), and a medical person (if possible) are normally required for this type of operation.

7.5.4.2. Teams will enter into the site in armored vehicles or helicopters.

7.5.4.3. Teams would have a predetermined kit of PPE that is suitable for their geographic area. Primary wear could be standard chemical suits or a protective coverall worn if chemical (splash or contact) or dust protection is required.

7.5.4.4. Based on the number of fatalities involved, the response kit would contain enough HRP (double the number of fatalities when possible) and plastic bags to recover all primarily visible remains that can be safely obtained within the mission on-ground.

7.5.4.5. If hazardous substances exist in the search area or the remains are suspected to be contaminated, at least two HRP should be used to contain the set of remains during transport back from the mishap location.

7.5.4.6. If there are limitations in transport, a single HRP may have to contain a larger number of bagged fragmented remains.

7.5.4.7. Do not remove PE found on the remains. If PE is BTB associated with the remains, place PE in plastic bags and then place in the same HRP as the remains.

7.5.4.8. When possible, wrap intact or primary remains in a sheet and place in the HRP before placing the plastic bags used for smaller remains or PE.

7.5.4.9. Place all other PE into plastic bags and then place into a separate HRP.

7.5.4.10. If a photographer cannot accompany the team, bring a camera and have someone photograph the location. Take a GPS reading for the site.

7.5.4.11. Have the pilot or vehicle operator note any reference points that may help when returning to the location for follow-on S&R.

7.5.4.12. Photograph the major mishap items and the remains (intact and primarily intact) in perspective to the major mishap items. If flying into the location, try and take an aerial shot of the location during approach.

7.5.4.13. Evacuate remains and PE to the nearest MACP for processing, refrigeration, and further evacuation to the TMEP as soon as possible.

7.5.5. Unaccounted-for Remains. In situations where other remains are still unaccounted for, the following may be required if time and equipment are available—expand the search or check for buried portions of remains in a crater (such as with a sifting box), scattered in the area, or under wreckage (normal S&R operations).

7.5.5.1. Later S&R efforts may be required to recover any other un-recovered remains. The problem with not completing all S&R efforts in a contingency environment is the potential for animal scavenging, human pilfering, or adversary intelligence gathering (normal and expedient S&R operations).

7.5.6. Log of Events. A recorder at the location for all mishaps maintains a running log of events. Each entry on the running log should include the date, time, actions that occur, actions or support that is requested, and the person who requested the action.

7.5.6.1. For OCONUS deployments, the format for the log of events can be similar or the same as the EFSS UCC log of events, but should be kept as a separate portion of that log if maintained by the EFSS UCC.

7.5.6.2. Provide other information such as weather conditions, time personnel and teams arrive or leave the site, daily team status, requests for other support or when support arrives, all disaster mental health (DMH) and safety briefings, and all actions taken to handle shortfalls or limiting factors.

7.5.7. Support for Non-Force Support Units Conducting S&R. Operations in a high threat area, mission security or necessity may require units to recover the remains of their own members (e.g., special forces, security forces, other Services). These units may request guidance, assistance, and supplies for these operations from the nearest force support unit.

7.5.7.1. If GPS readings/coordinates and maps with identifying features of the site are available, include them in the documentation that is shipped with remains, the case file, and in the daily mortuary report.

7.5.7.2. Remains will receive medical confirmation, mortuary processing, and return to the AFMAO/PM.

7.5.7.3. Ensure that remains being returned from hostile actions (to the MACP for processing and return stateside) have been or are checked for contamination and possible UXO before processing and placing in transfer cases.

7.5.8. Follow-up Actions and Reporting S&R. It is vitally important to use each S&R effort as an opportunity to improve efforts. There are always lessons learned, even if there is no formal requirement to submit a lengthy lessons learned report outside of the after action report.

7.5.8.1. The mortuary officer should submit an after action report to AFMAO through their MAJCOM. The report will include the location, the operation start and end dates, number of fatalities, lessons learned, and limiting factors. Submit this report no later than 30 days after recovery operations have terminated.

7.5.8.2. Additional information can be extremely useful for analysis and determining future resources and training. When possible, also forward a copy of the log of events with the AAR. The log of events should identify the PPE and other special equipment, vehicles, and assistance that were used.

7.5.8.3. Findings should be discussed and updated in base and organization plans, emergency response plans, and operating instructions (OI) to correct any shortcomings in:

- Response procedures.
- Notification efforts.
- S&R tactics, techniques, and procedures.
- Training.
- Personnel.

- Transportation.
- Supplies.
- Equipment.

7.5.8.4. Updating plans and availability of resources and documenting this information is especially important when deployed and since AFFORGEN rotations can create a lack of continuity. Always include important efforts in a continuity folder and up-to-date OIs.

7.6. Interment, Disinterment, and Contaminated Remains Processing.

7.6.1. Emergency Interment. Emergency interment is an interment, usually on the battlefield, when conditions do not permit either evacuation to a MACP or TMEP. It may occur when intense hostilities prevent evacuation of remains and burial is an emergency means of preserving remains or preventing them from falling into enemy hands. It may amount to little more than hiding and recording the location of remains so that recovery can occur at a safer time. It is the only situation in which interment can occur without theater commander direction. In such case, the decision to temporarily inter can be made by the senior military member (officer or enlisted) on scene. If so, immediately meet with civil engineers to finalize layout and begin excavating an interment site. It is imperative to record the location of the emergency burial so that the remains are found and disinterred as soon as possible.

7.6.2. Temporary Interment. Temporary interment is only permitted as a last resort. Every effort should be made to evacuate remains as soon as possible. Situations that may require temporary interment include weapons of mass destruction, hostilities, transportation shortages, large number of remains that could overwhelm manpower capabilities, insufficient capability to decontaminate remains, or insufficient refrigerator space. Unit commanders must obtain permission from the geographic combatant commander (CCDR) to conduct temporary interment operations.

7.6.3. Setup. When interment is required, establish separate interment rows for burial of allied and enemy deceased to aid in later disinterment operations. After arrangements are made to transfer remains to the host country or to a friendly nation, commanders will maintain records of the transfer and provide information for all allied or enemy deceased transferred from temporary interment sites for which they have responsibility.

7.6.4. Selection of Interment Site. The site should be level, free of large obstacles, away from main roads and populated areas. The site should not be in a flood zone and have adequate soil depth to the water table. Civil engineers should determine what equipment is available that will be adequate, given types of soil and local conditions. Ensure layout is site specific and do not try using strictly book values for spacing and depth. Civil engineers should provide enough space between rows to prevent equipment from caving in or sliding into the trenches when excavating and while covering the remains. They may also have to assist services personnel for placement of row markers. At established or mature contingency beddown locations, the temporary burial sites should be determined in advance. The primary and alternate sites for temporary burial locations should be clearly identified using grid coordinates. The site selection should be coordinated between CE and EFSS.

7.6.5. Interment Site Dimensions. Temporary burial sites do not contain individual graves, but will consist of straight rows (trenches). The number of remains you have will determine

how many sites you will need. No more than 10 remains, head to foot lengthwise, will be placed in each trench. The rows will be 70 feet long, 3- and one-half feet deep, and 3 feet wide. For contaminated remains, the depth should be 6- and one-half feet and trenches should be 80 feet long. A distance of at least 3 feet between trench rows will be maintained. Ideally, rows should be side by side, but may not be if terrain conditions prohibit.

7.6.6. Ground Preparation. The base civil engineer should provide mechanical trenching or other earth moving equipment, with operators

Separate rows should be used for US, allied, and enemy dead.

7.6.7. Graves Registry for Temporary Interment Process. MACP personnel should meet the personnel transporting the remains and obtain all available documentation and information on the remains maintained in the case file. MACP complete the following procedures during the interment process:

7.6.7.1. If a list of remains is present, verify the remains as they are offloaded. Upon verification, mortuary personnel will sign for remains.

7.6.7.2. Initiate a DD Form 1079, *Interment/Disinterment Register*.

7.6.7.3. Report remains suspected to have UXO to the CE representative in the EOC via the UCC.

7.6.7.4. Leave clothing, gear (including helmets, vests, safety equipment or organizational equipment), and personal effects on remains to aid in identification and investigation at the port mortuary to include the chemical warfare defense (CWD). Enter all items on the remains, except weapons, munitions, classified documents, and hazardous material.

7.6.7.5. Assign each remain an interment processing number by using the next sequential number from the DD Form 1079, Block 5. Use one page of DD Form 1079 for each row of 10 remains. The number consists of an accumulative number and the current calendar year (e.g., 03-0024-2007 row 3, remains number 24, calendar year 2007).

7.6.7.6. Record information (interment processing number, date received and BTB-Name and SSN if available) and branch of services on the DD Form 1079. Use documentation generated at the MACP as part of the interment case file.

7.6.7.7. Place remains in a HRP. When HRPs are not available, wrap in a poncho or plastic. Two tags will be completed (use metal tags if available), each with the interment processing number. Attach tags as follows: one to the remains and one to the HRP.

NOTE: If remains are fragmented, attach a tag to each portion of the remains recovered. Use the evacuation number to identify each portion of commingled remains believed to be the same (single person death). R or P numbers, as those used in search and recovery, are not needed for identification, they are only used in charting an accident site.

7.6.7.8. If time allows:

7.6.7.8.1. Establish tentative (BTB) identification (ID) or use ***unidentified***.

7.6.7.8.2. Place the plastic pouch with a draft DD Form 2064 and other information in the remains pouch. Close the remains pouch.

7.6.7.8.3. Place remains head to foot.

7.6.7.8.4. Bury all personal effects with remains of US personnel.

7.6.7.8.5. Provide DD Form 1079 to the Theater Joint Mortuary Affairs Office (JMAO). The mortuary officer will retain a copy of the DD Form 1079 in the mortuary case file and forward a copy to AFMAO.

7.6.7.8.6. Upon burial completion in a row, the row is filled. A bucket loader-type vehicle should be used to refill the trenches. Care should be taken not to drive over the rows, even after they have been refilled.

7.6.8. Marking the Interment Site. Place stakes as grave markers at the beginning (head) and end of each row. The marker should extend at least 3 feet above the ground. Attach a weather resistant sign to the stake bearing the following information:

- Row number.
- Number of remains.
- Date of burials.

7.6.8.1. CE should provide interment site coordinates using GPS, if available. Use coordinates to determine location of each row and record in block 4 of the DD Form 1079.

7.6.8.2. If remains are contaminated, attach a nuclear, biological, and chemical (NBC) contaminated tag. Also, ensure CE emergency management clearly marks the area.

7.6.9. Disinterment. Disinter temporarily interred remains at the earliest possible time. Upon disinterment, ship remains to AFMAO/PM. The on-scene commander is responsible for planning the opening of trench graves to ensure accountability of remains using DD Form 1079. Use of host-nation support, local national support, or third country national support are limited to general labor, administration, transportation, or facility support. Only US military, United States government (USG) civilians, or DOD contracted civilians may be used to accomplish search, recovery, and processing of US remains or inventory of personal effects.

7.6.9.1. Personnel conducting disinterment operations should wear PPE, such as N95 high efficiency particulate air (HEPA) respirators (surgical mask may be used when respirators are not available), gloves, and aprons.

7.6.9.2. If remains are contaminated, ensure proper MOPP gear is available to MACP personnel during disinterment. MACP members should only assist with contaminated remains disinterment if they have been extensively trained by the Mortuary Affairs Contaminated Remains Mitigation Site (MACRMS) personnel. This training is more in depth than the standard deployment CBRN requirement.

7.6.9.3. Locate the grave markers placed at the beginning of each row. Use GPS coordinates in conjunction with maps to determine the exact location of the site.

7.6.9.4. Rows may be opened from either end. Using a backhoe and digging with care, dig down approximately one- and one-half feet. Dig the remaining depth with hand tools to avoid mutilating the remains. Carefully remove dirt from all sides of the remains.

7.6.9.5. Match the number on the tag to the DD Form 1079 processing number previously recorded during interment.

7.6.9.6. If required, place the remains and HRP in a new HRP.

7.6.9.7. If the HRP or shroud was not intact, sift the soil in the immediate area for skeletal anatomy and PE.

7.6.9.8. Complete the DD Form 1079 and prepare a processing tag in the same manner as in interment operations. Attach the tag to the HRP.

7.6.9.9. Place remains and HRP on a litter and remove them from the row or interment site.

7.6.9.10. Evacuate remains to MACP for processing and evacuation to TMEP or AFMAO/PM.

7.6.9.11. After disinterment operations are complete, restore the land to its original condition.

7.6.9.12. Report completed recovery efforts through command channels to the Theater JMAO.

7.7. Contaminated Remains. This section outlines the procedures for contaminated human remains and precautions to protect personnel involved in recovering and processing those remains. Because no major CBRN event is the same, exact procedures for each event cannot be addressed.

7.7.1. Expertise. The involvement of CBRN experts in the decontamination process to include MACRMS personnel and CE emergency management personnel are integral to the success of contingency mortuary affairs programs. They serve as a guide tailored for each event. subject matter expert (SME) involvement is needed during these processes. In-cases of a CBRN event, consult with both military and civilian experts from the medical, chemical/biological/nuclear science community.

7.7.2. Responsibilities. The primary joint mortuary affairs mission in a CBRN environment is the establishment and operation of a MACRMS to complete identification tasks and contamination mitigation. Unit personnel, wearing appropriate MOPP gear, are responsible for the recovery of deceased unit members while evacuating the area.

7.7.2.1. If remains are contaminated with CBRN agents, all efforts will be made to decontaminate them and return through routine channels.

7.7.2.2. The US Army, as the Executive Agent for Mortuary Affairs, has dedicated decontamination teams and is responsible to respond to all contamination events. They are responsible for decontamination and certification of remains as decontaminated prior to transport out of the AOR or OCONUS.

7.7.2.3. For remains that cannot be decontaminated, protecting the health of service members and the public must take precedence over the rapid repatriation of remains. Safety, not speed, is paramount. Until safe handling procedures and materials can be identified for decontamination, temporary refrigerated storage, or interment of those contaminated remains still posing a threat to public health is the recommended method of disposition. The temperature of the refrigeration container must be maintained between 34- and 40-degrees Fahrenheit (1.1- to 4.4-degrees Celsius). Ensure the temperature is checked at periodic intervals. Do not freeze human remains under any circumstances.

7.7.2.4. Presently, cremation is the only 100 percent effective means to completely decontaminate human remains. In accordance with Department of Defense Instruction

(DODI) 1300.29, *Mortuary Affairs Program*, biologically or chemically contaminated identified remains of all DOD employees, to include contractors, may be cremated in a DOD operated or DOD contracted facility at the request of the PADD if deemed as an appropriate option by the Secretary of the Military Department concerned. This does not apply to radiologically contaminated remains.

7.7.3. Handling Contaminated Remains. Currently, Air Force's role in this process is to perform temporary refrigerated storage or interment of remains, if it has been determined remains cannot be decontaminated. The geographic CCDR is the only authority to authorize or direct temporary interment

7.7.3.1. Force support representatives in the EOC will request Army mortuary affairs decontamination support and/or approval for temporary storage or interment through JMAO to the geographic CCDR.

7.7.3.2. Processing Contaminated Remains. In the event the Army cannot decontaminate remains or they cannot respond in a timely manner, EFSS personnel dressed in appropriate PPE or MOPP 4 should perform the following steps to process contaminated remains:

7.7.3.2.1. Search for UXOs, weapons, and ammunition.

7.7.3.2.2. Check remains for possible BTB information and follow standard tagging procedures. If transporting remains to MACRMS mortuary affairs decontamination collection point (MADCP), add evacuation number.

7.7.3.2.3. Obtain DD Form 2064 from medical personnel. Place all documentation in a sealed plastic bag and place in the HRP. Add copies of all documentation to the individual case file.

7.7.3.2.4. Properly mark remains with appropriate CBRN marking kit signs inside and outside of HRP if available. If kits are not available, place the letter "C" on the BTB information tags to identify contamination. Attach one tag to the remains, one to the HRP, and complete DD Form 1077.

7.7.3.3. Double pouch remains. Leave all clothing, gear (including helmets, vests, safety equipment or organization equipment) and PE on remains to aid in identification at AFMAO/PM. Place HRPs in sealed refrigeration units or temporarily inter.

7.7.3.3.1. If temporary interment is necessary, the dimensions are 80 feet long and 6 and one-half feet deep.

7.7.3.3.2. Temporary interment sites with contaminated remains will be marked and provided with 24-hour security.

7.7.3.3.3. Accurately address the number and status of contaminated remains on daily SITREPs.

7.8. Health, Hygiene and Safety. Safety is a major concern in all operations. Leaders should be aware of safety-related factors involving remains handling. Constantly monitor sanitation of the MACP and personnel.

7.8.1. Sanitation. Disinfect the MACP daily or as needed by mopping the floor and wiping down tables with hot water and cleaning solutions.

7.8.2. Heat Stress and Work/Rest Cycles. Heat stress is a vital aspect when working in the MACP. Supervisors must watch for signs of heat injury, such as headache, nausea, vertigo, weakness, thirst, and delirium and confusion.

7.8.2.1. Base work and rest cycles upon location and environment. Once personnel reach their maximum workload for heat stress, they cannot recover quickly enough to accomplish the mortuary mission.

7.8.3. Lifting Requirements. Personnel must follow proper lifting techniques when moving remains. In accordance with Air Force Occupational Safety and Health (AFOSH) standards, they should be instructed on how to lift with their legs, not their back and should not lift more than 75 pounds individually.

7.8.4. Blood-Borne Pathogens. During the handling of remains, take care to avoid exposure to body fluids. Rubber gloves, aprons, surgical masks, and eye protection must be worn when working with remains. If contact is made, wash the area immediately with a disinfectant or soap solution.

7.8.5. DMH Team. All personnel involved in contingency mortuary operations will receive a DMH Team debrief prior to returning to their regular duties.

Chapter 8

KEEPING AIRMEN FIT TO FIGHT

8.1. Overview. This chapter provides proven TTP for establishing and maintaining fitness operations. Fitness adds to the QoL at a base and helps ensure that all members of the Air Force are physically fit to support the Air Force mission per Department of the Air Force manual (DAFMAN) 36-2905, *Fitness Program*. Fitness operations accommodate both outdoor and indoor amenities to provide exercise opportunities that keep Airmen fit to fight.

8.2. Fitness Programs. Initially, limited fitness functions may not be supported because the delivery of higher priority mission items prevents the delivery of fitness equipment. Fitness programs should progress in scope as managers procure the equipment and the facilities improve. In accordance with AFI 34-266, *Fitness, Sports, and World Class Athlete Program*, fitness personnel acquire and maintain equipment, design exercise programs, and provide physical and mental health support from combat activities through self-directed and directed exercise programs.

8.3. Open the Base Considerations.

8.3.1. Funding. Fitness centers are Category A, mission essential programs and are authorized 100 percent appropriated fund (APF) support. APFs should be used to support contingency site operations, to fund items (furnishings, equipment, supplies), and to establish amenities commensurate with contingency requirements.

8.3.1.1. Do not use APFs to recreate or duplicate support amenities available at established Air Force installations. Refer to DAFMAN 65-605, Volume 1, *Budget Guidance and Technical Procedures*, AFI 65-106, *Appropriated Fund Support of Morale, Welfare and Recreation (MWR) and other Nonappropriated Instrumentalities (NAFIS)*, and AFI 65-610, *Guidance for Expenditures at Deployed Locations*, for guidance on appropriated funding support.

8.3.1.2. When APFs are not available for capital or operational needs for which appropriated funds are authorized, include them as unfunded requirements in the appropriated fund budget.

8.3.1.3. When military fitness and sports facilities are not available, APFs are sometimes authorized to contract with specified local facilities. Refer to AFI 65-106, Chapter 9, *Contracting for Physical Fitness Services*, for details on who is authorized to contract for commercial fitness services and approval processes.

8.3.1.4. EFSS commanders and Prime RIBS personnel are responsible for ensuring all purchases are necessary, prudent, and controlled to those necessary to support deployed mission operations.

8.3.1.5. The support element containing Air Force services activities is the only organization authorized to purchase recreation and physical fitness equipment. Non-services activity units are prohibited from procuring recreation and physical fitness equipment. This provision also applies to televisions, digital versatile discs, and compact disc players procured with appropriated funds for recreational or fitness purposes.

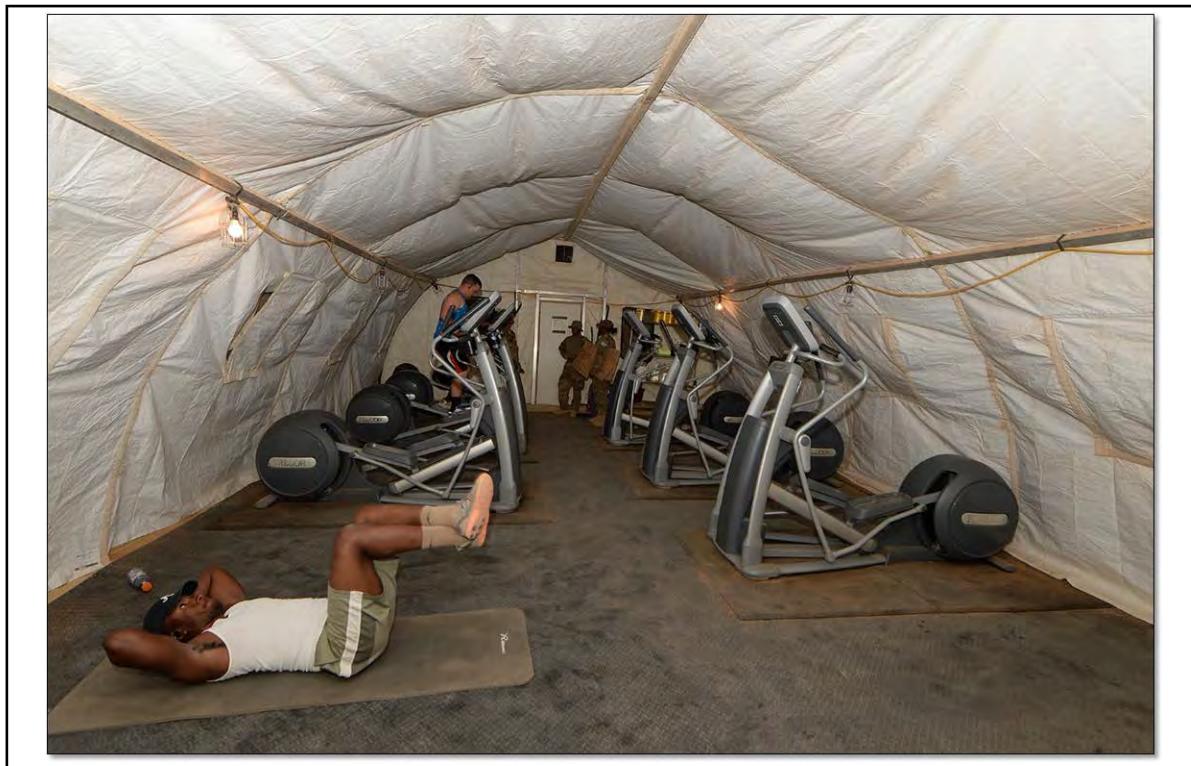
8.3.2. Planning. Prime RIBS should plan for future phases and operations. Consider the environment, location, and become familiar with the other units that might assist with set up.

8.3.2.1. Fitness and sports programs should contribute to readiness and improve productivity by promoting total fitness, esprit de corps, and QoL for deployed personnel. Activities should have different levels of involvement and support. The degree of planning and effort involved in providing programs depends on the nature of the activity, mission requirements, customer demand, and available resources.

8.3.3. Fitness Assets. The only fitness assets contained in the WRM program are shelters. Any fitness equipment required will have to be purchased by Prime RIBS. Check local sources for availability and commercial quality of items such as fitness equipment, cleaning supplies, or lockers. If local sources are available, coordinate with Theater Service Planner for theater sources for purchase. Deliberate planning can make the job easier.

8.3.4. Safety and Environmental Considerations. Consult with CE and occupational safety to have a safety inspection conducted to correct possible occupational hazards before opening the fitness facility. Determine if there are any known environmental hazards that could restrict operations or require theater logistics, contract, or engineering support before the facilities or sites are usable. There may be host nation restrictions on use of certain types of facilities due to location, environmental pollution, or other support concerns.

8.3.5. Self-Directed Activities. Most of the programming during this phase should be self-directed. Self-directed activities permit customers to use facilities and equipment without the assistance of fitness staff. In self-directed programs, participants abide by rules they establish and monitor themselves (e.g., half-court basketball games, running, calisthenics). See [Figure 8.1](#), Contingency Self-Directed Fitness Example.

Figure 8.1. Contingency Self-Directed Fitness Example

8.3.6. Facilities. If possible, obtain hard wall shelters or other more permanent facilities since quality shelters are a high priority for housing cardiovascular and selectorized equipment and often provide force protection features.

8.3.6.1. Evaluate existing facilities for use as a fitness facility. If there are not any buildings sufficient for a fitness facility, then erect either small or medium (preferred) shelter system structures.

8.3.6.2. Facilities that are open 24/7 should have sufficient environmental control units (heating and air conditioning) for comfort. Seal facilities to prevent blowing dust and sand to keep machines functioning better.

8.3.6.3. Provide for adequate entry foyers, walk-off mats, and outside wind baffles (if needed) to prevent sand, dirt, and dust from blowing in when doors are closed if hardened facilities are unavailable.

8.3.6.4. Whether building up operations on a more permanent basis or operating within the constraints of WRM assets, there are many possible QoL enhancements to make with APFs. The mission and environment at some locations may make it impractical to support fully equipped fitness facilities. Prime RIBS personnel should conduct an assessment to determine the best type of facility to support either self-directed or directed fitness programs.

8.3.6.5. To store electric equipment like treadmills, trailers or modular buildings make an excellent option. A low-cost alternative is to utilize coalition or host nation assets.

Establish a fix memorandum of work (MOW) in writing to determine is responsible for what and file it in the life of the deployment (LOD) file for future rotation use.

8.3.7. Siting Considerations. The final step in plan development is to site the fitness facilities. This will require deliberate coordination with EFSS leadership and ECES to best site the operation to support both near term mission requirements and allow for expansion as the location matures. See **Table 8.1**, Fitness Siting Planning Factors

Table 8.1. Fitness Siting Planning Factors

- | |
|---|
| 1. Slope of terrain is < 18 inches over entire floor plan. |
| 2. Area flat, high, dry, good drainage. |
| 3. Meets force protection and threat requirements. |
| 4. Latrine and shower/shave located nearby (but downwind from quarters and feeding facilities). |
| 5. Close to potable water source. |
| 6. Adequate for future expansion. |

8.3.8. Site Layout. CE site developers are responsible for site layout. Threat level generally determines what site layout will look like. Ideally, plan for fitness facilities to be central to other MWR and services operations within walking distance of contingency quarters. Prime RIBS should advocate for space for expansion as well as space for outdoor activities such as running tracks and sports fields.

8.4. Operate the Base. In this phase, incorporate self-directed and directed programs, leagues, and tournaments. Prime RIBS should understand the demographics of deployed personnel and develop programs to fit their needs. Programs that work during one rotation may require adjustments during the next rotation based on demographics, weather, and resources. Complete after-action reports for future events.

8.4.1. Operations. Operations codifies how Prime RIBS will systematically program and implement fitness and sports programs as well as other managerial functions.

8.4.2. Directed Activities. Prime RIBS provides direct oversight of services facilities and equipment. Directed activities involve either military staff and/or contract services actively offering programs that support the fitness and recreational needs of deployed forces. A popular example of a directed activity is a combat aerobics class led by a fitness specialist or trained instructor. Other examples of organized fitness activities include 5-kilometer fun runs, basketball or volleyball tournaments, aerobics classes, and martial arts.

8.4.3. Fitness Incentive Program. In addition to directed activity programs, plan fitness incentive programs that set the stage for accomplishing milestones for levels of fitness efforts-present awards for achievement and regular level effort awards.

8.4.3.1. Fitness incentive awards are purchased with APP funds. According to DAFMAN 65-605, Volume 1, the unit cost of any incentive item will not exceed \$10.

8.4.3.2. Due to high costs, coins or medallions should not be used as incentive items.

8.4.3.3. Only one fitness incentive award can be given to a participant per program type. Participants can receive multiple awards if they are earned in multiple program types.

EXAMPLE: If there is a running fitness incentive program that leads to an award at the 50-, 100-, 150-, and 200-mile distances, the participant can only receive an award for the running program once. If they receive an award for completing 50 miles, they cannot receive another one at the 100-mile distance. It is strongly encouraged that participants wait until they are about to redeploy home to receive the award for the greatest achievement earned.

8.4.3.4. Sports Competitions. Coordinate with financial management (FM) prior to purchasing awards to ensure the prize is consistent with FM requirements and does not exceed monetary thresholds.

8.4.3.4.1. Use APF to purchase T-shirts, trophies, plaques, or similar items for presentation to winners of intramural sports and athletic competitions.

8.4.3.4.2. Such competitions should be of a continuing nature.

8.4.3.4.3. T-shirts can be used in lieu of other awards and cannot be used in conjunction with any plaque, medal/medallion, trophy, or similar device. No other type of shirt is authorized.

8.4.3.4.4. Awards, including T-shirts, may be given to winners only and not participants in general.

8.4.3.4.5. The trophies, plaques, or similar devices should be for display purposes only, and not redeemable for cash, merchandise, or services.

8.4.3.4.6. The term winner is defined as the top three finishing persons/teams in recognized categories of intramural sports and athletic competitions.

8.4.3.4.7. For team awards, one award per team for first through third place is authorized as well as an individual award for each member of the first-place team.

8.4.3.5. Authorized Personnel. Prime RIBS personnel who control a specific program (e.g., planning scheduling, prize determination) as well as EFSS Leadership, (i.e., commander, deputy commander, superintendent); can participate in programs but are encouraged **not** to accept any prizes due to the appearance of impropriety.

8.4.3.5.1. The EFSS commander should establish a policy regarding Prime RIBS personnel eligible to participate and accept prizes. Contractors may participate in events as long as it does not detract from the ability to support regeneration of the Airmen.

8.4.3.5.2. The EFSS commander can make a recommendation for AEW commander approval to restrict contractors from participating if it is determined their participation is impeding the recreation programming. Refer to DAFI 34-101, *Air Force Morale, Welfare, and Recreation (MWR) Programs and Use Eligibility*, Table A2.1 for further guidance on program participation eligibility.

8.4.4. Fitness Equipment. When Airmen are forced indoors due to weather, cardiovascular training equipment (upright recumbent stationary bicycles, stair steppers, treadmills, and elliptical machines) is a valuable tool for keeping fit. While free weights are relatively

trouble-free if kept clean, equipment with moving parts (cardiovascular equipment and selectorized resistance training equipment) is susceptible to blowing dust and sand at many deployed locations. It requires constant service and shielding from the elements.

8.4.4.1. Choosing Equipment. Depending on the outside temperature and weather conditions at the location, expect to have robust cardiovascular training equipment such as stationary bicycles, treadmills, elliptical total body machines, stair steppers, and stationary recumbent bikes.

8.4.4.2. Specifications. Equipment specifications should be considered when determining what equipment to purchase. Some brands are more durable than others and are more suited to harsh environments. See **Table 8.2**, Elliptical/Total Body Machine Specifications for sample equipment specifications.

Table 8.2. Sample Elliptical/Total Body Machine Specifications

Sample Elliptical/Total Body Machine Specifications		
Technical Specifications	Capability Specifications	Desired Specifications
Enclosed pedal drive system (no exposed mechanical parts).	Preprogrammed routine profile (e.g., manual, hill, steady incline).	Heart rate monitoring capability: wireless telemetry or handrail sensors.
Intensity and/or elevation controls.	Self-contained or external power supply.	Heart rate monitoring program: program should vary exercise intensity to maintain heart rate in desired range. Displayed in beats per minute.
Front and side handrails and/or moveable upper body handles.	Operator accessible control display.	Speed/pace adjustment. Distance: elapsed and/or total, displayed in miles/kilometers and tenths of mile/kilometers.
Uses standard hand tools necessary for assembly, disassembly and repair.	Functional and informational displays.	Elevation adjustment; elevation increments displayed and direction of elevation change.
If required, manufacturer provides specialized tools at no additional cost.	Time: elapsed, remaining and/or total, displayed in minutes and seconds.	Maintenance and repair manuals provided.
Owner's manual provided.	Intensity range with a minimum of 1 to 10 increments.	Uses error codes to diagnose equipment problems and malfunctions.
Toll free telephone repair and maintenance support.	Intensity/work level: displayed in terms of intensity scale or dimension of work.	Functional and informational displays.

<p>Warranty on frame, wiring harness, motors, and parts:</p> <ul style="list-style-type: none"> • 2-year limited warranty on parts and labor. • Or 2-year warranty on parts, 1-year warranty on labor. • Or 2-year limited warranty on all mechanical and electrical components. • Or 2-year warranty on mechanical and lifetime warranty on the frame. • Or 3-year parts and 1-year labor limited warranty. • Or 3-year parts and labor. 		<p>Amenities:</p> <p>Bottle holder.</p> <p>Magazine/book rack.</p>
<p>NOTE: These specifications are not mandatory; however, these features may be included with equipment meeting mandatory technical and capability specifications.</p>		

8.4.4.3. Obtaining Equipment. All equipment purchases should be coordinated and approved by the contracting office. When evaluating equipment to purchase, remember that repair and service contracts are difficult to obtain, so it may be beneficial to order equipment for which local sources can provide repair and service contracts. Companies that offer a training program on equipment repair are also worthy of consideration.

8.4.4.3.1. Coordinate with the Theater Services Planner for examples of existing support contracts and consider recommendations and experience from nearby bases. Ask the Theater Services Planner about the redistribution of used equipment, as this is a faster way to obtain quality items and parts.

8.4.4.3.2. Some short-term locations may have an opportunity to pick up used equipment from closing units; however, this type of used equipment may not meet long-term expectations. If AF Form 9s, *Request for Purchase* are used, be as detailed as possible. See [Figure 8.2](#), Fitness AF Form 9 Example.

Figure 8.2. Fitness AF Form 9 Example

REQUEST FOR PURCHASE				NO. 3 of 4	
INSTALLATION		DATE			
TO: CONTRACTING OFFICER		CLASS			
THROUGH: EFSS/FSV		CONTRACT, PURCHASE ORDER OR DELIVERY ORDER NO.			
FROM: (Insert RC/CC, if applicable)					
IT IS REQUESTED THAT THE SUPPLIES AND SERVICES ENUMERATED BELOW AND IN THE ATTACHED LIST, BE					
PURCHASED FOR		FOR DELIVERY TO		NOT LATER THAN	
ITEM	DESCRIPTION OF MATERIAL OR SERVICES TO BE PURCHASED	QUANTITY	UNIT	ESTIMATED UNIT PRICE	ESTIMATED TOTAL COST
42	HD Athletic Half Rack-High Wear Charcoal/High Wear Platinum/ High Wear Charcoal/HD Athletic 42in Thick/Skinny Bar (HDT-HR)	4	Each	\$1,136.00	\$4,544.00
43	HD Athletic 42in Thick/Skinny Bar (HDT-XM42-TYPE1-TS)	4	Each	\$68.00	\$272.00
44	Rubber Platform Insert, AT-HR (RPI-AT-HR)	4	Each	\$136.00	\$544.00
45	HD Athletic Bumper Plate Divider, Pair (HDT-BPD)	5	Pair	\$51.00	\$255.00
46	HD Athletic multi-adjustable bench-high wear platinum/regimental blue upholstery (HDT-MAB)	6	Each	\$531.00	\$3,186.00
47	HD Athletic 72in XMember (HDT-XM72)	3	Each	\$87.00	\$261.00
48	HD Athletic 72in Suspension Chin (HDT-XM72-SC)	3	Each	\$89.00	\$267.00
49	4ft Rubber Platform, left wing (RP-LW4)	4	Each	\$68.00	\$272.00
50	4ft Rubber Platform, rack center (RP-RC4)	4	Each	\$136.00	\$544.00
51	4ft Rubber Platform, right wing (RP-RW4)	4	Each	\$68.00	\$272.00
52	Hammer Strength linear leg press,plat frame,uph reg.english (HSLLP)	1	Each	\$3,044.00	\$3,044.00
53	Hammer Strength ISO-lateral incline press/plat frame/plat workarm/ regimental blue upholstery/english (IL-IP)	1	Each	\$1,550.00	\$1,550.00
54	Hammer Strength ISO-lateral kneeling leg curl/platinum frame/ platinum workarm/reg blue upholstery/english (IL-KLC)	1	Each	\$1,635.00	\$1,635.00
55	Hammer Strength ISO-lateral shoulder press/platinum frame/ platinum workarm/reg blue upholstery/english (IL-SP)	1	Each	\$1,600.00	\$1,600.00
56	Hammer Strength plate loaded leg extension/platinum frame/ platinum workarm/reg blue upholstery/english (PL-LE)	1	Each	\$1,373.00	\$1,373.00
TOTAL					\$19,619.00
PURPOSE Support deployed force's Comprehensive Airman Fitness and resiliency.					
DATE	TYPED NAME AND GRADE OF REQUESTING OFFICIAL Signature		SIGNATURE		
			TELEPHONE NO.		
DATE	TYPED NAME AND GRADE OF APPROVING OFFICIAL Signature		SIGNATURE		
I certify that the supplies and services listed above and in the attached list are properly chargeable to the following allotments, the available balances of which are sufficient to cover the cost thereof, and funds have been committed.					
ACCOUNTING CLASSIFICATION				AMOUNT	
DATE	TYPED NAME AND GRADE OF CERTIFYING OFFICIAL Signature		SIGNATURE		

8.4.5. Sustain the Base Actions. In this phase, maintain facilities and equipment. Consider expansion if needed.

8.4.5.1. Fitness Center Equipment Standards. For fitness, the standards equate to obtaining the numbers needed for the various equipment to support the location. It also includes providing for fitness activities, including group fitness, with instructors. Experience shows that many more people work out when deployed, which can increase the amount of equipment needed.

8.4.5.1.1. Tailor the overall fitness equipment selections to meet the needs of the location. Use a planning factor of 1:35 for cardiovascular equipment (one piece of equipment per 35 personnel). See **Table 8.3**, Small Population Equipment Package, **Table 8.4**, Medium Population Equipment Package, and **Table 8.5**, Large Population Equipment Package for details and minimum standards.

Formula: $35/\text{number of people} = \text{number of machines}$.

8.4.5.1.2. For planning purposes, there should be at least two feet of space between each piece of equipment to ensure safety and access to the machine. Refer to shelters for dimensions for accurate calculations.

8.4.5.1.3. There may be additional facilities and shelters across the base for classes, unit physical fitness (PT), and self-PT. Ensure to adhere to all safety procedures and check facilities routinely.

Table 8.3. Small Population Equipment Package

Small Installation: Total Population Authorized up to 1000			
Cardio Equipment	Plate-Loaded Strength Machine	Selectorized Equipment	Free Weight Equipment
Minimum Requirement: 10 pieces The primary cardiovascular line shall include the following pieces: <ul style="list-style-type: none"> • Treadmills (motorized) • Ellipticals/Cross Trainers • Bikes (Upright) 	<ul style="list-style-type: none"> • Minimum Requirement: • 1 line (Note 1) • The plate-loaded strength machine line shall include the following pieces: <ul style="list-style-type: none"> • Iso-Lateral • Decline Press Iso • Lateral Incline Press • Iso-Lateral Bench Press • Iso-Lateral Rowing • Iso-Lateral Front Lat Pulldown 	Minimum Requirement: 1 line (Note 2) The selectorized strength machine line should include the following pieces: <ul style="list-style-type: none"> • Assisted Dip/Chin • Seated Leg Press • Leg Extension • Prone Leg Curl • Seated Leg Curl 	Minimum Requirement: 1 line The free weight benches and racks line shall include the following pieces: <ul style="list-style-type: none"> • Weight Tree • Double-Tier Dumbbell Rack • Olympic Bar Holder • Kettlebell Rack

<ul style="list-style-type: none"> • Bikes (Recumbent) • Stair Climbing Machines 	<ul style="list-style-type: none"> • Iso-Lateral Shoulder Press • Iso-Lateral Leg Press • Iso-Lateral Leg Curl • Iso-Lateral Leg Extension • Plate-Loaded Seated Calf Press • Plate-Loaded Lateral Raise • Plate-Loaded Pullover • Plate-Loaded Seated Biceps • Plate-Loaded Seated Dip • Plate-Loaded Abdominal Oblique Crunch • Smith Machine 	<ul style="list-style-type: none"> • Chest Press • Pec Fly/Rear Delt • Lat Pulldown • Compound Row • Shoulder Press • Lateral Raise • Biceps Curl • Triceps Press/Seated Dip • Abdominal • Rotary Torso • Back Extension • Standing Calf • Glute • Hip Abduction/Adduction • Dual Adjustable Pulley • Adjustable Cable Crossover • Multi-Jungle available in 4/5/8 configurations 	<ul style="list-style-type: none"> • Fixed Barbell Rack • Back Extension Bench • Decline/Abdominal Bench • • • Utility 75° Bench • Seated Arm Curl Bench • Multi-Adjustable Bench, Flat Bench Chin/Dip/Leg Raise Olympic Flat Bench with Weight Storage • Olympic Incline Bench with Weight Storage • Olympic Decline Bench with Weight Storage • Olympic Military Bench with Weight Storage • Olympic Squat Rack • Power Rack Accessory/Handle Rack
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NOTES:

1. Not required if selectorized equipment is used
2. Not required if plate-loaded strength machine is used

Table 8.4. Medium Population Equipment Package

Medium Installation: Total Population Authorized			
Cardio Equipment	Plate-Loaded Strength Machine	Selectorized Equipment	Free Weight Equipment
Minimum Requirement: 30 pieces In addition to the primary cardiovascular line, include the secondary cardiovascular line: <ul style="list-style-type: none"> • Treadmills (non-motorized) • Bikes (Spin) • Rowing Machines • Lateral Trainers • Climbing Machines • Wheelchair-Accessible Total Body Recumbent Steppers • Wheelchair-Accessible Upper Body Ergometers 	Minimum Requirement: 2 lines 2 lines (one of which may be plate-loaded or a combination of both) of this equipment with the exception of one cable crossover, one weight-assisted dip/chin machine and one each abductor/adductor	Minimum Requirement: 2 lines 2 lines (one of which may be plate-loaded or a combination of both) of this equipment with the exception of one cable crossover, one weight-assisted dip/chin machine and one each abductor/adductor	Minimum Requirement: 2 lines (use guide above)

Table 8.5. Large Population Equipment Package

Large Installation: Total Population Authorized 5000-6000			
Cardio Equipment	Plate-Loaded Strength Machine	Selectorized Equipment	Free Weight Equipment
Minimum Requirement: 70 pieces (use guide above) In addition to the primary cardiovascular line, include the secondary cardiovascular line	Minimum Requirement: 2 lines (use guide above)	Minimum Requirement: 2 lines (use guide above)	Minimum Requirement: 2 lines (use guide above)
NOTE: Mega large 1 through mega large 24 installations range from 6,001 to 30,000, in increments of 1,000 users			

8.4.6. Unit Physical Training Facilities. A unit physical training facility is authorized by the installation commander when the installation fitness facilities cannot meet the requesting unit's requirements. Unit owned, funded, and maintained fitness areas not operated by force support. Unit physical training facilities are to be kept to a minimum.

8.4.6.1. Unit physical training facilities should have local operating instruction established that includes, at a minimum:

- A wingman system that will be used at all times.
- An available automatic external defibrillator.
- Emergency phone numbers posted within the fitness room.
- An available phone within the room for emergency use.
- Equipment should meet Air Force fitness and sports standards.

8.4.6.2. Units approved to operate a unit physical training facility should coordinate with the fitness and sports manager prior to the unit purchasing equipment and maintenance contracts using Allowance Standard 410, Allowance ID: 410COOB, and in accordance with manufacturer's recommendations.

8.4.6.3. Funding for equipment purchase and maintenance is the responsibility of the owning unit.

8.4.7. Fitness Access (24/7 Facilities). Access outside of normal operating hours can be implemented at main, additional, or satellite force support fitness facilities. Installation commanders or designated authority should conduct an operational risk management assessment and determine if access will be restricted to specific activity areas. Facilities should have:

- A wingman policy posted in the facility.
- Written standards for facility use should be established for the installation and posted in the facility.

- Automatic external defibrillator.
- Phone with list of emergency phone numbers.
- First aid kit.
- Readily assessable emergency response procedures posted in the facility.

8.4.8. Amenities. Plan to provide lockers and changing areas with shower room and latrine facilities attached to the fitness area. Add music and televisions to fitness facilities, particularly weight rooms and facilities that offer cardiovascular and selectorized equipment.

8.4.9. Resale Operations. At locations where a NAFI or unit fund is established, sites have the capability to generate NAFs revenue from resale operations to provide for enhanced MWR programming. A combined resale option within a fitness facility or fitness-recreation complex is often well-received by deployed personnel. Ensure that these resale operations are available to customers.

8.4.9.1. Resale items should not be dated or single out a specific rotation/event/special day because it limits the customer base and restricts sales to a particular date and time (i.e., Valentine's Day t-shirts or EFSS coins).

8.4.9.2. Resale items should not be purchased for sale to a restricted group. Agencies may request the EFSS to purchase items for them as long as they pre-pay in advance of the items being ordered for them.

8.4.9.3. Restocking of inventory will be done with sufficient lead time to ensure continuance of a viable resale operation, to include crossing over AFFORGEN rotations. It is the responsibility of the outgoing AFFORGEN team to ensure orders are placed so there is no gap in receiving stock for the incoming team.

8.4.9.4. If possible, include juice and sports drinks, power snacks, other health food products, sports and specialty apparel, and equipment items.

8.4.10. Outdoor Exercise Areas. During sustainment (and depending on land availability), establish outside activities where possible. Construct playing fields, courts, and baseball diamonds to support activities such as baseball, softball, basketball, soccer, football, volleyball, badminton, and horseshoes.

8.4.10.1. If the location has space and is hospitable enough to support outside activities, set up jogging and running trails. Establish exercise station setups on running trails for variety, fitness, and stretching. See **Figure 8.3**, Outdoor Fitness Space Example.

Figure 8.3. Outdoor Fitness Space Example



8.4.11. Maintaining Equipment. Specific manufacturer guidelines for preventive maintenance and repair of equipment should be followed.

8.4.11.1. **Record Keeping.** Keep good records on equipment use hours to aid in scheduling maintenance and forecasting replacement needs. Program a replacement schedule and budget. Account for time delays when ordering equipment.

8.4.11.2. A detailed equipment repair log is required to document and track vendor reliability and equipment performance. Log should include type of equipment, model number, reason for operational malfunction, dates of report, and repair).

8.4.11.3. Fitness equipment used 24/7 in harsh environmental conditions at contingency and joint service locations may need more frequent repair and replacement than equipment at a CONUS base. Repair and replacement may be hard to get in remote locations. Even with high-quality equipment housed in moderately well-protected structures, equipment may only last half the standard four- to five-year lifespan.

8.4.11.4. To prevent rapid loss of equipment and reduce downtime, Prime RIBS should provide more frequent and aggressive care and maintenance by developing preventive maintenance plans.

8.4.11.5. Prime RIBS should become familiar with equipment maintenance manuals and minor repairs. Determine which types of repairs are manageable by staff members and ensure that those staff members receive training.

8.4.11.6. Obtain equipment maintenance contracts as soon as possible. Contract examples are available from Theater Services Planners.

8.4.12. Routine Maintenance. Prime RIBS should ensure that equipment is kept clean and well maintained to prevent accidents and lessen the chances of transmitting infectious diseases and illnesses. Develop a schedule and have users, volunteers, and contract civilian workers routinely check the equipment for maintenance, health, and safety issues. Be diligent about getting users to clean the equipment after each use. To do this effectively, provide convenient access to towels, trash receptacles, quality vacuums, and other materials that users will need to assist with keeping equipment clean. Contract support may be available for towels, trash pickup, and other cleaning tasks.

8.4.13. Preventive Maintenance Schedules. When developing preventive maintenance plans, tailor the checklist shown to each piece of equipment based on environmental conditions, amount of use each piece of equipment receives, and the manufacturer's recommended maintenance schedule (e.g., daily, weekly, monthly, quarterly, and annually). See **Table 8.6**, Recommended Preventative Maintenance Schedule Common Guidelines.

Table 8.6. Recommended Preventative Maintenance Schedule Common Guidelines

Task	Daily	Weekly	Monthly	Quarterly	Yearly
Visually inspect all machine.	X				
Clean machine housing.	X				
Provide spray bottles with soapy water and/or disinfectant cloths for customers to wipe machine after use.	X				
Inspect mechanical parts.		X			
If using a blanket purchase agreement, have maintenance representative inspect machines.				X	
Lubricate all moving parts on machines semiannually.					X
Evaluate repairs/replacement of equipment annually.				X	
Conduct in-house preventive maintenance training for staff as required.					X
Schedule staff for workshops sponsored by equipment company in local.				X	
Stay current with all maintenance procedure updates; use manufacturer's expertise in problem solving.				X	

8.4.14. Maintenance and Repairs Purchase Considerations. When obtaining new equipment through the contracting office, ensure that maintenance and repair are included as part of the purchase. To minimize equipment downtime, keep spare parts and backups on hand for the most used equipment. Be sure to include the shipping/handling cost into the budget/expense.

8.4.14.1. Documentation. Document equipment historical maintenance reports in the LOD file to identify problems with types and brands of equipment. Documenting provides an effective way to track recurring issues, equipment misuse, or faulty equipment. This information will be valuable for follow-on teams when considering replacement or planning maintenance and repair support.

8.4.15. Managing Fitness Resources. The fitness center director maintains control of resources. EFSS designated officers and SNCOs are accountable for assets and should carefully monitor them. Refer to AFMAN 34-204, *Property Management*.

8.4.15.1. Accountability includes taking appropriate steps to obtain new equipment and return old equipment. Identify requirements for theater contracts or some contract augmentation for support to maintain, repair, and replace failing equipment. Refer to AFMAN 34-202, *Procedures for Protecting Nonappropriated Funds Assets* and AFMAN 34-204.

8.4.15.2. While all Prime RIBS members are responsible for safeguarding equipment, supervisors should appoint responsible and knowledgeable people to oversee resources.

8.4.16. Unit Personnel. If a unit has trained instructors and certified fitness personnel, they can conduct customer-requested activities. If not, ask the base for certified or trained professionals. EFSS commanders can also elect to fill some positions for more extended periods with trained or certified government civilians.

8.4.17. Continuity. Maintaining continuity between rotations during deployments is a challenge, but it is vital to long-term success. Since there is such a divergence of continuity folders (LOD file) between locations and rotations, a recommended standard format has been developed. The goal is to smooth-out the transitions for future rotations, create a conduit for the transfer of information between rotations, and ease the burden created by 100 percent turnover of personnel every 179 days.

8.4.17.1. All items in the continuity binder have a minimum 24-month disposition. Each function/activity should have a continuity binder that is applicable to their operation. It is imperative that each rotation keep these continuity books updated, with the understanding that certain tabs may not require much attention. Other tabs may change frequently (e.g., why I did what I did [WIDWID], AF Form 9s).

8.4.17.2. The goal is to document and learn from both the successes and disappointments. Over time, there should develop good continuity during and between rotations. For example, this would allow one Christmas rotation to look back in time and learn from the successes and failures of the previous functions held during Christmas over multiple years.

8.4.17.3. The commander, flight chief, and superintendent books should be tailored to their position. For example, rather than have a copy of every AF Form 9, the book should state where the central location of AF Form 9s can be found. Below are the tabs that, at a

minimum, should be included in the continuity binder. See **Table 8.7**, Example Continuity Binder Tabs.

Table 8.7. Example Continuity Binder Tabs

Tab	Description
Tab1: Nuggets	Include disposition instructions for the contents of the continuity folder. This tab should also contain a letter from the outgoing commander/facility manager to the incoming commander/facility manager that explains the WIDWID (why I did what I did). All contents will remain in the folder for a period of one Air Force Force Generation (AFFORGEN) cycle, which is currently 20 months, unless other guidance demands a longer life span.
Tab 2: Contracts	Include copies of all contracts, amendments, and contracting officer's representative (COR) actions.
Tab 3: AF Form 9s	Include copies of all AF Form 9s. It should also include local procedures for filling AF Form 9s. Draft AF Form-9s (turned in to contracting but without a control number) as well as routed AF Form 9s should be maintained. Receiving documents and other documentation should also be included.
Tab 4: Miscellaneous Purchases	Include tracking of all Non-Appropriated Funds (NAF) and government purchase card (GPC) purchases as applicable.
Tab 5: Equipment	Include equipment/parts inventories for each section, as well as replacement plans.
Tab 6: Supplies	Include par stock and usage rates for all expendable supplies utilized within the operation.
Tab 7: Maintenance	Include a maintenance history of all equipment, as well as sub-tabs for AF Form 332s, <i>Base Civil Engineer Work Request</i> and a work order log.
Tab 8: Construction/ Facilities	Include documentation of all site-specific construction. This tab may have greater life expectancy than the 20 months for the other tabs as construction, from design to operation, can take many years.
Tab 9: Policy	Include all applicable locally generated guidance and policy directed from higher headquarters that is applicable to the operation.
Tab 10: Checklists/ Procedures	Include all checklists necessary to the operation of the individual programs (e.g., equipment preventative maintenance and safety checklists).

Tab 11: After Action Reports	Include all after-action reports that are generated at the close of the deployment. Written to follow-on forces, this tab should include far more details than are included in the after-action report that is sent to higher headquarters.
Tab 12: Operations	Include items specific to the operation of the specific function. For instance, for recreation it should include event calendars, as well as specific descriptions of how each event.
Tab 13: Life of the Fund File	The NAF custodian and each cost center should maintain a life of the fund (LOF) file, and it should be safeguarded (lockable filing cabinet recommended). All required documentation from the inception of the Nonappropriated Fund Instrumentality (NAFI)/cost center until it is dissolved should be maintained in the LOF file. At a minimum, the following should be maintained: budgets, accountable items, policy letters/memorandums for record (MFR), inventory records, prize logs, and delegation/authorization letters.

Chapter 9

AIRMAN REGENERATION

9.1. Introduction. This chapter provides proven TTP for establishing and maintaining recreation operations as part of an Airman regeneration program.

9.2. Regeneration Operations. Recreation, resale, and theater facilities/services help regenerate Airmen at a contingency location by creating diversions from work stress and family separation anxiety. Recreation activities are directed or self-directed mediums—some indoors and some outdoors—that can begin in earnest once the base is open for operations. Examples include audio or video compact disks (CD)/digital video discs (DVD), televisions for watching movies, live satellite events or news, board or electronic games, and tables for foosball, pool, and ping-pong. The overall goal for a deployed recreation and regeneration program should be to develop capabilities that support a variety of activities and obtain permanent facilities for recreational programming.

9.2.1. Meeting QoL Needs. Before UTC equipment sets arrive, Prime RIBS should determine recreation priorities for the contingency location based on the unique environment, the ability to obtain equipment, and available support by local purchase or contract. Work with ECES to improve facilities when operations have reached full operating capability.

9.2.1.1. Prime RIBS should start planning for the buildup of morale, welfare, and recreation (MWR) services as soon as possible. Deliberate planning early in the deployment will lead to greater success in recreation programs.

9.2.1.2. The deployed population dictates the personnel and UTC support for recreation and regeneration functions. Prime RIBS members and EFSS leadership are tasked with developing plans to best use available resources to achieve mission success. Expected levels of service for MWR can vary based on environment. See **Table 9.1**, MWR Services Based on Environment.

Table 9.1. MWR Services Based on Environment

Environment	Type of Activity
Hostile Environment	Paperback books, playing cards, and board games.
Low Scale Hostilities	Establish recreation tent, library, movie operation, and resale operation.
Sustainment	Expanded programs and activities. Ticket and tours program and lounge operation where possible. Electronic gaming and Internet connectivity.

9.2.1.3. Deployment Phases. The deployment phases are aligned to (but not the same as) force elements and help identify both the status of the base from an operational standpoint and the expected resources Prime RIBS members should have available. See **Table 9.2**, Deployment Phase Regeneration Actions.

Table 9.2. Deployment Phase Regeneration Actions

Deployment Phase	Regeneration Program Actions
Open the Base	Acquire facilities, prepare for limited operations. Identify necessary prime readiness in base services (RIBS) manpower requirements based on local requirements, supported population, and availability of assets.
Operate the Base	Primarily self-directed activities. Initiate a recreational facility. Erect morale, welfare, and recreation (MWR) structures and begin purchase of MWR equipment and assets.
Sustain the Base	Self-directed and directed programs. Integrated MWR programming, entertainment, and more robust programming. Provide the greatest amount of support possible.

9.3. Open the Base. MWR programs are Category A, to include recreational programming, which means they are mission essential programs and are authorized 100 percent appropriated fund support. Refer to DAFMAN 65-605, Volume 1, AFI 65-106, and AFI 65-610, for guidance on appropriated funding support.

9.3.1. Purchases. Force Support Commanders and Prime RIBS are responsible for ensuring all purchases are necessary, prudent, and controlled to those necessary to support deployed mission operations.

9.3.2. Authority. The support element containing Air Force Services activities is the only organization authorized to purchase recreation and physical fitness equipment. Non-services activity units are prohibited from procuring recreation and physical fitness equipment. This provision also applies to televisions, digital versatile discs, and compact disc players procured with APFs for recreational or fitness purposes.

9.3.3. Planning. Members should plan for future phases and operations at this time. Consider the environment and location and become familiar with the other units that might assist with set up. Recreation programs should also contribute to readiness and improve productivity by promoting Comprehensive Airmen Fitness, esprit de corps, and QoL for deployed personnel. Activities should have different levels of involvement and support. The degree of planning and effort involved in providing programs depends on the nature of the activity, mission requirements, warfighter demand, and available resources.

9.3.4. Location Type and Local Conditions. The only recreation assets contained in the WRM program are shelters, limited cards, and board games. Any recreation equipment or assets required will have to be purchased by Prime RIBS. Are there local sources to purchase items such as televisions, tables, chairs, pool tables, gaming consoles and games, couches, DVD players, audio systems, and cleaning supplies? Are the items available locally of sufficient commercial quality to support extensive use? Coordinate with Theater Services Planners for sources for purchase. Planning ahead can make the job easier.

9.3.5. Recreational Support. Upon arrival at the deployed location, begin reviewing and modifying predeployment plans as necessary to meet site conditions. Many predeployment plans can be implemented with minor modification, but changes or an interrupted flow of resources may occur that require modified plans. If deployed to a joint task force, immediately

determine who is currently in charge of the location. This will help establish POCs with other units to ensure mutual support.

9.3.6. Facilities and Shelters. The mission and environment at some locations may make it impractical to support fully equipped recreation facilities. An assessment should be conducted to determine the best type of facility to support either self-directed or directed recreational programs. Recreation facilities are usually erected from either small or medium (preferred) shelter systems. Initially, establish a recreation and movie tent. Modular buildings prevent intrusion from dust and water and make great facilities for housing electronic equipment (e.g., computers, video game platforms, CD/DVD players in recreation facilities, cash registers in resale facilities).

9.3.6.1. When possible, establish a large services resale operation or an AAFES tactical exchange in highly secure facilities with hard-walls (e.g., an expandable shelter container, modular facility, or mobile trailer unit). If hard-walled facilities are not available, tents (one for resale and one for storage) may be used but must be secure. A low-cost alternative is to utilize coalition or host nation assets. When coalition or host nation facilities are used, establish a memorandum of understanding (MOU) in writing to determine who will be responsible for what and file it for future rotations to use. Obtain a larger multi-use shelter or facility that can be used during sustainment for entertainment events, bazaar, and concessionaire fairs (outside of AAFES normal efforts), large meetings, dances, sporting events, and larger screen movies.

9.3.7. Location. Recreation and resale facilities should be laid out in a centralized area near main paths of travel to dining facilities and should be accessible for delivery of supplies and equipment. If serving a joint operation, determine with other service counterparts what assets are being shipped in and where they should be positioned to better serve overall resale, fitness, and recreational needs. When applicable, plan to locate satellite resale functions near the flightline and primary work areas.

9.3.8. Duration. Temporary contingency locations primarily use WRM or a limited number of deployable type containerized shelters for support of activities. Long-term locations can obtain more permanent structures to house these functions. If possible, obtain hard wall shelters or other more permanent facilities, as quality shelters are a high priority for housing electronic equipment and often provide force protection features. Facilities should have sufficient environmental control units (heating and air conditioning) for comfort and should be sealed against blowing dust and sand. Whether building up operations on a more permanent basis or operating within the constraints of WRM assets, there are many possible QoL enhancements to make with contingency APFs.

9.3.9. Initial Programming. The majority of programs offered in this phase will be self-directed based on the limited assets available. Begin planning for directed activities and initiate funding requests to purchase furnishings, equipment, and assets to fully develop program offerings.

9.3.9.1. While assets may be limited, programming is only limited by imagination. There are opportunities to use on-site assets to deliver morale-sustaining programs until more robust programs can be enacted. Programs such as scavenger hunts, Texas Hold'em tournaments, and bingo nights require minimal assets and are wildly popular.

9.4. Operate the Base. During the operate the base phase, Prime RIBS efforts should be focused on receiving any remaining Prime RIBS forces, bringing facilities to operational status with purchased assets to offer diverse recreational programs, developing programs and programming calendars, and developing budgets for necessary equipment and supplies. If a NAFI has been established, begin resale operations if not already started.

9.4.1. Collocating Facilities. Prudently collocate functions that fit together based on compatibility. For example, it is not a good idea to have personnel watching movies on television or talking on morale phones next to personnel who are studying—even when users have headphones. Work with CE to ensure adequate power, heating, ventilation, and air conditioning (HVAC), and lighting in separate facilities. Cluster similar activities together (e.g., active recreational efforts such as board and video games, games of chance, ping-pong, pinball).

9.4.1.1. While larger WRM shelters afford space for sound-deadening partitions and separation distances, most quiet library functions should be collocated with educational functions and not with music and video libraries or morale center computers and phones. It may be easier to monitor and manage supplies if smaller games (e.g., pocket-sized video games and software) are kept in one area rather than stocking those items where large amusement games are located.

9.4.2. Programming. Prime RIBS should plan programs a minimum of 90 days in advance to deconflict programming with other organizations, garner appropriate approvals, and procure necessary supplies. Previous rotations should have the first three months of programs planned and order most of what is needed to execute. Programming for the next 90 days should occur monthly as monthly calendar meetings help to deconflict MWR efforts and identify opportunities to partner with other services sections.

9.4.3. Self-Directed, Directed and Special Events. Recreation and regeneration programs should provide a combination of directed and self-directed activities consisting of a good mix of individual, self-paced, small group, team sports, and larger, organized competitive activities. Prime RIBS should understand the demographics of the deployed service personnel and develop programs to fit their needs. Efforts that work during one rotation may require adjustments during the next rotation based on demographics, weather, and resources.

9.4.3.1. Self-Directed Activities. Self-directed recreation activities allow warfighters to use facilities or equipment without the assistance of Prime RIBS staff. In self-directed programs, players participate in solitary activities or abide by rules they establish and monitor themselves (e.g., casual card, board games, horseshoes, video games, basketball). Plan a wide variety of activities that are entertaining and meet the needs and interests of the population mix during that rotation.

9.4.3.2. Directed Activities. Directed activities involve oversight (by either Prime RIBS or contract support) of services facilities and equipment. A popular example of a directed activity is combat bingo—sometimes for prizes (gift cards or actual prizes) and other times for fun as a healthy diversion. Other examples of organized recreation activities include trivia night, Super Bowl parties, takeoffs of popular games shows, and organized video game tournaments upon FOC.

9.4.3.3. Special Events. Many events build morale among deployed personnel. Examples include open microphone comedy routines, talent shows, and installation rotational parties/picnics. As resources become available, recreation staff can coordinate movie nights or Armed Forces Network Broadcasts. Depending on available equipment, tournaments can be organized for horseshoes, foosball, darts, card games, chess games, dominoes, and other activities appropriate for the location.

9.4.3.4. Recreation Equipment. The recreation equipment should be based on the population size and potential for outdoor recreation (based on weather). The types of activities and events warfighters want should guide decision-making and be creative when meeting their desires. Prime RIBS needs to purchase with a purpose. If combat bingo is popular, accommodate them by having plenty of bingo cards. If purchasing for a movie room, comfortable chairs are ideal along with DVD players and movies. If purchasing for a recreation center, think tables and chairs, televisions (TV), audio systems, pool tables, billiard supplies, ping pong tables and supplies, dominos, and Texas Hold'em supplies. Game rooms may require video game consoles, headphones, video games, and comfortable chairs. Identify how to use the space, and then deliberately research and purchase furnishings, equipment, and assets to maximize programming potential.

9.4.3.5. Obtaining Equipment. The RFSER (Initial Mortuary/Recreation Kit) is the minimal amount of equipment and supplies authorized for purchase before deployment—only enough to get the operation going (cards and board games). To move beyond initial capability, more items need to be budgeted, approved, and ordered.

9.4.3.5.1. Card Games. In a hostile environment, board games and cards remain a popular choice—and neither requires batteries or electricity. Obtain other commercial games besides those in the RFSER UTC equipment kit for participatory and self-directed games and board games.

9.4.3.5.2. Electronic Games. Electronic games (e.g., pocket-sized units, console type systems, computer games) are popular at deployment locations. Some locations have a dedicated gaming room for use by warfighters. Popular options include covered windows, black walls, and gaming chairs configured in front of televisions that are linked so that 3 to 4 people can play the same game.

9.4.3.5.3. Table Sports. Maintain a good mixture of popular table sports (e.g., pool, ping-pong, foosball), making sure to stock a large supply of replacement balls, paddles, cues, and chalk.

9.4.3.5.4. Movies. Movies are a popular way to relax during any phase of a deployment. Based on weather and threat, the theater used may be a large screen and film projectors or small shelters or areas with large screen televisions.

9.4.3.5.5. As operations mature into sustainment, add at least one large-venue indoor or outdoor theater with a projector and large screen, additional speakers, and more comfortable portable chairs. This can be accomplished using an existing facility (a multiuse shelter/facility or outdoor pavilion that has a white backdrop to serve as a screen) and a film projector or multimedia presentation projector. Provide popcorn and refreshments or locate snack and drink vending machines nearby if no resale operation

is readily available. Movies can be obtained from AAFES, commercial sources, donations, sponsors, or libraries.

9.5. Sustainment Actions. During this phase, efforts are focused on improving the quality and types of programs and services offered as well as strengthening management controls of operations and enacting contracts for long-term support.

9.5.1. Entertainment. Command support, budgeting, planning, requests, and approvals all play a big part in acquiring appropriate entertainment work. Managers should know contracting rules and the length of time needed for entertainment contract turn around.

9.5.1.1. **Onsite Entertainment.** One of the easiest ways to put on a show with a tight budget is to use deployed personnel. Many troops are talented singers, dancers, and comedians. It is not too difficult to stage a talent show with an enthusiastic crowd.

9.5.1.2. **Professional Entertainment.** Prime RIBS should work with their Theater Services Planner as well as the theatre/country Armed Forces Entertainment (AFE) coordinator for all entertainment requests and support. Please note that AFE performs an annual call for entertainment; therefore, it is important to understand that requirements should flow to AFE as soon as possible. EFSS does not coordinate with the United Service Organizations (USO). AFE and the USO coordinate entertainment and work logistical support. Careful planning and coordination are key to a successful entertainment event.

9.5.1.2.1. To request professional entertainment, route the request through the AFE country coordinator. The EFSS commander may be the AFE country coordinator if there is only one base in the country. The EFSS commander forwards all requests to the regional coordinator. This process is important for routing all issues to include complaints on current acts or requests for future acts. While top-name performers are in demand, not all locations receive these kinds of acts each rotation. Many talented up-and-coming performers are anxious to help boost the morale of deployed personnel and waive the pay for their performance. Entertainment planning is based on delivering entertainment to the most needed locations.

9.5.1.3. **NAF Funded Entertainment.** If the contingency location has a NAFI established and sufficient funds available, NAFs may be used to purchase entertainment. NAFs should only be considered to procure entertainment if local leadership determines AFE—provide entertainment is insufficient. Comedians or smaller groups are far more affordable than bands and the use of local entertainment reduces transportation costs. All requests for entertainment should be identified on the NAF requirements budget and approved by the installation commander. Coordinate with Theater Services Planners if there is a desire to procure NAF funded entertainment.

9.5.1.4. **Logistics and Accommodations.** The complexity of logistics support for putting on a show varies depending on the amount of people, supplies, and equipment needed. For example, a comedian is easier than a professional wrestling show with multiple participants and lots of equipment.

9.5.1.4.1. Deployed EFSS planners are tasked with where the entertainer(s) will set up and stage the show. Work with the different sections at the deployed location to ensure a successful event.

9.5.1.4.2. Once entertainers and their entourage arrive, they will likely need a place to get ready, eat, and sleep. If your location has satellite locations on the schedule for the entertainer(s) to visit, EFSS planners should coordinate appropriate logistics and travel as necessary.

9.5.2. Outdoor Facilities. During sustainment, establish outdoor recreation areas based on land availability (e.g., multipurpose pavilion with a stage). Some locations can obtain inexpensive, above-ground swimming pool packages. Plans for a pool facility need to be closely coordinated with CE and Theater Services Planners.

9.5.2.1. Multipurpose Pavilion. If possible, obtain an outdoor multipurpose pavilion. While desert locations can be too hot during the day to handle special activities using outdoor pavilions, the pavilion can be used at night with proper lighting. A pavilion with a stage fitted with sound, lighting, electrical power, and water allows for hosting outdoor events and holiday parties coordinated with the dining facility. Sun shades are an excellent idea to shade outdoor pavilions and warfighters for daytime use.

9.5.2.2. Outdoor Stage. Situate a large outdoor stage near an outdoor pavilion and indoor shelter. If a permanent or portable metal stage is not possible, work with CE to construct a stage that can be moved or easily broken into component parts and reassembled. Having a large stage with integrated sound systems, lighting, power connections, and a backdrop for movies can help capture opportunities when entertainment becomes available (especially on short notice). The stage can also be used for formal presentations and ceremonies. To prevent weather damage to equipment, ensure equipment is stored in a secured climate-controlled storage unit.

9.5.3. Maintaining Facilities. Ensure recreation facilities are included in the base janitorial contract for maintenance, cleanup, and trash pickup. Order quality vacuum cleaners and have contractors help use them as needed to keep sand and dirt away from equipment.

9.5.3.1. Develop a monitoring system that allows users, military volunteers, and contract helpers to keep track of and report maintenance or cleanliness problems with indoor and outdoor recreation facilities.

9.5.3.2. Consider contract maintenance as an option. It allows Prime RIBS to concentrate on meeting other warfighter demands and allows Prime RIBS to better oversee activities and meet security concerns (e.g., large social or special events that involve DVs or professional entertainment).

9.5.4. Connecting Airmen to the Outside World. These MWR programs allow deployers to maintain contact with family and friends back home. This includes morale Wi-Fi as well as morale phones and computers.

9.5.4.1. Morale Wi-Fi. Morale Wi-Fi is procured via a service contract and funded with APFs. Coordination will be required with the ECS to help define the requirement (bandwidth and access points) and contracting for the contract. The minimum bandwidth standard should permit video messaging for the supported population. In some theaters, it is referred to as Comprehensive Airman Fitness Wi-Fi as it supports the four pillars of resilience. Before attempting to establish morale Wi-Fi, Prime RIBS should coordinate with the Theater Services Planner for theater-specific guidance.

9.5.4.2. In addition to permitting deployers to remain connected with family and friends, this critical program also permits deployers to continue their professional and personal educational pursuits, access social media and news sources, and aids in successful reintegration post-deployment.

9.5.4.3. Morale Phones and Computers. There should be an appropriate number of computers and phones for the population. Obtain comfortable chairs and tables as well as privacy curtains and/or insulated side partitions for noise control. Inexpensive rugs or mats at each communication station can diminish noise that hinders hearing when there are numerous personnel using the phones. Some locations may be able to provide all DSN lines, but you may have to use a mix of DSN and commercial lines.

9.5.4.3.1. AAFES contracts have provided phone banks and special hookups for some locations. If AAFES has not already made arrangements with American Telephone and Telegraph Company (AT&T®), other providers can also be contacted. To lessen the likelihood of having to limit user time on phones and computers, situate some phones and computers at a 24-hour lodging operation where it can be overseen by lodging personnel if approved locally.

9.5.4.3.2. When there is a large center for morale computers and phones, establish a cyber café type (APF funded) operation as a QoL initiative. The cyber café can provide a comfortable atmosphere and include a resale operation for specialty coffee, pastries, and snacks. Such a resale operation might also sell calling cards.

9.6. Maintaining Equipment. To prevent rapid loss of equipment and reduce downtime, provide more frequent service (e.g., computers, electronic gaming machines, sound systems, DVD players) and develop preventive maintenance plans. Determine which types of repairs are manageable by staff members and ensure that those staff members receive training. Proper training on the equipment is important not only to provide service but also to prevent damaging the equipment. From purchase through rotation of forces, orientation of some sort is needed. Recreation equipment that is used frequently may need more frequent repair and replacement than equipment at a CONUS base. This repair and replacement may be hard to get in remote locations.

9.6.1. Routine Maintenance. See [paragraph 8.4.12](#) Routine Maintenance.

9.6.1.1. Preventive Maintenance Schedules. See [paragraph 8.4.13](#) Preventative Maintenance.

9.6.1.2. Repairs. See [paragraph 8.4.14](#) Repairs.

9.6.1.3. Documentation. See [paragraph 8.4.15](#) Managing Fitness Resources.

9.7. Managing Recreation Resources. Prime RIBS must maintain control of resources, as EFSS designated officers and SNCOs are accountable for assets. This includes taking appropriate steps to obtain new equipment, returning old equipment, and determining whether the organization must obtain a theater contract or some type of contract augmentation support to maintain, repair, and replace failing equipment. While every Airman is responsible for safeguarding equipment, supervisors should appoint responsible and knowledgeable people to oversee resources. Refer to AFMAN 34-202 and AFMAN 34-204.

9.7.1. Support Contracts. The overall level of contract support should be considered by Wing, mission support group, and EFSS commanders as coordinated with theater planners and should be included in planning and budget documents.

9.7.2. Recordkeeping. Customer surveys, customer comment forms, and number of participants are great ways to track the success of programs. After action reports are required to be completed for all events and filed as directed by the location. Often, Prime RIBS only want to document what was done well, but there are valuable lessons in identifying what did not go well for future planning to improve programs. Be honest and critical in the event after action reports to set future rotations up for success.

9.8. Resale Operations. Resale operations can be a great morale booster, especially if the resale items fulfill the wants or needs of warfighters. Resale operation should be enacted as soon as possible. Although identified in the sustain the base phase, this important program should be offered at the first available opportunity.

9.8.1. Exchanges. High on the priority list for warfighters is obtaining even a limited AAFES field exchange or NAF resale operation. AAFES is the primary supplier of retail merchandise. Primary resale efforts should begin with basic hygiene and convenience essentials such as soap, shampoo, toothpaste and toothbrush, towels, shower shoes, batteries, snacks, and drinks. Offerings should expand to include tee shirts, coffee mugs/portable cups, and souvenir coins with the base name. Base-related items can have long delivery times during busy holiday seasons. Prime RIBS should keep open standing orders to ensure those items are readily available as gifts and souvenirs.

9.8.2. Local Culture Products. Other popular items are culturally unique products produced or hand made in the area that can be obtained through contracts with local vendors and suppliers (e.g., blankets, jewelry, local money, games, and snacks). Besides reselling convenience items such as snacks, cigarettes, and toiletries purchased from AAFES stocks, recreation resale can be a combined operation with a fitness center to sell sportswear and sports drinks when not in conflict with AAFES efforts. Other potential resale items include cards, darts, electronic games, board games, headphones, earbuds, and snacks (in vending machines) near movie shelters. A cyber café with snacks and drinks near morale phones and computers has been a successful practice.

9.8.3. NAF Resale Operations. Specific NAF resale strategies and operating considerations can be found later in this Chapter.

9.8.4. AAFES Resale Operations. Specific AAFES resale operation types and considerations can be found in [Chapter 10](#), Resource Management.

9.9. Learning Resource Center. LRCs are established at contingency locations to provide deployed members the opportunity to access informational and educational resources to continue their professional and personal development as well as access recreational reading and viewing material. The most valued resources at a deployed location are those that provide Airmen a sense of normalcy despite their distance from home.

9.9.1. Location. LRCs are often located within the same facility as an education center, but serve a different function. The LRC centralizes access to various media that promotes professional and academic development through continued military education. The LRC gives Airmen a diversion from the daily realities of combat by providing a variety of recreational

reading material ranging from best sellers to graphic novels and by providing movies and video games. See [Figure 9.1](#), Example LRC.

Figure 9.1. Example LRC



9.9.2. LRC Functions. See [Table 9.3](#), LRC Functions.

Table 9.3. LRC Functions

Function	Offerings
Education Resources	Chief of Staff Reading List titles. Academic research tools. Testing and study guide materials.
Recreational Resources	Fiction books. Popular nonfiction books. Graphic novels. Video games. Digital video disks (DVD). Board games. Grab-and-go playaways and paperbacks for transient personnel.
Online Resources	Mission support databases (e.g., Stratfor, Global Incident Map, National Fire Codes). Research databases for education (e.g., EBSCO® Research, Mango, Great Courses). Testing online resources (e.g., Learning Express, Department of Defense [DOD] Test Prep). Current news sources (e.g., Press Reader, US Major Dailies). Recreational resources for eBooks, audiobooks, videos, and music (e.g., OverDrive®, hoopla®).

9.9.3. Deployment Phases. The deployment phases are aligned to (but not the same as) force elements and help identify both the status of the base from an operational standpoint and the expected resources Prime RIBS members should have available.

9.9.3.1. Prime RIBS should start planning for the buildup of LRC services as soon as possible. Deliberate planning early in the deployment will lead to greater success in recreation programs.

9.9.3.2. The deployed population dictates the personnel and UTC support for these functions. Prime RIBS members and EFSS leadership are tasked with developing plans to best use available resources to achieve mission success.

9.9.3.3. The Prime RIBS member selected to manage LRC operations typically attends specific training at Air Force Services Center prior to deployment due to the lack of military capability. See **Table 9.4**, LRC Services Based on Environment.

Table 9.4. LRC Services Based on Environment

Environment	Type of Service
Hostile Environment	None.
Low Scale Hostilities	Paperback book kit, periodical kit, digital video disks (DVD), playaways.
Sustainment	Dedicated space with computers, books, DVDs, video games, Defense Activity for Non-Traditional Education Support (DANTES) and College-Level Examination Program (CLEP) materials, online resources.

9.9.4. Planning Considerations. Prime RIBS should expect that the major components of the services capability for supporting the LRC will begin in sustain the base phase. While secondary to more immediate functions such as food service and lodging, buildup for LRC services should be provided as soon as feasible.

9.9.5. Location Type and Local Conditions. The most important feature of an LRC should be a quiet environment conducive for studying and recreation. While collocating the LRC with other functions may deter from a quiet environment because it creates noise and other distractions, it is important to be close to other morale and recreational facilities. Site selection per unified facilities criteria (refer to Unified Facilities Criteria [UFC] 4-740-20, *Libraries*) suggests the following criteria when possible: locate within walking distance of base operations, housing, shopping, and recreational facilities; facility should be easily identifiable; and avoid noisy locations.

9.9.6. Environmental Considerations. Contact CE to conduct a safety inspection prior to opening the LRC. Determine if there are any known environmental hazards that could restrict operations or require theater logistics, contract, or engineering support before the facilities or sites are usable. There may be host nation restrictions on use of certain types of facilities due to location, environmental pollution, or other support concerns.

9.9.7. Self-Directed Activities. Prior to the establishment of an LRC, circumstances may only allow for distribution of non-accountable items from kits (e.g., playaways, paperback books, and magazines).

9.9.8. Available and Projected Facilities and Resources. See [paragraph 9.3.8](#).

9.9.8.1. Modular Buildings. See [paragraph 9.3.6](#).

9.9.8.2. As resources allow, continue to improve the atmosphere for education, learning, recreation, and study by providing adequate quiet space. LRC facilities for sustainment operations include but are not limited to public service areas (circulation area, collection, reading area, quiet study areas, small group study areas); information service area (computers); staff office area (administrative offices, supply storage, workroom staging area for resources. See [Figure 9.2](#), LRC Areas.

Figure 9.2. LRC Areas

9.9.8.3. Provide for adequate entry foyers, walk-off mats, and outside wind baffles (if needed) to prevent sand, dirt, and dust from blowing in when doors are closed if hardened facilities are unavailable.

9.9.9. LRC Services. Services depend on the mission requirements, warfighter demand, and available resources. An established LRC should provide core library services (e.g., reference titles, Chief of Staff of the Air Force (CSAF) collection, test and study guides, online mission, and academic research tools), and morale support (bestselling hard back books, paperback books, graphic novels, DVDs, video games, access to online ebooks, audiobooks, videos).

9.9.9.1. **Guidance.** Libraries should be established and operated according to DAFI 34-101. Trained staffing is vital to successful operation of LRCs. All training should be coordinated with AFSVC SVPL-LRC.

9.9.9.2. **Directed Activities.** LRC may provide the following services, dependent on staffing and needs of deployed service personnel:

9.9.9.2.1. Mission support services would include library orientations or briefings to units or organizations.

9.9.9.2.2. Education support services would provide academic support to include library and research skills training.

9.9.9.2.3. Digital services would include CAC enabled computers, video equipment, and other media devices.

9.9.9.2.4. Online access services are the provision of professional databases and other web-based resources. Training may be provided on specific resources upon request.

9.9.9.2.5. Recreational services may encompass book clubs, language or music lessons, and financial literacy sessions.

9.9.10. LRC Equipment. Depending on location and resources, an LRC can provide a variety of services, ranging from a place to read to using online resources to complete coursework or study for a Defense Activity for Non-Traditional Education Support (DANTES) or college-level examination program (CLEP) test. LRC support requires telephone lines, staff, internet access, printers, large television with DVD player, and numerous desks and workstations. LRC library services require a library workstation dedicated to inventory control, computer lab with Internet connectivity, shelving, document scanner, bar code scanner, copier, and library specific supplies.

9.9.10.1. Choosing Equipment. LRC resources vary based on population. Selection of appropriate and diversified reading materials is essential and should be coordinated with professional library staff. As resources allow, provide an assortment of desks with chairs, lounge chairs, larger tables and chairs, and equipment for videos. When feasible, obtain equipment from closing locations. As functions are phased in, the LRC will require separate racks and stacks for separating the various formats of library materials.

9.9.10.2. Obtaining Equipment. Some of the equipment needed in the LRC should be provided by AFSVC SVPL-LRC (e.g., barcode scanners, portable DVD players, and iPads for inventory). Other equipment should be acquired by the unit (e.g., television and media equipment).

9.9.10.3. EFSS designated officers and SNCOs are accountable for assets and should carefully monitor them. They should take appropriate steps to obtain new equipment and return old equipment by determining whether the organization must obtain a theater contract or some type of contract augmentation support to maintain, repair, and replace failing equipment. Refer to AFMAN 34-204.

9.9.11. Media Requirements. Work with the ECS to determine if prewiring can be done for media and computer equipment. If possible, provide morale Wi-Fi access.

9.9.12. Sustain the Base Actions. Assuming a library was established early on, the bulk of the sustainment effort is primarily centered on supporting the LRC and creating an atmosphere for education, learning, study, and relaxation. It is imperative to provide adequate quiet spaces for intensive reading, research, study, as well as recreational reading and DVD viewing. Work closely with the theater or AFSVC SVPL-LRC to develop support that will be commensurate with the location and level of service. Qualified Prime RIBS personnel at an LRC can provide library resources, services, and access. Library resources, services, and programs provide members the ability to obtain information through focused on-site collections, online library connections, databases, and the Internet to satisfy recreational as well as educational research needs.

9.9.13. Manpower requirements. LRC manpower requirements are based on the serviced population. If the number of members served is 500 or more, one trained library specialist (3F1) should be deployed. Prime RIBS members acting as library specialists should receive specific training from AFSVC SVPL-LRC on library inventory control prior to deployment.

Prime RIBS members trained in library operations should be of sufficient rank to equal the high level of responsibility and should not be pulled for duty elsewhere.

9.9.14. Support Contracts. Expanding to offer full LRC services requires adequately trained Prime RIBS personnel who can manage formal computerized library inventory management systems, develop and manage capabilities for an online integrated library, and manage library access, research, and professional library resource systems. Consult with Theater Services Planners and AFSVC SVPL-LRC to determine if it is possible to transition these rotating UTC positions into civil servants who will volunteer for long-term or annual tours to provide much needed continuity of operations. If civilians are not available, seek an AFCAP contract for long-term sustainment support. If seeking civilian contract support at joint service bases, explore opportunities with sister services.

9.9.15. Maintaining Equipment. During early stages of deployment, there should not be equipment to replace in a library unless it is substituting older paperback books with new or different ones. As equipment (e.g., computers, receipt printers, barcode scanners, copiers, people counters) is added and heavily used during deployment, it may need more frequent repair and replacement than equipment at a CONUS base. This repair and replacement may be hard to get in remote locations. To prevent rapid loss of equipment and reduce downtime, provide more frequent service (e.g., computers, DVD players, televisions) and develop preventive maintenance plans. Determine which types of repairs are manageable by staff members and ensure that those staff members receive training.

9.9.16. Routine Maintenance. Prime RIBS LRC and library managers should ensure equipment is kept clean and well maintained so that there is no interruption in service, particularly to personnel involved in a continuing education or long-distance learning program. Develop a schedule and have users, volunteers, or contract civilian workers routinely check for maintenance and safety issues. Provide convenient access to trash receptacles, quality vacuums, and other materials that users may need to assist with maintaining clean areas and supplies. Contract support may be available for trash pickup, and other cleaning tasks. Continuity books should identify staff training required to maintain resources and maintenance contracts required for LRCs.

9.9.17. Repairs. When obtaining new equipment, ensure that maintenance and repair are included as part of the purchase and keep spare parts and backups on hand for the most used equipment. Maintain a repair log in the continuity binder. Determine whether it will be more cost efficient to replace a piece of equipment rather than repair it and make the request to AFSVC SVPL-LRC or unit leadership.

9.9.18. Establish an LRC. Use the following checklist as a guide for establishing and maintaining a LRC. See [Table 9.5](#), LRC Checklist.

Table 9.5. LRC Checklist

Facility/Staffing/Resources	Yes	No
Are all the facility areas required for a learning resource center (LRC) provided (e.g., reading area, shelves for resources, computer lab)?		
Is there adequate staff to cover desired hours of operation?		
Is all equipment operational and Internet service available?		
Are there long waits for computers? Are there enough?		
Library	Yes	No
Is the automated inventory control system up and running in the LRC for the staff?		
Is there an online public access catalog (OPAC) terminal for the online catalog for warfighter use?		
Is there a circulation desk with computer and bar code scanner where LRC staff can process their transactions and the inventory is controlled?		
Are there sufficient library supplies (e.g., bar codes, spine labels) to process items acquired locally?		
Are current issues of magazines and newspapers being received? (If not, who should be notified?) Are these items available to the library patrons?		
Is there adequate and proper signage (i.e., Dewey Decimal and Chief of Staff, United States Air Force [CSAF]) to direct patrons to all available resources?		
Is a continuity book (or folder) available to the 3M0 that contains information such as passwords, operating instructions (OI), master copies, location of inventory software?		
Is there a historical file of after action reports?		
Does the site receive the paperback book kits and magazines from Coutts? Does it receive an adequate supply and are these items being distributed base-wide?		
Do they know who to contact at AFSVC SVPL-LRC for library resources and system support?		
Is the LRC on the out processing list? Is there out processing for non-AF personnel?		
Is the LRC being marketed? Does the LRC periodically conduct customer surveys?		
Is there a procedure for receiving, procuring, and validating shipments of resources?		
What type of theft deterrent is currently being used to safeguard digital video discs (DVD) and other resources?		
Collections	Yes	No

<p>Do all materials have spine labels, bar codes, and have stamps labeled as "Property of United States Air Force (USAF) LRC?"</p> <p>Are books shelved in an orderly fashion using Dewey Decimal System? Are the testing materials such as Defense Activity for Non-Traditional Education Support (DANTES) and College-Level Examination Program (CLEP), CSAF, reference, and other collections separate from the general collection? Are these materials easily accessible with proper signage?</p> <p>Are displays of books and media created to market collections or concepts?</p>		
<p>Collection Information</p> <p>Does the accountable collection that circulates consist of books (both fiction and non-fiction), video games, DVDs, test preparation materials, and professional reading materials? All materials should have spine labels and barcodes and be identified as <i>Property of USAF LRC</i>.</p> <p>Does the accountable collection have a small but adequate non-circulating core Reference items? This reference collection should not circulate and should be close to the circulation desk area.</p> <p>Are all LRC resources advertised to patrons through marketing, signage, or verbal direction?</p> <p>Are all accountable items in good condition and on the shelves in an orderly fashion for maintenance and easy accessibility? Collections such as CSAF, test prep, and DVDs should be shelved separately from the general collection.</p> <p>Is a paperback book exchange available for non-accountable titles obtained from Coutts kits and individual donations?</p>	Yes	No

9.9.19. Managing LRC Facilities and Resources. EFSS is responsible for assets under their direct control and controlled items should be accounted for prior to transferring to gaining units. The LRC is responsible for maintaining accountability of library assets from AFSVC SVPL LRC. AFSVC SVPL LRC should begin shipments of library resources when a dedicated computer is set up to register warfighters and check resources in and out of the LRC for accurate inventory control. Keeping the LRC clean can be a concern, so if the commander will be using contract civilian labor on site for cleaning, add the LRC.

9.9.20. LRC Funding. LRCs are funded with APFs in accordance with AFI 65-106. Activity managers should contact Theater Services Planners and/or refer to Air Force instructions on appropriate funding processes to implement the LRC program.

9.9.21. LRC Budgeting Forecasts. LRC support is a two-part effort that is addressed during sustainment. While the earliest efforts to provide library support are to provide magazines and periodicals, paperbacks and an assortment of DVDs, this function transitions from the basic recreation side to a broader effort to support the Air Force's educational and mission requirements. Budget items should include computers, desks, chairs, filing systems, and general supplies.

9.10. Nonappropriated Fund Standards and Resale Operations. Deployed MWR programs are primarily funded with APFs. The purpose of NAFs in contingency locations is to enhance APF funded MWR programs to increase the morale of assigned personnel through entertainment,

promotions, and resale operations. NAFs are generated from Airmen, for Airmen, and should be used wisely and in accordance with established policy.

9.10.1. Fiscal Responsibility. Contingency locations should maintain prudent stewardship of NAF funds and continue to operate on a breakeven or better basis. NAFs may only be spent where needed for authorized, legitimate requirements that are not authorized from APFs, that are not considered excessive, and that will pass audit scrutiny. All involved with approval, budgeting, and expenditure of NAFs are charged with oversight, protection, and control to ensure sufficient NAFs are generated to provide for authorized uses to support the Airmen, and limit the potential for criticism of the Air Force.

9.10.2. NAF Standards. Enforcement of standards helps to prevent the misuse of funds or the perception of misuse. NAFs are closely scrutinized and inappropriate expenditures can result in the authority to use NAFs being rescinded. Before budgeting, approving, or expending NAFs, ensure that: 1) funds are available; 2) funds are used to improve morale; 3) are authorized in regulatory guidance; and 4) the expenditure passes scrutiny. The Air Force Audit Agency and other levels of review also keep NAF operations under high visibility. This serves as a reminder that Prime RIBS needs to ensure all plans, budgets, and operations are above reproach.

9.10.2.1. At deployed locations, NAFs are an enhancement to an otherwise APF-funded recreation program and should not be used as an alternate fund source in lieu of APFs. Comptroller review (and sometimes ECES, expeditionary contracting squadron [ECONS], and ELRS commander coordination) is required prior to consideration by approval authority of any NAF expenditures for non-resale requirements.

9.10.3. Use of APFs. APFs are the primary funds source for Airmen regeneration. MWR is mission critical, but it is ultimately up to the installation commander to determine how MWR is prioritized. When using APFs to support Airmen regeneration, the items purchased should be available to everyone and support the EFSS MWR program.

9.10.3.1. MWR operations are Category A, mission essential programs and are authorized 100 percent APF support. APFs are used to support contingency site operations commensurate with contingency requirements. Do not use APFs to recreate or duplicate support amenities available at established Air Force installations. When APFs are not available for capital or operational needs for which APFs are authorized, include them as unfunded requirements in the appropriated fund budget.

9.10.3.2. The support element containing Air Force services activities is the only organization authorized to purchase recreation and physical fitness equipment. This enables the EFSS to make sure only the minimum necessary MWR capability is provided at contingency locations without any duplication of effort. It also allows economy of scale on any purchases of equipment or services needed for operation of these activities.

9.10.3.3. APFs should be used to purchase only what is needed, prudent, and authorized. No gold-plating (buying an overly expensive version of an item when a lesser-valued item meets the requirement) or recreating home station amenities in accordance with AFI 65-610.

9.10.3.4. If an individual item or piece of equipment is not used solely and exclusively to generate NAF income, then it must be purchased with APFs. Some items are considered dual use which often creates confusion regarding which fund source should be used.

EXAMPLE: A refrigerator used to store only NAF resale would be purchased with NAFs. A refrigerator used to store only bottled water for hydration would be purchased with APFs. A refrigerator that stores both NAF resale and bottled water for hydration is dual use and would be purchased with APFs. The reason APFs would be used is because the refrigerator is not solely and exclusively used to generate NAF income since it also contains free bottled water.

9.10.4. Use of NAFs. NAFs enhance MWR programming. If an item is authorized APF support, then NAFs cannot be used. The lack of APF availability does not make NAF use permissible.

9.10.4.1. The function supported with NAFs should be available to everyone and support the EFSS MWR program. NAFs may not be used to support non-EFSS activities unless specifically authorized by regulation or instruction (e.g., chaplain support).

9.10.4.2. Any item that is used solely and exclusively to generate NAF income must be purchased with NAFs.

9.10.5. Sources of NAFs. Regardless the source of NAFs, care should be taken to ensure proper accountability and stewardship. There are five primary sources of NAFs at contingency locations:

9.10.5.1. Resale Operations. Where feasible, each location should operate a resale activity to meet warfighter demand. The resale operation must comply with appropriate procedures/guidelines as outlined in AFMAN 34-209, *Nonappropriated Fund Financial Management and Accounting*.

9.10.5.2. Unit Allocations. These are also known as per capita allocations or AAFES dividends, and they are based on the US military assigned strength. AF/A1S provides isolated unit allocations to Air Force contingency locations to offset QoL morale programs that are not authorized from APF resources. Air Force personnel deployed to non-Air Force locations should seek support from their host location.

9.10.5.3. Donations and Commercial Sponsorship. The installation commander approves donated items and commercial sponsorship valued at \$25,000 or less, and may delegate in writing up to \$5,000 in acceptance to the EFSS commander. All donated items should be approved in advance, properly accounted for, and controlled. Donated items should be formally accepted via a donation acceptance letter in accordance with AFMAN 34-201, *Use of Nonappropriated Funds (NAFS)* and AFI 34-108, *Commercial Sponsorship and Sale of Advertising*. Commercially sponsored items obtained should be used based on the terms of the sponsorship contract. Contact Theater Services Planners for more information, guidance, and assistance.

9.10.5.4. Concession Income. Income from NAF concessionaire contracts where a percentage of the revenue generated by the concessionaire is returned to the NAFI. This also includes vendor fees and EFSS-hosted bazaars.

9.10.5.5. Resource, Recovery, and Recycling Program (RRRP). This program is administered by CE, but any profits generated from the program after expenses are deposited as NAF income for the sites that implement this program.

9.10.6. Authorized NAF Expenditures. NAFs may be used to support authorized MWR entertainment and promotion programs. Event and tournament prizes (e.g., card games, bingo), talent shows, and game show programming are examples of authorized NAF expenditures.

9.10.6.1. **Participation Awards.** Participation awards not to exceed \$15 per person participating. Gift cards may not be used as participation awards. T-shirts for fun run, prizes for sports competitions, or any other non-intramural fitness events are also authorized NAFs. Rules of engagement should be sent to Theater Services Planners for review to ensure NAFs are used appropriately and to share with other contingency locations.

9.10.6.2. **Complimentary Consumables.** Complimentary consumables provided at no charge (e.g., coffee, pizza, snacks) can be purchased with NAFs to entice warfighters to participate in MWR activities. Items such as napkins, paper plates, and coffee cups are also purchased with NAFs. Free popcorn can also be offered. The popcorn, oil, flavorings, and bags should be purchased with NAFs. The popcorn popper would be procured with APFs.

9.10.6.3. **Resale and Income Generation Activities.** Authorized examples of resale and income generation activities include (but not necessarily limited to):

- Slushy machines and supplies.
- Specialty coffee bars.
- Resale items (e.g., coins, t-shirts, sundries).

9.10.6.4. **Equipment and Supplies.** Equipment and supplies used to support resale operations (e.g., refrigerators, cash registers, cups, and straws).

9.10.6.5. **Parties/Picnics.** Parties and picnics open to all assigned personnel to include beginning, mid-point, and end-of-tour parties, major holiday events/special events, and host country armed forces commemoration parties.

9.10.6.6. **Base-wide activities** (e.g., sport's day, fun runs) that are not held on a recurring basis

NOTE: NAFs may not be used to support activities that are not hosted/conducted by EFSS.

9.10.6.7. **Prizes.** Door prizes with a value not to exceed \$15 per person. Gift cards cannot be used for door prizes.

9.10.6.8. **Decorations.** Decorations for US federal holidays and equivalent level holidays of the host country, decorations should be purchased with APFs in accordance with DAFMAN 65-605, Volume 1. For all other events, decorations may be purchased with NAFs. Costumes worn by participants, (e.g., Halloween best dressed, costume parties, talent contests) are not considered decorations and are not an authorized NAF expense. They should be paid for by the participants. This does not include items such as Santa or elf suits.

9.10.6.9. Entertainment Support (Drinks and Mementos). Non-alcoholic beverages (e.g., soft drinks, juice, Gatorade®) may be provided to entertainers during the setup, performance, and tear-down. NAFs may also be used to provide a memento to the group in recognition of their performance. This memento should be conservative in cost. Coins or T-shirts are recommended.

9.10.6.10. Entertainment and Recreational Events. Includes entertainment and recreational events conducted at contingency locations which may seem fitness related, but should be funded with NAFs. Some examples include Biggest Loser contests, sports days, and special event fun runs that are not held on a recurring basis (i.e., a special event held in conjunction with a holiday like a Turkey Trot or Jingle Bell Run).

9.10.6.11. Special Purpose Morale and Welfare (SM&W) Funds. SM&W expenditures are NAF expenditures from the installation's NAFI that are considered necessary to contribute to the overall morale and welfare of the military community. Be mindful not to confuse SM&W with official representation funds (ORF) which are used to extend official courtesies to certain officials and dignitaries of the United States and foreign countries. Protocol is primarily responsible for the use of ORFs.

9.10.6.11.1. SM&W requests require installation commander approval in writing prior to expenditure. The installation commander may delegate, in writing, the authority to approve recurring functions (e.g., change of command, recognition programs, welcoming and orientation). There are no regulatory requirements regarding to whom the authority may be delegated, but it is most often the EFSS commander.

9.10.6.11.2. If the installation commander delegates approval authority for recurring functions, the delegation letter should specify not only the individual delegated to but also the monetary limits to which those functions can be supported.

9.10.6.11.3. The installation commander must approve all non-recurring functions in writing. This authority cannot be delegated.

9.10.6.11.4. The NAF custodian should have a prepared brief that identifies what functions and items are authorized SM&W support. Any requests for SM&W should be presented to the NAF custodian before the formal request process begins. This permits the NAF Custodian to provide assistance to the requestor and verify the request is authorized SM&W support. Reimbursement of approved expenditures is recommended as the requestor can provide receipts. With high volume turnovers at contingency locations this limits the NAFI having outstanding funds where change and receipts should be provided or returned. The local finance office should review all requests prior to approval to determine if APFs are authorized.

9.10.6.11.5. A sample request for SM&W can be found in AFI 34-201, Attachment 7. Whether the request is in letter format, email, or staff summary sheet is a local decision. The request should contain all the information needed for inclusion in the SM&W quarterly report.

9.10.6.11.6. Quarterly SM&W Reports are prepared by the NAF accounting office, signed by the installation commander, and forwarded to the servicing NAF accountant office no later than 45 days after the end of the quarter. Desired expenditures not

explicitly covered here or by other Air Force directives should be coordinated with and approved by Theater Services Planners.

9.10.7. Operating Instructions. OIs should be developed and enforced for the various MWR programs. A copy of each OI should be provided to the Theater Service Planner for review.

9.10.8. Programming. Theater services planners have access to numerous programming tools to assist in developing site-specific Airmen regeneration programs. Rules and marketing are provided with each event. It should be noted that these off the shelf programs may be designed for CONUS bases. It is imperative to adapt the suggestions to the restrictions of the contingency location.

9.10.9. Games of Chance. For events where awards will be given for participation, participants should be required to sign up in advance, and they should participate in the event prior to receiving the participation award. There will be no poker games or activities in accordance with AFI 34-101, but Texas Hold'em tournaments are authorized. Texas Hold'em tournaments at contingency locations offered free of charge are not gambling. The participants are never asked to put any of their own funds at risk or pay to play.

9.10.10. Volunteers. Other organizations and personnel may volunteer to assist the EFSS in hosting events. This volunteer assistance should be without any benefits to the organization or the individual.

9.10.11. Non-unit Organizations. NAFs may not be used to support non-unit organization events (e.g., Top III, fire department, sexual assault response coordinator [SARC], and security forces). These functions may use EFSS facilities, but this support does not authorize the use of NAFs.

9.10.12. Authorized Participants. See [paragraph 8.4.3.5](#) Authorized Personnel.

9.10.13. Life of the Deployment File (Continuity Binders). See [paragraph 8.4.17](#) Continuity and [Table 8.7](#), Example Continuity Binder Tabs.

9.10.14. Life of the Fund File. See [Table 8.7](#), Example Continuity Binder Tabs.

9.10.15. Commercial Sponsorship. According to AFI 34-108, *commercial sponsorship* refers to the act of a civilian enterprise providing support to help finance or provide enhancements for MWR elements of services activities, events, and programs in exchange for promotional consideration and access to the Air Force market for a limited period of time. Support may take the form of goods, cash, or services.”

9.10.15.1. Commercial sponsorship support has two primary benefits:

- It provides funding support to supplement programming.
- It enables industry to show their support for deployed forces.

9.10.15.2. To maximize the benefit of commercial sponsorship, Prime RIBS activity managers should periodically review their programming calendars and identify programs that lend themselves to commercial sponsorship. Events that traditionally receive the most support are programs that bring a large number of base personnel together (e.g., fun runs, sports days) to maximize sponsor exposure. Typically, t-shirts or water bottles are requested from the sponsor to support the MWR event. If t-shirts or other clothing items

are requested, the EFSS should obtain the approval of the site commander to wear the t-shirts or other clothing if civilian clothing wear is not already permitted.

9.10.16. Spend Plans. A NAF requirements budget known as a spend plan is completed annually. The spend plan is completed by each deployed NAFI or unit fund and submitted to the Theater Services Planner and/or servicing NAF accountant office for an entire fiscal year. The intent of NAF programming is to offer recreational activities that encourage Airmen to participate in fun and relaxing activities that improve their QoL while deployed. The spend plan is the budgeting tool used to identify the requirements necessary to support NAF programming. It is requirements-based in that it is used to forecast recreational and entertainment events (requirements) and the associated expenditures for each requirement for each month of the fiscal year.

9.10.16.1. Each fiscal quarter on the spend plan is stand-alone meaning the NAFs forecasted in a given quarter do not roll-over to the next quarter. Projected income on the spend plan is developed based on historical NAFI revenue. Once the unit has completed the spend plan, it should be approved by the AEW commander (air expeditionary group [AEG] commander if applicable) prior to final submission to Theater Services Planners.

9.10.16.2. Each requirement listed on the spend plan should describe the frequency of the event, anticipated number of participants, and number/cost of prizes to be awarded.

EXAMPLE: A description from a spend plan for X number games for the month is: "Name of Event: 16 games a month, approximately 25 participants at each game, 16 x total prizes per game \$75 (1st place \$50; 2nd \$25, 3rd \$0) = \$1,200."

9.10.17. NAF Unprogrammed Expenditures. There may be instances where the spend plan for a specific quarter needs to be adjusted due to unforeseen circumstances. Any NAF unprogrammed expenditures for non-resale requirements (i.e., out-of-cycle NAF requirements that were not included on the approved spend plan) requires written approval. The written out-of-cycle approval must be submitted to the Theater Services Planner. To streamline this process, Theater Services Planners can delegate in writing the authority to approve unprogrammed expenditures of NAFs under \$49,999 as follows:

- The local EFSS commander is authorized to approve unprogrammed requirements up to \$4,999.
- The local EMSG commander is authorized to approve unprogrammed requirements from \$5,000 to \$9,999.
- The local AEW commander (AEG commander as applicable) is authorized to approve unprogrammed requirements from \$10,000 to \$49,999.
- Theater services planners must approve all unprogrammed requirements \$50,000 and greater. Theater services planner coordination is required prior to spending local NAFs for capital requirements costing \$50,000 or more.

9.10.17.1. Once any unprogrammed NAF expenditure is completed, the spend plan should be updated to reflect the expenditure and submitted to the Theater Services Planner. A copy of all approvals made in accordance with delegations should be provided to the Theater services planner. Copies of any such delegations are filed in the life of the fund (LOF) file and sent to the Theater Services Planner.

9.10.18. Daily Program Activity Reports (DPAR). Each NAFI should maintain DPARs for 24 months either in the NAF custodian office or in the facility which the game is hosted. This is a local decision. All activity managers that award any type of NAF prizes are responsible for compiling the required information in the DPAR and sending a copy to the NAF custodian and other leadership as required. The person awarding NAF prizes to participants should ask the winning member for their CAC to gather the information to complete the DPAR. Information entered on the DPAR should be transcribed exactly as the data is shown on the CAC. Once all information has been entered on the DPAR, the winning member signs for the NAF prize.

9.10.18.1. The NAF custodian verifies the DPAR is legible and accurate. Monthly review of DPARs should be accomplished by the unit to validate the success of programming efforts and, if indicated, to modify the programming such that it meets warfighter demand.

9.10.19. NAF Prize Policies. When publicizing recreational events or activities, do not advertise prize amounts and instead indicate prizes will be awarded. Consider limiting the number of times winners may win in succession.

9.10.19.1. Gift cards for prizes should be limited to reduce the possibility of individuals accumulating a sizeable number of gift cards. This accumulation can border on supporting personal purchases or expenses, which are not authorized. A good practice is to provide prizes that tie to the event (e.g., collapsible pool cues for pool tournaments). Gift cards should be maintained in the NAF custodian's safe and issued out using a locally developed form (e.g., Gift Card Request Form).

9.10.19.2. Winners of team prizes split the prize among team members. The below prize limits are the recommended maximum prize values based on the health of the NAFI. Not all programs have to award the maximum prize. With good programming, offering differing prize values based on the acceptance of the program can generate additional enthusiasm. This practice also enables the activity to offer the same programs as a special event with a higher prize to generate excitement.

9.10.19.3. Prizes are distributed based on local preference (individuals or teams). The prize can be offered to the 1st place winner, 1st to 3rd place winners, or any other combination. The specified dollar value for prizes based on the number of participants cannot be exceeded. Activity managers should cancel any event with less than four people or teams signed up to participate.

9.10.19.4. Prime RIBS activity managers should make a reasonable effort to offer creative prizes that are program related, not available at the site, or are unique to the location.

9.10.19.5. The prize may be a combination of program-related items along with a gift card with the total value not to exceed the prize limit.

EXAMPLE: The prize for the winner of a billiards tournament with 18 participants is a \$75 pool stick plus a \$25 gift card.

9.10.19.6. Recommended Limits Based on Headcount for Non-Progressive Events. See **Table 9.6**, Non-Progressive Prize Allocation (Excluding Bingo) for prize limits based on headcounts for all non-progressive events excluding Bingo. Event examples include pool tournaments, card games, board games, ping pong, foosball, trivia contests, TV game

shows, scavenger hunts, darts, horseshoes, video games, dominoes, chess, checkers, air hockey, and sumo wrestling.

Table 9.6. Non-Progressive Prize Allocation (Excluding Bingo)

Participants	Prize
4 to 10	\$25
11 to 20	\$100
21 to 30	\$175
31 and over	\$300

9.10.19.7. Recommended Limits Based on Headcount for Progressive Events. A progressive event is described as an event where there are elimination rounds over a period of time and all prizes are awarded at the culmination (end) of the event. The number of elimination rounds and the period of time between eliminations is a local decision. AFCENT/A1S must approve new progressive elimination competition events in advance. See [Table 9.7](#), Progressive Prize Allocation (Excluding Bingo)

NOTE: No prizes should be awarded that exceeds \$575 regardless of number of participants.

Table 9.7. Progressive Prize Allocation (Excluding Bingo)

Participants	Prize
4 to 10	\$100
11 to 20	\$250
21 to 30	\$400
31 and over	\$575

9.10.19.8. Recommended Prize Limits for Non-Progressive Bingo. Regardless of the number of participants (eight minimum to play), all regular bingo prizes should be distributed in an ascending manner with the final game prize not to exceed \$50.00. Prime RIBS activity managers adjust actual prizes to event participation. To make each regular bingo game more interesting, mix up straight bingo with other types of bingo (e.g., 4-corners, postage stamp-any corner, block of nine, 6-pack, blackout). All bingo game winning cards should be validated by the winner, another bingo participant, and a member of the recreation center staff. See [Table 9.8](#), Example Non-Progressive Bingo Sessions.

Table 9.8. Example Non-Progressive Bingo Sessions

2-Game Session	5-Game Session	10 Game-Session	10-Game Session (Optional)
Game 1- \$25	Game 1- \$10	Game 1- \$10	Game 1- \$10
Game 2- \$50	Game 2- \$20	Game 2- \$10	Game 2- \$20
	Game 3- \$30	Game 3- \$20	Game 3- \$30
	Game 4- \$40	Game 4- \$20	Game 4- \$40
	Game 5- \$50	Game 5- \$30	Game 5- \$50
		*Game 6- \$30	*Game 6- \$10
		Game 7- \$40	Game 7- \$20
		Game 8- \$40	Game 8- \$30
		Game 9- \$50	Game 9- \$40
		Game 10- \$50	Game 10- \$50

**Minimum 6 game session for progressive Bingo.*

9.10.19.9. Recommended Prize Limits for Progressive Bingo. Progressive bingo should be specified in advance, should be a minimum of a 6- game session, have a minimum of 15 participants, and conducted as the final game of the bingo session. The maximum grand prize for progressive Bingo should be \$300.00. Progressive Bingo starts with 52 called numbers and increases by one number each time played until a blackout bingo occurs. If a blackout bingo does not occur on or before the predetermined sequential progressive number, a consolation prize not to exceed \$100 may be awarded to the first person to black-out bingo. All bingo game winning cards should be validated by the winner, another bingo participant, and a member of the recreation center staff. See [Table 9.9](#), Progressive Bingo Example.

Table 9.9. Progressive Bingo Example

Scenario:		
Game 6 is identified and announced to the crowd as a progressive bingo event. Since this is the first time progressive bingo has been played at the deployed location, it will have 52 called numbers. To win the progressive bingo event, a member must get a black-out on the bingo card. If a member wins bingo on or before the 52 called numbers, they receive the prize not to exceed \$300.		
If there is no bingo on or before the 52 called numbers, continue to call numbers until a bingo is declared, but the winner should only receive the consolation prize.		
The next time progressive bingo is offered, 53 called numbers will be played, and the called numbers will continually increase by one number each progressive bingo played until there is a winner declared.		
Once a winner is declared, the process starts over and the next progressive bingo will have 52 called numbers. The numbers called in support of the progressive bingo event must be identified on the daily program activity report (DPAR). Below is an example of progressive bingo with an ascending prize value:		
Numbers Called	Jackpot	Consolation
52	\$150	\$60
53	\$175	\$70
54	\$200	\$80
55	\$225	\$90
56	\$250	\$100
57	\$275	\$100
58	\$300	\$100
59	\$300	\$100
60	\$300	\$100

9.10.20. Contracts. Since there are no deployed NAF contracting officers, the local ECONS provides all of the contracting support.

9.10.20.1. Tickets and Tours. There is a difference in a tour and a recreation trip. Recreation trips are considered a personal expense (e.g., shopping trips, horseback riding, golf), and they may not be subsidized with NAFs. Tours are sightseeing events that are cultural or educational in nature. Typically, a tour would involve having a professional tour guide providing insight into the local area. With AEW commander approval, NAFs may be used to minimally offset the cost of some tours.

9.10.20.2. Maximum offset of tours should not exceed \$10 per tour. The offset of sightseeing tours should be included in the NAF spend plan and be approved in writing by the AEW commander. Offset requests should be coordinated with Theater Service Planners and/or the servicing NAF accountant office prior to submission to the installation commander. Tours should not be subsidized if the NAFI is showing a year to date loss.

- Tours up to \$40 may be offset \$5.

- Tours over \$40 may be offset \$10.
- No offset for tours costing \$10 or less.

9.10.20.3. Participants in recreation trips and tours should pay in advance. Do not pay the vendor for late cancellations and no shows and then provide refunds to the participants. The NAFI's refund policy should mirror that of the company. If the NAFI has to pay the vendor, no refunds should be provided to the participant. Personnel should be briefed on these rules prior to them signing up and paying for the tours. If necessary, have them read and sign the policy on cancellations and refunds.

9.10.21. Resale Considerations. At locations where a NAFI or unit fund is established, sites have the capability to generate NAF revenue from resale operations to provide for enhanced MWR programming. Ensure that these resale operations are available to customers based on participation and demand.

9.10.21.1. Resale items should not be dated or single out a specific rotation, event, or special day because it limits the customer base and restricts sales to a particular date and time (i.e., Valentine's Day t-shirts, EFSS coins).

9.10.21.2. Resale items should not be purchased for sale to a restricted group. Agencies may request the EFSS to purchase items for them as long as they pre-pay in advance of the items being ordered for them.

9.10.21.3. Restocking of inventory should be done with sufficient lead-time to ensure continuance of a viable resale operation to include crossing over AFFORGEN rotations. It is the responsibility of the outgoing AFFORGEN team to ensure orders are placed so that there is no gap in receiving stock for the incoming AFFORGEN team.

9.10.21.4. Tips should not be permitted in EFSS NAF resale operations.

9.10.21.5. Cash refunds cannot be given out through the Eagle Cash system in EFSS activities.

9.10.22. Alcohol Operations. If a site is authorized to sell alcoholic beverages, they must comply with all provisions of DAFI 34-219, *Alcoholic Beverage Program*. Any local policies set forth by component commanders, installation commanders, or any unit commander must be published in a supplement to AFI 34-219. Some of the provisions are listed below (list not all inclusive):

9.10.22.1. One alcoholic beverage drink equals one of the following: 12 ounces of beer, 1.5 ounces of distilled spirits, or 5 ounces of wine. These are standard serving sizes and should not be increased.

9.10.22.2. At deployed locations where foreign beer is offered that exceeds the standard 12 ounces, the site commander must be consulted to verify it is acceptable within the site's alcohol rationing program.

9.10.22.3. All alcohol resale operations must have an OI that prohibits serving alcoholic beverages to individuals who appear intoxicated or close to being intoxicated (Dram Shop Theory).

9.10.22.4. Military personnel 18 years or older may purchase, serve, sell, possess, and consume alcoholic beverages outside the United States, its territories, and possessions

unless a higher drinking-age requirement exists in accordance with applicable status of forces or country-to-country agreements.

9.10.22.5. A higher drinking age requirement may also be imposed based on the local situation as determined by the installation commander or the senior on-site unit commander when there is no installation commander.

9.10.22.6. Awarding of coupons for reduced prices on alcoholic beverages is not authorized

9.10.22.7. Drinking contests are not allowed.

9.10.22.8. Only NAF activities are authorized to sell alcohol.

9.10.22.9. Inventory must be secured, controlled, and documented in accordance with applicable Air Force guidance. Alcohol inventory must be counted and documented at the close of each month or as deemed necessary by the EFSS commander to maintain operational control. It is highly recommended to conduct daily/shift inventories.

9.10.22.10. Costs of goods should be carefully calculated and monitored. Ensure appropriate pricing is accomplished on alcoholic beverage products to avoid potential criticism for perceived glamorization of alcohol and to sustain sufficient revenues.

9.10.23. Cost of Sales and Pricing Strategies. It is important to understand cost of sales which is the costs directly related to the items sold in the resale operation. In the NAF resale operation, cost of sales is the cost of not only the item purchased but also any associated costs (i.e., shipping and handling, design fees). Cost of sales can be depicted as a percentage. Do not sell the items for less than they cost. Net sales minus cost of sales equal gross profit from sales. See [Table 9.10](#), Example Cost of Sales Calculation.

Table 9.10. Example Cost of Sales Calculation

Sales—GLAC 3010000\$25,723.45	
Beginning Inventory—GLAC 4010001 plus	\$25,904.40
Purchases—GLAC 4010000 plus	\$12,106.10
Ending Inventory—GLAC 4010002 minus	<u>(\$23,043.89)</u>
Cost of Sales (COS)	\$14,966.61
Formula expressed in percentage	
COS / Sales = COS percent	
$\$14,966.61 / \$25,723.45 = 58.18$ percent Cost of Sales is 58 percent	
Gross profit on sales would be sales minus cost of sales	
(Sales) \$25,723.45—(COS) 14,966.61 = (Gross profit) \$10,756.84	
LEGEND:	
GLAC—General Ledger Accounting Code	

9.10.23.1. Pricing Strategies. Pricing strategies should be considered when determining not only the sales pricing for an individual item but the overall menu mix.

9.10.23.2. To achieve the desired profit percentage, some items can be marked up a small percentage (i.e., candy costing \$.95 and selling for \$1.00), while some items can be marked a higher percentage (i.e., coins costing \$2.75 selling for \$5.00, T-shirts costing \$7.50 and selling for \$10.00).

9.10.23.3. Below are some items to consider when determining sales prices:

- What will the market bear—price versus perception of value.
- Market desires—what do customers want and can it be provided to them?
- Overall menu mix is determined by product mix—what are the best sellers, what does that product cost? Should best sellers have the highest/lowest cost of sales (COS)?
- Dealing with dead stock—what are some strategies to remove dead stock? Consider transfer to prizes or food items to complimentary.
- Increasing sales prices—try to increase the middle number. \$7.45 to \$7.65 is less noticeable to warfighters.

9.10.23.4. Determining the appropriate sales price for resale items is vital to achieving a cost of sales goal and supporting Airmen regeneration. There are two variables that should be considered before establishing the sales price for an individual item.

- AAFES. The EFSS can never sell an item for the same or less cost than AAFES, so the sales price will always be higher than AAFES for the same individual item.
- Nickel Increments. Sales prices should always be rounded up to the nearest nickel.

9.10.23.5. AAFES Discount to the NAFI. Exchange Operating Procedure (EOP) 40-35, *Organizational/Activity Sales*, states most NAF purchases (not the gift cards) from AAFES are authorized a 10 percent discount. Prime RIBS personnel making NAF purchases may need to be identified in a letter from the EFSS commander to AAFES. To assist AAFES in ensuring they have adequate stocks to meet requirements, Prime RIBS personnel should forecast requirements in advance and in writing. Prime RIBS should coordinate with AAFES to determine how far in advance requirements need to be identified. Copies of these requirements should be filed locally for future reference. EFSS leadership should conduct a quarterly review to ensure their activities are taking advantage of AAFES discounts and utilizing lowest cost vendors.

9.10.23.6. Four Steps to Compute Sales Price:

- **Step 1:** Determine the cost of an individual item or unit.
- **Step 2:** Determine the sales percentage goal or percentage of profit.
- **Step 3:** Take 100 percent minus the sales percentage goal (step 2) and that gives you the cost of sales. Then take the cost of item and divide by cost of sales percentage (step 3).
- **Step 4:** Round to the nearest nickel or dollar.

Chapter 10

RESOURCES MANAGEMENT

10.1. Introduction. Prime RIBS members should be prepared to deploy to support mission requirements that span the globe. This is an informational in-the-field reference resource that provides Prime RIBS members the information to make independent decisions based on proven TTP for APF and NAF resource management, contracting operations, and AAFES. The first call for support outside of this TTP should be to the supporting MAJCOM, NAF, or component Services Planner (referred to as Theater Planner).

10.1.1. Prime RIBS. Expenditures to support contingency operations include essential life supporting functions and QoL enhancements for lodging, feeding, laundry, recreation and fitness, field exchanges, and learning resource center support. QoL efforts are proven to be extremely important for supporting the well-being and performance of deployed warfighters. Even though some QoL efforts have been perceived as excessive, follow-up has shown that most efforts led to improved support for deployed personnel. Some commander-directed efforts placed undue pressure to use appropriated and nonappropriated resources questionably.

10.1.2. General Accounting Office (GAO). This committee was tasked by Congress to examine contingency costs and expenditures that occurred during the 10 years after the Persian Gulf War. The GAO report (GAO-02-450) identified how funds were used and that there were questionable expenditures, limited guidance, and lack of oversight when providing deployed personnel support. Many expenditures were perceived as questionable simply because they were not readily auditable. Deployment records and procedures were often inadequate and resulted in failures to develop and maintain adequate justification for many of the purchases. There was a lack of clear-cut, coordinated guidance resulting in too many interpretations of the procedures.

10.1.3. Initial Beddown Operations. During initial beddown operations for a contingency location (i.e., open the base), the focus will be on operational reporting, receipt or deployment of WRM, and initiating all financial management and accounting procedures. Contingency procedures are typically employed during the initial few weeks of operations. Airmen tasked to deploy to a location during the operate the base and sustain the base phases could be maintaining the existing base, upgrading to more permanent facilities and services, transitioning it for turn over to another entity, or reconstituting or redeploying prior to turning the location back to the host nation.

10.1.4. Enduring Locations. Most of the management efforts should rely on simplified procurement, asset tracking methods, standard accounting procedures, and budget forecasting. These procedures are typically initiated for someone else to maintain or complete or inherited from what someone else created. Force support leaders, various other expeditionary fund and property managers, and custodians should consider the typical financial accounting, budgeting, and reporting requirements (i.e., those completed for daily, weekly, monthly, yearly). They should consider rotations that may create additional accounting, budgeting, and reporting requirements or create shifts in some reporting dates.

10.2. Appropriated Fund Resource Management. This section provides TTP for expenditures at deployed locations (e.g., administrative, general support, and quality of life expenditures). It describes requirements for spending APF on items attributable to the deployment of forces to

regions where contingency operations are underway and spending APFs on incremental costs incurred at home stations in support of such operations. Department of Defense Financial Management Regulation (DOD FMR), 7000.14-R, Volume 12, *Special Accounts, Funds, and Programs*, Chapter 23, *Contingency Operations* contains additional guidance on contingency operations budgeting, spending, reporting, and reimbursement processes that apply to all DOD components. References to relevant guidance in other Air Force and DOD publications are provided when applicable.

10.2.1. Roles and Responsibilities. APF management practices should meet high levels of stewardship, accountability, appropriateness, and propriety, and provide a clear audit trail, especially for QoL issues. Contingency APF dollars have been treated as an unlimited resource, leading to poor cost and purchase oversight. Focus should be on applied resource management, including sound planning, budgeting, inventory, and audit (historical and continuity) practices.

10.2.1.1. Airmen, commanders, directors, and civilian employees should ensure all activities that prepare, justify, or execute (i.e., carry out) Air Force appropriated funds requirements, (including Air Force business areas of the Defense Working Capital Fund) will:

10.2.1.2. Approve and use funds only for purposes authorized by Congress.

10.2.1.3. Program, budget, and administer appropriated funds in accordance with guiding policy.

10.2.1.4. Determine funding priorities, approve execution and spend plans, and ensure funding resources are allocated and executed in a legal, effective, and efficient manner.

10.2.1.5. Commanders should ensure all expenditures are accurately documented and correctly reflected in summary logs or designated financial systems.

10.2.1.6. Commanders and deployed personnel are responsible for ensuring all purchases are necessary, prudent, and limited to those needed to support deployed mission operations.

10.3. Resource Management Guidance. Funding guidance in AFIs are based upon law, legislation, GAO opinions, Office of the Secretary of Defense regulations, and corporate Air Force guidance. They are applicable to funds directly appropriated to the Air Force, funds received from DOD transfer accounts (e.g., overseas contingency operations transfer funds), or other accounts from which Congress has authorized the transfer of funds.

10.3.1. Use of Appropriated Funds. Appropriated funds are used to support contingency site operations. APF purchase items (e.g., furnishings, recreation equipment, supplies) to establish amenities commensurate with contingency requirements. Do not use APF to recreate or duplicate support amenities available at established Air Force installations.

10.3.2. Maintenance, Repair, and Construction Funding Rules. Guidance for contingency operations occurring outside the United States is found in AFI 32-1020, *Planning and Programming Built Infrastructure Projects*.

10.3.3. Funds Transfer. Funds from a transfer account or from another account pursuant to transfer authority are subject to the rules governing the account to which they are transferred.

Before obligating transferred funds, consult with FM personnel or the staff judge advocate (SJA). All personnel charged with the expenditure of regular APF or transfer funds are bound by existing regulations and appropriations laws regardless of funding availability or source.

10.3.3.1. Expenditures are reviewed to ensure they meet a bona fide need (purpose, time, and amount), the proper line of accounting is used, and dollar thresholds are not exceeded. The absence of a prohibition on a specific use of APF at deployed locations does not constitute authority to use them.

10.3.3.2. Approval of Expenditures. Commanders or approval authorities should consult the appropriate SJA, FM, and the component Theater Services Planner if they are uncertain regarding the propriety of a proposed expenditure. Deployed personnel must avoid expenditures or procurement actions that violate applicable laws, rules or ethical standards or create the appearance of impropriety, loss of impartiality, or self-dealing. Commanders should review expenditures to determine if there is a violation.

10.3.4. Internal Controls. Commanders should ensure that all expenditures are properly documented in sufficient detail to assure the propriety of the expenditure and provide an adequate audit trail. Commanders set the tone for positive internal controls and financial managers provide oversight assistance. Records of APF use should include purchase summaries, purchase justifications, and expanded descriptions.

10.3.5. Asset Control and Accounting. EFSS commanders and Prime RIBS managers should be aware of the appropriate levels of asset control and accounting and create a visible audit trail. Use the established procedures to document purchases and expenditures. For purchases involving morale-enhancing supplies and services, provide thorough supporting documents clearly identifying the items and reasonableness of the expenditures.

10.3.6. Commander Roles and Responsibilities. The EFSS commander's management oversight is accomplished as follows in **Table 10.1**, Commander Roles and Responsibilities.

Table 10.1. Commander Roles and Responsibilities

- Appoints appropriated fund (APF) equipment and vehicle account custodians to logistics readiness (LR) supply and vehicles.
- Approves the establishment of APF (including war reserve materiel [WRM]), NAF, and Defense Reutilization and Marketing Office (DRMO) accounts. Appoints property managers (for WRM), activity managers, and property account custodians.
- Appoints the APF resource managers.
- Appoints the APF property manager.
- Appoints a vehicle control officer for WRM and APF vehicles.
- Files an annual property certification.
- Ensures that each activity manager submits appropriate budgets requesting acquisition of property.
- Reviews an annual statement of assurance that internal controls are in place and functioning satisfactorily.
- Approves the organizational pilferable listing of property items.
- Appoints personnel to conduct impartial equipment inventories.
- Appoints personnel to conduct inquiries and investigate property losses.

10.3.7. Resource Managers (RM). To maintain separation and control, and where local conditions or manpower make it possible, the EFSS commander should appoint separate APF and NAF RMs.

10.3.7.1. RM positions are responsible for financial and functional responsibility; they ensure that the policies and procedures regarding funds use and management are followed and performed.

10.3.7.2. The RM positions are the primary liaison with the deployed FM functions. While deployed, the RMs comply with budget and funding methods and procedures to the maximum extent possible given the status of the deployment.

10.3.7.3. During deployment, the FM will be one of the key players, along with the contingency contracting office (CCO), in determining (through Secretary of the Air Force [SAF]/FM) what waivers have been issued for resource management and fund control.

10.3.7.4. Force support RMs should be identified as the primary RM, alternate RM, and fund custodians.

10.3.7.5. When designated, trained, and appointed by the CCO, the RMs may function as purchase order buyers for the CCO within a stated level of authority. The RMs provide oversight (direction and assistance) for all assets utilized in the EFSS.

10.3.7.6. The APF RM has the largest property listing and would normally be the SNCO within the RM function. The APF RM also serves as the APF Funds Custodian (APF FC), but may delegate responsibilities in writing as necessary to manage this large program.

10.3.7.6.1. APF account records are maintained in safeguarded files for the period of the deployment. This parallel APF file is referred to as the life of the deployment (LOD) file.

10.3.7.6.2. The APF FC maintains the LOD file. The file extends from initial beddown to Air Force withdrawal from the location (i.e., transfer, redeployment, or reconstitution).

10.4. Purchases. Office and lodging furnishings should be procured in minimum quantities with functional and durable quality. Financial managers review accounting systems to ensure funds are available before ordering the furnishings.

10.4.1. Recreational Equipment. The expenditure of Air Force operations and maintenance (3400) and other procurement (3080) funds directly appropriated to the Air Force are authorized for recreational MWR equipment at contingency locations.

10.4.1.1. Funds specifically designated for contingency operations and provided to the Air Force from transfer accounts are only available to procure recreational MWR equipment if the Air Force budget request for those funds identified the equipment as a requirement.

10.4.1.2. Recreational equipment acquired under this provision is required to be free of charge to the user and accessible to most, if not all, deployed personnel at the contingency location.

10.4.1.3. It cannot be located in individual offices or quarters.

10.4.1.4. Recreational equipment used to generate revenues is purchased with non-appropriated funds.

10.4.2. Procurement of Recreation and Physical Fitness Equipment. The support element containing Air Force Services activities is the only organization authorized to purchase recreation and physical fitness equipment. Non-services activity units are prohibited from procuring recreation and physical fitness equipment. This provision also applies to televisions, digital versatile discs, and compact disc players procured with appropriated funds for recreational or fitness purposes.

10.4.3. Serving Materials. Serving materials (e.g., plates, dishes, utensils), other than those procured by services for use in a dining facility (fixed structure, transportable, or van), are only authorized for procurement by protocol offices.

10.4.3.1. Only protocol offices at MAJCOMs, NAFs, field operating agencies (FOA), direct reporting units (DRU), Air Logistics Complex (ALC), product centers, and Air University having conference facilities with the capacity, décor, and equipment to host conferences such as Corona, General Officer Orientation, Retired General Officer's Summit, or significant foreign defense delegations.

10.4.3.2. Air Force-wide functional conferences or other large and significant conferences, may procure the minimum serving materials necessary to serve snacks and refreshments.

10.4.3.3. A coffee maker for the conference facility maybe purchased with appropriated funds if its sole use is for conferences and not day-to-day use in any individual office.

10.4.3.4. The authority to procure these serving materials does not extend to base level protocol offices that may only procure disposable serving materials or borrow materials from the clubs as may be required for a conference.

10.4.3.5. Serving materials procured under this authority are charged to direct Air Force operations and maintenance appropriations. Do not code purchase of serving materials by the protocol office as emergency and special program (ESP) costs.

10.4.4. Standard Information Technology Office Equipment. This equipment is procured for a contingency site using appropriated funds for contingency operations, if authorized and available, and should remain at that site for rotating units to use.

10.4.4.1. In order to minimize duplicate purchases, each successive deploying unit will not procure such equipment specifically for its deployment unless the equipment becomes obsolete or irreparable.

10.4.4.2. Mission specific information technology equipment and accessories should accompany the unit when deploying and return with it on redeployment.

10.4.4.3. Personal information technology accessories should only be procured for personnel requiring such accessories for mission accomplishment and not merely as a convenience.

10.4.4.4. Such accessories should remain at the contingency site for rotating personnel and not taken home as personal equipment. They remain government property without regard to where they are being used.

10.4.5. Holiday Observances. Installation commanders approve the use of appropriated funds to purchase seasonal decorations on a case-by-case basis. Purchase decorations only where all installation personnel may benefit from their use, (e.g., a decorated headquarters building, Thanksgiving/Christmas decorations for the installation main dining facilities, base Christmas tree, or decorated foyer of the headquarters building).

10.4.5.1. Do not use appropriated funds to purchase decorations for the interior of government offices or for personal use.

10.4.5.2. The decorations may not be religious in character.

10.4.5.2.1. Do not use appropriated funds to purchase or mail seasonal greeting cards.

10.4.5.2.2. The commander should avoid extravagance or the appearance thereof, as well as ensure appropriate sensitivity to host nation and local customs.

10.4.5.2.3. Items for chapel programs and events should be procured in accordance with DAFI 52-105, *Chaplain Corps Resourcing*.

10.5. Government Purchase Card (GPC) Purchases. Purchases using a GPC are subject to the same laws, Congressional direction, and DOD guidance as those made with other funding mechanisms.

10.5.1. Air Force Guidance. GPC use in support of contingency and exercise operations is found in AFI 64-117, *Government Purchase Card Program*. If a purchase is prohibited or questionable using other procurement methods, it remains prohibited or questionable even if

the GPC is used. The GPC is simply an additional procurement vehicle to obtain goods and services, not additional authority.

10.5.2. CCO. Only warranted CCOs are authorized to use the GPC in support of contingency and exercise operations. Purchases made with the GPC should be made in accordance with the guidance found in AFI 64-117 and AFI 64-105, *Contingency Contracting Support*.

10.6. Awards and Gifts. Authorized uses of appropriated funds for awards and gifts are limited. Gifts to foreign officials and officers should be given in accordance with AFI 65-603, *Emergency and Extraordinary Expense Authority* and gifts from such foreign officials and officers should only be accepted in accordance with AFI 51-506, *Gifts to the Department of the Air Force from Domestic and Foreign Sources*.

10.7. Property Management. The property lifecycle includes all the major stages in a property item's lifecycle: identification of the need to acquire the item; item purchase/acquisition; item use; item repair; item disposal and replacement item.

10.7.1. Roles. The EFSS commander appoints the primary and alternate property account custodians for APF, NAF, and Defense Logistics Agency Disposition Services accounts.

10.7.1.1. EFSS Activity Manager. Manages individual activities within the EFSS and usually serves as the appointed primary property account custodian for their respective activities by the EFSS commander or director. The EFSS activity manager may designate a subordinate to perform this duty in writing, but the activity manager maintains the responsibility for the designated custodian's performance.

10.7.1.2. Property Account Custodian. The activity manager and/or property custodian is responsible for budgeting, ordering, receiving, controlling, and disposing of all equipment and supplies within their respective activity.

10.7.1.3. The ELRS is the focal point for all property management matters to ensure property control and disposal processes are consistent throughout the EFSS and to maintain a single point accountability for excess and surplus property. The supply customer service office provides logistics guidance, training, and assistance for EFSS activities receiving APF, NAF, and Defense Logistics Agency Disposition Services support. Logistics support acts as the liaison between the EFSS and ELRS, contracting, Defense Logistics Agency Disposition Services, Nonappropriated Funds Council, and RMs.

10.7.2. Training. The supply customer service office provides training to activity managers and property account custodians for their day-to-day property management duties. This includes account management, on-the-job training for newly assigned personnel, and guidance and technical assistance on property management regulations, policies, and procedures.

10.7.3. Acquisition/Procurement. Supply customer service supports procurement by researching product sources for the best quality and price and to ensure, prior to purchase, requested items are not duplicative with other activities.

10.7.3.1. MWR activities can use APFs for Category A and B activities and approved Category C activities at remote or isolated locations. Refer to AFI 65-106 and other NAFIs for specific uses and limitations.

10.7.3.2. Supply customer service manages all MWR-related allowance standards and ensures that all APF equipment items are authorized for MWR use in the appropriate allowance standard.

10.7.3.3. For appropriated fund purchases up to \$3,000, the activity manager (or designated account custodian) can use the GPC if available at the contingency location. Record the purchase on the GPC log. If the GPC is not available, purchases should be made on an AF Form 9. Refer to AFI 64-117 for guidance on the use of this card for APF purchases.

10.7.3.4. For APF purchases greater than \$3,000, the activity manager or designated account custodian uses AF Form 9 for those items.

10.7.3.5. All MWR activities can acquire DOD and Air Force excess and surplus property. Supply customer service serves as the focal point for ordering, control, and basic accountability of Defense Logistics Agency Disposition Services property.

10.7.3.6. Request for Defense Logistics Agency Disposition Services items through ELRS (Category A and B items). Use procedures established for property acquired from the chief of supply to account for these items. See AFI 23-101, *Materiel Management Policy* for clarification of priorities and categories.

10.7.3.7. As the focal point for Defense Logistics Agency Disposition Services property, supply customer service should set up and maintain a single file folder relating to Defense Logistics Agency Disposition Services-acquired property. Each file should contain, but not be limited to, all issue, receipt, and turn-in documents relating to the excess and surplus property assigned. A file is not required for expendable or consumable Defense Logistics Agency Disposition Services property.

10.7.4. Receipt and Inspection. When property is received, the property custodian should inspect the property and compare it to the receiving document to ensure it matches what has been ordered (e.g., make, model number), the quantity delivered is the same as on receipt, and the property is in good condition before accepting the delivery. If there is a problem with the order, the custodian annotates the discrepancies on the receiving document. If the GPC was used, the custodian immediately notifies the vendor of the problem. If an AF Form 9 was used to purchase the property, the custodian contacts base contracting to ask them to contact the vendor. The property custodian takes follow-up actions on all receiving documents indicating a discrepancy until resolution.

10.7.4.1. After the property custodian has verified the property and quantity received are accurate and noting any exception or variance, they sign and date the appropriate form and if applicable, complete the receiving report in Internet-Based Purchasing System to signify acceptance. Acceptable forms for NAF or APF items include: a sales slip, a delivery ticket, an AF Form 2209, *Nonappropriated Fund Order for Supplies or Services*, DOD Form 250, *Material Inspection and Receiving Report*, DOD Form 1155, *Order for Supplies or Services* or a certificate of acceptance for receipt. For Defense Logistics Agency Disposition Services items, use a DOD Form 1348-1A, *Issue Release/Receipt Document* or AF Form 2005, *Issue/Turn-in Request*. For GPC purchases, the cardholder records or completes the log to document the receipt.

NOTE: In Internet-Based Purchasing System, the purchase order is equivalent to the AF Form 2209.

10.7.4.2. Partial Receipts. The property custodian identifies what is missing from the original order on any certificate of acceptance made and on any file copies the custodian is maintaining. If reason for partial shipment is not provided upon delivery, the custodian should contact the vendor (GPC purchases) or ask base contracting (AF Form 9 purchases) or NAF contracting (AF Form 2209 purchases) to contact the vendor for a status report. The custodian should validate the order is eventually completed, rescinded, or amended and file the final documents in the property file. For a partial shipment of property, the property account custodian, supply customer service, and shared service center record only the property actually received, regardless of quantities shown on the invoice or shipping and transfer documents.

10.7.5. Accounting. Activities account for all NAF, Defense Logistics Agency Disposition Services, and APF furniture, fixtures, and equipment (FF&E) classified as accountable and all items designated as pilferable from the time it takes possession or a NAFI takes title until final consumption or disposal of the property. There are two methods used to record EFSS property: (1) master fixed asset listing (MFAL); (2) custodian authorization (CA)/custody receipt listing (CRL).

10.7.5.1. The MFAL is the report used to record furniture, fixtures, equipment, and pilferable items from all sources—NAF, Defense Logistics Agency Disposition Services, and APF. The exception is APF property with an acquisition cost of \$5,000 or more.

10.7.5.2. Supply customer service or designated APF equipment custodian accounts for APF capital or Budget Code 9 accountable property with an acquisition cost exceeding \$5,000 on the CA/CRL. Refer to AFI 23-101 for additional guidance.

10.7.5.3. APF reportable accountable furniture, fixtures, and equipment are property purchased with APF (exception for acquisition cost of \$5,000 or above) and deemed by headquarters Air Force as reportable accountable. These items are accounted in the CA/CRL.

10.7.5.4. APF Budget Code 9 furniture, fixtures, and equipment (including fitness center equipment) are property purchased with APF and with an acquisition cost between \$5,000 and \$99,999 (excluding furniture in Federal Supply Group 71). These items are accounted for in the CA/CRL, organizational visibility listing (OVL), or the MFAL.

10.7.5.5. APF pilferable furniture, fixtures, and equipment (including fitness center equipment) are property with an acquisition cost of less than \$5,000 and locally considered to have a high risk of being pilfered. These items are accounted for in the CA/CRL, OVL, or the MFAL.

10.7.5.6. Identification. To ensure MWR owned property can be tracked and accounted for throughout its useful life, it should be labeled or marked with identification based upon the type of funds used to purchase. Identification is affixed for the life of the property in a way that does not detract or deface the property.

10.7.5.7. The equipment custodian coordinates with ELRS equipment accountability element to obtain labels for all items maintained on their CA/CRL.

10.7.6. Property Control. The activity manager controls property by implementing physical safeguards, ensuring all items are accurately accounted for on property listings, implementing a preventive maintenance and repair program, understanding and fulfilling their duties as property custodian as outlined in this TTP, conducting periodic spot checks of their inventory, performing self-inspections of their property management program, and ensuring the individual designated as custodian is properly trained to carry out their duties as custodian.

10.7.6.1. Physical safeguards for property include locks, secure buildings, proper lighting, and alarm systems. If not sure how to best safeguard property, seek operational and staff assistance from the RM, property custodian, or the security forces. Once in place, physical controls should be periodically checked to be certain they continue to be effective and spot checks should be performed on inventories with emphasis on pilferable items.

10.7.7. Preventative Maintenance and Repair Program. A preventive maintenance program should be established for all items based on usage and manufacturers guidance. APFs are used to sustain preventive maintenance and/or repair costs to NAF memorandum of agreement (MOA) purchased assets and APF assets. Property useful life is extended by keeping it in serviceable condition.

10.7.7.1. For items needing repair, the activity manager or custodian should determine if the items (to include GPC purchases) are under warranty or contract maintenance. The activity manager or custodian determines whether it is economically feasible and practical to fix the item. Do not repair an item if the repair cost exceeds 75 percent of the acquisition cost. APFs are used to sustain preventive maintenance and repairs to NAF MOA assets.

10.7.7.2. The property custodian is responsible for keeping a record of all repair costs. Depending on the repair cost, purchasing a new item may be more cost effective. If the items are being accounted for on the CA/CRL or the MFAL, the activity manager or custodian should ensure the repairs are appropriately documented on the listing as required.

10.7.7.3. For items with a contractual repair arrangement, retain the item and contact the contractor for on-site repair or transport the item to the contractor's facility. Ensure accountable APF equipment items (e.g., items on the CA/CRL) that cannot be repaired locally are processed through the ELRS equipment accountability element for repair and return.

NOTE: Do not have APF equipment directly shipped or transferred to an off-base activity for repair. Refer to AFI 23-101, Section 4C, Repair, or contact ELRS/materiel management activity for guidance. For repair of warranty or guarantee items, contact the base contracting office.

10.7.8. Reconstitution Maintenance. When equipment has been redeployed to its home base, reconstitution maintenance should be accomplished using APF funds for contingency operations. Maintenance on equipment at a home station, including that designated for imminent deployment, is funded with direct Air Force appropriations and not funds appropriated for contingency operations.

10.7.9. Equipment and Supplies. UTC equipment and other organic unit items left in-place at a deployed location at the direction of AFIs, commander orders, or designated approval authority should be reconstituted using funds appropriated for contingency operations when authorized and available. If funds appropriated for contingency operations are not available,

use existing Air Force total obligation authority with the appropriate ESP code to reconstitute equipment and supplies left in-place at the deployed location. The deployed installation commander, or designated authority, should identify in writing the unit equipment and supplies being directed to remain in-place via memo with attached unit type code logistic details, custodian authorization custody receipt listing, or standardized equipment and supplies list. The memorandum serves as the authority for the owning unit to take appropriate supply authorization, funding, and reconstitution actions upon return to home station.

10.7.10. Transfer and Disposal. Disposal of excess or unserviceable property permits more efficient use of limited storage space for higher priority efforts. Prompt disposal also decreases potential loss (e.g., from theft, neglect, or decay), removes fire hazards, and improves facility housekeeping and sanitation.

10.7.10.1. Property should be disposed of when an organization no longer needs it either due to excess or because the property has outlived its useful life and has become unserviceable. Disposal actions may be necessary when management of an organization has been outsourced to a contractor or a base is closing.

10.7.10.1.1. Serviceable furniture, fixtures, and equipment is defined as property fulfilling its intended purpose or function.

10.7.10.1.2. Unserviceable furniture, fixtures, and equipment is unfit for continued use, is no longer capable of fulfilling its intended purpose, or is not economical to repair.

10.7.10.2. When disposing property, the activity manager or property account custodian should first ensure that no other EFSS MWR activities can make use of the item before they take any disposal actions. Once disposal determination is made, contact the logistics support section for assistance in distribution to another activity or other disposal actions.

10.7.10.3. Property purchased with APF (includes MOA items APF to NAF purchases) that are now unserviceable are turned-in to Defense Logistics Agency Disposition Services for disposal. Refer to AFMAN 23-122, *Materiel Management Procedures* for additional guidance. APF furniture, fixtures, and equipment should not be transferred outside the EFSS organization without the assistance of ELRS equipment accountability element. For accountable APF CA/CRL equipment items transferred between NAF activities, ensure the activity is authorized the property in the basis of issue through the appropriate allowance standard. If approved, ensure these transactions are processed through the equipment accountability element of the ELRS.

10.7.10.4. Equipment custodians and activity managers should turn excess APF CA/CRL equipment items in to the ELRS. This should occur as soon as possible after declaring the equipment as being excess to the logistics support section. This includes all budget code 9 items that are loaded in the Materiel Management Information Technology system.

10.7.10.5. Defense Logistics Agency Disposition Services and Qualified Recycling Program property items may be disposed of when excess, no longer serviceable, or upon base closure through return to Defense Logistics Agency Disposition Services. All Defense Logistics Agency Disposition Services property is returned through the supply customer service to the local Defense Logistics Agency Disposition Services. The supply customer service completes DOD Form 1348-1A.

NOTE: Property acquired through the Defense Logistics Agency Disposition Services is not NAF property and may not be disposed of through the NAF sales outlet or a commercial vendor.

10.8. Cash Operations. See **Table 10.2**, Cash Operations.

Table 10.2. Cash Operations

Protection of Cash	<ol style="list-style-type: none"> 1. The nonappropriated fund (NAF) funds custodian (FC) approves adequate safeguards for the protection of cash to make sure: <ol style="list-style-type: none"> a. Only authorized personnel are permitted access to cash, including cash in locked containers or stored in safes. b. Signed receipts are required for cash and property transferred to other individuals. c. Personal funds are not stored or commingled with NAF cash, even if separate containers are used. d. Cash is not stored in a safe designated for classified material (DODR 5200.1, <i>DOD Information Security Program Regulation</i>). e. Funds storage containers and safes shall meet the requirements identified in DAFI 31-101, <i>Integrated Defense (ID)</i>. 2. An OI for handling and safeguarding funds should be published for use by all cash handling functions, including procedures to follow during a robbery. Refer to AFMAN 34-202 for detailed procedures. 3. Funds storage limits are maintained in accordance with AFI 31-101. <ol style="list-style-type: none"> a. The wing or site commander prescribes in writing the limits for storing funds during non-operating hours. b. Per AFI 31-101, the funding limit for designated safes or vaults is under \$100,000. c. Funds held equal to or in excess of \$100,000 require use of an alarmed vault.
Change Fund	<ol style="list-style-type: none"> 1. The expeditionary force support squadron (EFSS) commander authorizes the establishment and amount of all change funds subject to fund storage limitations of AFMAN 31-101. 2. Authorized limits are entered in writing in the life of the fund (LOF) file (this also applies to appropriated fund (APF) funds and use of the life of the deployment [LOD] file). 3. Change funds are only authorized for making change. 4. Excessive change funds should be reduced by deposit to a banking account. 5. Cash accountability is maintained at all times between the s by using AF Form 2557, <i>NAF Cash Receipt Voucher</i>.

Surprise Cash Counts	<ol style="list-style-type: none">1. The functional area manager (FAM), or a representative designated in writing who is independent of the cash function, makes surprise cash counts at least monthly, using AF Form 2556, <i>NAF Surprise or General Cashier's Cash Count</i>.2. Cash counts include all change funds, imprest funds, and receipts on hand.3. Cash count of funds controlled by a central cashier must be accomplished monthly.4. Variances will be reported accordingly to the FAM based on the size of the variance in funds and as established in an operating instruction (OI) for surprise cash counts.5. AF Form 2556 should be forwarded to the fund's custodian.6. Internal control procedures and all transactions must be clearly documented. Documentation should be readily available and accessible for examination.7. Recording of transactions and events (audit trail). The entire process or life cycle of transactions and other significant events are promptly recorded and properly classified to maintain pertinent, relevant, and valuable information for use by managers to control operations and make decisions.8. Execution of transactions and events. Transactions and other significant events are authorized and executed only by persons acting within the scope of their authority.9. Separation of duties. No individual should control all key aspects of a transaction or event. To ensure effective checks and balances exist, key duties and responsibilities for authorizing, processing, recording, and reviewing transactions must be separated among individuals.10. Supervision. Supervisors must continuously review and approve the assigned work of their staff. Primary objectives are:<ol style="list-style-type: none">a. Provide assurance that internal control objectives are achieved.b. Provide guidance and training to staff to minimize errors, waste, wrongful acts, and achieve management directives.11. Access to and accountability for resources. Reduce risk by controlling the number of personnel with access and accountability.<ol style="list-style-type: none">a. Access to resources and records must be limited to authorized individuals.b. Accountability for the custody and use of resources should be assigned and maintained to reduce the risk of unauthorized use or loss and to achieve management directives.
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Cash Registers (APF and NAF)	<ol style="list-style-type: none">1. Cash registers are used in activities having regular cash receipts in a volume sufficient to justify their use.2. Strongboxes may be used by activities having a small volume of cash receipts (under \$200).3. AF Form 2555, <i>NAF Collection Record</i>, is used to record receipts when a cash register is not used.4. Cash registers and strongboxes are kept under constant managerial observation and safeguarded at all times when they contain cash.5. Do not use a cash register to store cash during non-operating hours.6. When possible, place cash registers in a position so the visual display can be conveniently seen by the customer.<ol style="list-style-type: none">a. Follow these cash register procedures:<ol style="list-style-type: none">b. Cashiers ring each sale in view of the customer and, when the cash register is capable of providing a kick-out tape, gives each customer a receipt for the sale. Kick-out tapes do not need to be used for operations employing a system of guest checks or other customer receipt media.c. Cashiers do not adjust an incorrectly rung sale on a subsequent sale. Account for the error using an AF Form 645, <i>NAF Cash Register Adjustment</i>, annotate the cash register tape to flag the error and attach it to the AF Form 1875, <i>NAF Individual Cashier's Report</i>.d. Ensure cash registers containing funds are under observation or secured to prevent access by unauthorized personnel.e. For small operations with limited personnel, and where the resource manager (RM) (APF and NAF resource manager [RM]) deem controls are adequate to safeguard funds, more than one individual may operate from a single cash drawer. The appropriate APF or NAF RM designates, in writing, those activities authorized to have more than one individual operate from a single cash drawer. Keep written authorization in the appropriate LOF or LOD and activity file.<ol style="list-style-type: none">a. Control cash register reset and read keys.<ul style="list-style-type: none">• Do not reset registers. Resetting of period cumulative totals (i.e., daily, weekly) is permitted if the register is so equipped and if the cumulative journal register is not reset.• Reset keys not needed to read or lock the register should be forwarded to the appropriate fund custodian for safekeeping.• The FAM controls the read keys.b. At the end of each shift, the FAM reads the cash register. Cashiers complete item #5 on an AF Form 1875 and turn it in to the FAM with their change fund and receipts.<ul style="list-style-type: none">• The FAM records the cash register and determines cash overages or shortages.• The FAM secures the change fund and turns in the AF Form 1875 and receipt to the custodian.c. An AF Form 1876, <i>NAF Consolidated Cost Center Report</i> is used to consolidate the information from the individual cashier reports for each cost center within the NAF instrumentality (NAFI) or activity.
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NAF Banking	<ol style="list-style-type: none"> 1. EFSS commander assures that operating FAMs avoid accumulating cash in excess of operating needs. 2. Deposits should be made no less than weekly. 3. All receipts should be deposited on the last day of each month (or as close as possible). 4. A suitable safe and other necessary security measures for the storage of cash should be provided when daily deposits are not made.
Replacing Resource and Property Managers	<ol style="list-style-type: none"> 1. The EFSS commander should appoint a successor in writing. The letter of appointment should be filed in the LOF file. 2. Prepare a schedule of obligations (liabilities) for the unit morale, welfare, and recreation (MWR) fund. 3. Transfer the established perpetual LOF file to the new RM. 4. Prepare a statement of financial condition and bank reconciliation. 5. Transfer all NAF and APF assets following a physical inventory of all saleable merchandise, property, and equipment. If saleable inventory is accountable by a FAM, then there is no transfer requirement.
Special Morale and Welfare (SM&W)	<ol style="list-style-type: none"> 1. Special purpose morale and welfare (SM&W) reports are prepared following the end of each quarter (31 December, 31 March, 30 June, 30 September). 2. Reports are forwarded to the theater's supporting major command (MAJCOM) services office by the 20th of the following month. 3. Each cost center code (CCC) is listed separately with totals for each. A CCC with no activity is completed with a \$0 designation. Negative reports should be processed and signed. 4. The Wing or site commander signs this report.
NAF Support of the Chaplain	<ol style="list-style-type: none"> 1. NAF funds (not SM&W funds) may be used to support chapel activities when the activity is a joint chapel and services effort. Authorization is approved in writing by the theater's supporting MAJCOM services office prior to expenditure. Typical guidance is: <ol style="list-style-type: none"> a. Activities are non-denominational and open to everyone. b. NAFs can only be used to purchase consumables (e.g., pizza, ice cream). c. Chapel allotted APFs are used to purchase supplies (e.g., napkins, plates, decorations). 2. NAFs for this use should be included in the annual budget. 3. Supplemental funds must be justified in writing to the theater's supporting MAJCOM services office. 4. The theater-supporting MAJCOM should establish yearly limits for each location based on budget requests and circumstances. 5. The theater-supporting MAJCOM must approve, in writing, any supplemental NAFs and records must be kept in the LOF file.

10.9. Nonappropriated Fund Resource Management. This section describes requirements for spending NAFs and controlling NAF assets. See **Table 10.3**, NAF Guidance.

Table 10.3. NAF Guidance

AFMAN 34-201, <i>Use of Nonappropriated Funds (NAFS)</i>
AFMAN 34-202, <i>Procedures for Protecting Nonappropriated Funds Assets</i>
AFMAN 34-204, <i>Property Management</i>
AFI 65-201, <i>Enterprise Risk Management and Managers' Internal Control Program Procedures</i>
AFI 31-101, <i>Integrated Defense</i>

10.9.1. NAF Assets. The Component Theater Services Planner should be consulted before expending or acquiring NAF assets as there are specific requirements that must be met. Theaters may have specific provisions or prohibitions regarding the use of NAFs. A servicing NAF accounting office (AO) should be established prior to the use of NAFs. The Services Planner in conjunction with the servicing NAF AO will provide detailed guidance on the purchase, control, inventory, and management of NAF assets.

10.9.2. Defined. NAFs are government funds, which are primarily generated by Prime RIBS activities from goods or services provided. NAFs are a separate funding type, different from APFs which are funds appropriated from Congress and recorded by the United States Treasury. They are not appropriated by Congress. AFMAN 34-201 takes precedence if there is a conflict in guidance regarding NAFs.

10.9.3. Purpose of NAFs. NAFs are used for the collective benefit of military personnel, their families, and authorized civilians. These funds support MWR programs, lodging, and other programs and NAFI as defined by guiding instructions.

10.9.3.1. NAFs enhance MWR programming. If an item is authorized APF support, then NAFs cannot be used. The lack of APF availability does not make NAF use permissible. Any item that is used solely and exclusively to generate revenue must be purchased with NAFs.

10.9.3.2. The function(s) supported with NAFs must be available to everyone and support the EFSS MWR program. NAFs may not be used to support non-EFSS activities unless specifically authorized by regulation or instruction (e.g., Chaplain Support).

10.9.4. Roles and Responsibilities. Below is a list of key roles and responsibilities with regards to property management. It is not all inclusive. Refer to AFMAN 34-204 for detailed roles and responsibilities.

10.9.4.1. Expeditionary Force Support Commander. The EFSS commander or applicable squadron commander over the EFSS functions (e.g., support squadron commander) appoints the primary and alternate property account custodians for APF, NAF, and Defense Logistics Agency Disposition Services accounts.

10.9.4.2. Flight Chief. Flight chiefs ensure their activity managers fulfill their property responsibilities.

10.9.4.3. Resource Management Flight Chief or Resource Manager. The resource management flight chief (RMFC) or resource manager (RM) ensures the policies and

procedures regarding property management are followed and performed. They provide oversight (direction and assistance) for all assets utilized in the EFSS.

10.9.4.4. The NAF RM is appointed as the NAF funds custodian (NAF FC) for NAF report accountability, management, and oversight. To maintain overall asset accountability and to create an audit trail, the NAF RM maintains account records in safeguarded files throughout the life of a NAF fund. For NAFs, the NAF FC maintains the controlled life of the fund (LOF) file. The NAF FC acts as the recorder for the NAF Council if established. Below are actions required of the NAF RM:

- 10.9.4.4.1. Records all newly purchased accountable property in a general ledger.
- 10.9.4.4.2. Assigns a locally established asset designator to identify the new property, enters it into the appropriate accounting system, and provides the information on a label to the appropriate NAF property manager (PM) for the associated flight property account custodian (PAC).
- 10.9.4.4.3. Ensures that each incoming activity manager accepts accountability and completes a memorandum receipt/assumption of duties upon standup of the activity.
- 10.9.4.4.4. Ensures (as necessary) that proper documentation is processed when property is loaned or transferred to other activities, disposed of, or removed from the MFAL.
- 10.9.4.4.5. Ensures that adequate descriptions and appropriate depreciation (or amortization) schedules are assigned to all accountable NAF property on the MFAL.
- 10.9.4.4.6. Consolidates budget requirements from all NAF activities for review and incorporates NAF-associated actions for NAF Council and site commander approval.
- 10.9.4.4.7. Initiates follow-up on annual (or other) property account inventories to ensure reviews, reports of inquiry, reports of survey, or investigations are conducted for missing property.
- 10.9.4.4.8. Submits annual statement of assurance to the EFSS commander.
- 10.9.4.4.9. Conducts quarterly certification of NAF financial statements.

10.9.5. Activity Manager. Manages individual activities within the EFSS and usually serves as the appointed primary PAC for their respective activities by the EFSS commander. The activity manager may designate in writing a subordinate to perform this duty. The activity manager maintains the responsibility for the designated custodian's performance.

10.9.6. Property Account Custodian. The activity manager and property custodian are responsible for budgeting, ordering, receiving, controlling, and disposing of all equipment and supplies within their respective activity.

10.10. NAF Property Management. Property is defined as furniture, fixtures, equipment, and vehicles. As used here, property does not include buildings, structures, or real estate. Property management covers all actions and responsibilities pertaining to the property's lifecycle.

10.10.1. Property Lifecycle. This cycle includes all the major stages in a property item's lifecycle. All five stages are identified below, but only the first two will be addressed in this TTP. Refer to AFMAN 34-204 for detailed guidance.

- Identification of the need to acquire the item.
- Item purchase/acquisition.
- Item use.
- Item repair.
- Item disposal and/or replacement item.

10.10.1.1. Plan, Budget, and Acquire (1st Lifecycle Stage). Property management starts at this lifecycle stage. It includes all preparatory steps for acquiring the property item up to the point of physical receipt.

10.10.1.2. Planning and Prioritization. Planning is identifying the need for a property item. Planning is an annual process updated quarterly as part of the EFSS budget process. When building a property purchase plan or updating requirements listing, ensure a priority is established for each item. Priority may be based on the expense, time sensitivity, and justification of each item.

10.10.1.3. Budgeting. Budgeting takes the priorities during the planning stage and determines how to fund each item. Prime RIBS uses two basic types of funding, APFs and NAFs in its budget process. Property items should not be budgeted using both appropriated and nonappropriated funds. The correct fund source should be used for budgeting (e.g., NAF for NAF property).

10.10.1.4. If an item is authorized APF support, then NAFs cannot be used. The lack of APF availability does not make NAF use permissible. Refer to AFMAN 34-201 for additional information.

10.10.1.5. Activity managers prepare the annual NAF requirements budget prior to the beginning of the fiscal year.

10.10.1.6. NAF budgets are revised each quarter based on current performance and expected changes. Refer to AFMAN 34-209 for NAF budget procedures.

10.10.1.7. All levels of the EFSS take part in the budget review and approval process once the activity manager completes the activity's budget. The installation commander approves the completed budgets for all NAF instrumentalities.

10.10.1.8. Budgets should be developed by day 60 after the start of a beddown if the location is not considered to be a temporary contingency location (i.e., lasting only for one AFFORGEN deployment cycle).

10.10.1.9. Administrative responsibility for budget submissions and for ensuring spending remains within approved funding levels belongs to the NAF RM. The NAF RM (acting as fund custodians appointed by the EFSS commander) consolidates the inputs from the activity managers by requirements and prepares a budget for the EFSS commander.

10.10.1.10. The EFSS commander reviews the consolidated budgets and ensures that each is comprehensive, realistic, and provides a well-rounded and balanced services program without conflicts between use and choice of APFs and NAFs. The EFSS commander decides which requirements to fund and how funds should be spent given the available

resources. The plans are then submitted to the Wing or site commander for budget approval.

10.10.1.11. Prime RIBS personnel should be aware that the theater may change some of the reporting requirements. This is done to meet theater needs and identify new procedures in parallel with publications used by the CCO or FM.

10.10.1.12. Refer to AFI 65-610, for guidance on administrative, general support, and QoL expenditures at deployed locations.

10.10.2. Acquisition. Acquisition begins once funding is approved. The activity manager should send all purchase requests for NAF requirements budget items to the RM. The RM reviews each request before buying to ensure it is an approved NAF requirements budget purchase and funds are available to make the purchase.

10.10.2.1. For NAF purchases up to \$5,000, the activity manager or designated account custodian makes the purchase in accordance with local procedures. Ensure the purchase is included on the NAF purchase log.

10.10.2.2. For NAF purchases greater than \$5,000, the Activity manager or designated account custodian prepares Air Force Form 9 and submits it to the contracting office for procurement in accordance with local procedures.

10.10.3. Receive and Account (2nd Lifecycle Stage). The receive and account lifecycle stage validates the use of funds (i.e., what was paid for was received) and establishes the baseline for tracking and safeguarding the item until it is permanently removed from an activity's inventory.

10.10.3.1. The receive and account three phase process is as follows:

- Initial receipt and inspection of the property.
- Accounting for property.
- Marking or labeling property received.

10.10.3.2. The purpose of each is to ensure activities are getting exactly what has been ordered and paid for.

10.10.3.3. Receipt/Inspection. When property is received, the property custodian should inspect the property and compare it to the receiving document to ensure it matches what has been ordered (e.g., make, model number), the quantity delivered is the same as on receipt, and the property is in good condition before accepting the delivery. If there is a problem with the order, the custodian annotates the discrepancies on the receiving document. If an AF Form 9 was used to purchase the property, the custodian requests base contracting contact the vendor. The property custodian takes follow-up actions on all receiving documents indicating a discrepancy until resolution.

10.10.3.4. Acceptance. After the property custodian has verified the property and quantity received are accurate, and after noting any exception or variance, they sign and date the appropriate form. A list of acceptable forms can be found in AFMAN 34-209.

10.11. Protecting NAF Assets. NAF funds should be controlled with security provided throughout the deployment. Funds storage limits should be established for the location and each

fund handling site. Funds storage require approval of the contingency site commander. APF and NAF cash should not be contained within the same secure storage container. Based on a review with security forces, store NAF funds (according to local security forces guidelines) in a General Services Administration (GSA)-approved storage container or safe. Security forces requirements are established in AFI 31-101, which provides detailed requirements for protecting funds.

10.11.1. Deposits. Avoid storage of large amounts of cash by depositing NAF cash in bank accounts. Keep enough funds on hand to operate for 30 days or based on local requirements.

10.11.1.1. Keep stored NAF funds under the \$100,000 threshold amount to avoid requiring an intrusion detection system (IDS) or being designated as a controlled area as identified in AFI 31-101.

10.11.1.2. Deposit excess cash in bank accounts in accordance with established Component Theater Services Planner guidance. Obtain account information through the servicing AO or FM agency. Deposit procedures may be theater-specific, but excess NAFs are usually deposited into the designated bank accounts by working with FM's pay agent to issue a DD Form 1131, *Cash Collection Voucher*, or to cut a US Treasury check for the funds. At some locations you may even have to purchase a money order to send by certified mail. The fund transfer instrument (e.g., DD Form 1131, Treasury check, or money order) is sent through the theaters' designated support office(s) for subsequent deposit.

10.11.1.3. Fund storage information is documented in the location's NAF LOF file.

10.11.2. Foreign Funds. Some locations require foreign currency to be used for contracts and purchase of supplies and equipment. It is important to determine with FM if foreign currency will be used at the location, especially if deploying to support an initial beddown. If so, work with the FM and the CCO to identify procedures and train personnel in the use and identification of foreign currency, as well as converting it back to US funds through the FM offices. Foreign currencies are treated as cash. Control procedures are the same as with other NAF and APF monies. There may need to be a need to modify cash count forms, such as AF Form 2556 to account for the specific foreign currency denominations. If not already added in a WRM kit for APF and NAF support, order cash registers to support operations. Dual currency locations may require cash registers that are programmed and slotted for dual currency use including dual journal tracking of sales.

10.11.3. Internal Controls. Internal controls should be understood by all Prime RIBS members. Safeguarding physical assets and properly managing scarce resources is paramount to long-term success of NAF operations. All personnel should understand their responsibilities to ensure effective internal controls are followed. Refer to AFMAN 34-202 for detailed guidance.

10.11.3.1. All members (military and civilian) of the force support team who are directly involved with the handling of NAF funds or control of NAF assets, have oversight of these personnel, and any other personnel the EFSS commander designates will complete NAF Internal Controls training within 30 days of hire or assignment and receive annual refresher training. The NAFI may conduct any additional hands-on training that may be recommended or needed as it applies to the unique needs of each location.

10.11.3.2. NAF assets are accounted for within Services by the appointed NAF FC and the property manager that handles NAF items. To prevent the appearance of conflict and maintain a greater level of accountability, the person who orders an asset (either the PM or an authorized activity manager) is not allowed to also receive the asset directly. Upon receipt, the NAF FC records the assets in a general ledger prior to release to the PM or responsible Services FAM/PAC. The NAF FC produces a MFAL that is used to record NAF furniture, fixtures, and equipment and pilferable items. The PM and FAMs use the MFAL for at least monthly inventory checks. As a part of overall RM responsibilities, the NAF RM develops an accountability system and identifies NAF-accountable items with property labels.

10.11.3.3. The EFSS commander issues an annual statement of assurance that internal controls exist, are adequate, and are being followed. The EFSS commander should ensure that the statement of assurance has considered (1) all factors in Services NAF programs, including inspections and spot checks, (2) any investigations or financial reviews, and (3) management knowledge gained from daily operations. Individual activities may develop additional operational guidelines and checklists to cover operations. These checklists should be in addition to the primary OIs and internal control checklists (ICC) and should not conflict.

10.12. Operating Instructions and Checklist. OIs should be developed and enforced for the various MWR programs. A copy of each OI should be provided to Theater Services Planners for review. See [Table 10.4](#), NAF Subjects and Management Actions for important NAF subjects and management actions to consider.

Table 10.4. NAF Subjects and Management Actions

Nonappropriated Fund (NAF) Subject	Management Actions
Imprest and Petty Cash Funds	<ol style="list-style-type: none"> 1. Imprest funds are obtained to start up a resale operation. <ol style="list-style-type: none"> a. As the new activity grows and operates, it reimburses the amount of money originally provided by the supporting command to initiate operations. b. Reimbursements are supported by AF Form 1401, <i>NAF Petty Cash/Refund Voucher</i>. c. Imprest funds are reimbursed when necessary, but are always reimbursed on the last workday of the month (or as close as possible). 2. Except for Army and Air Force Exchange Service (AAFES) imprest funds or for a location with a higher theater limitation, the expeditionary force support squadron (EFSS) commander approves the establishment and sets the amount of imprest funds not to exceed \$3,000 in volume of transactions. 3. Petty cash portions of an imprest fund are used to purchase items for a new activity. Consider the average number of transactions and dollar amount of monthly disbursements (based on historical review) when establishing the level of the petty cash fund. 4. The authorized limits are maintained in the LOF file. 5. Payments for any single purchase from the petty cash fund may not exceed \$500. <ol style="list-style-type: none"> a. Expenditures from petty cash funds cannot be split to circumvent the \$500 limitation. b. The nonappropriated fund (NAF) funds custodian (FC) uses AF Form 2557 to advance cash to an individual for a designated purchase. c. After the purchase, the individual who received the funds fills out an AF Form 1401 and returns all unused cash and the receipts. 6. Cash advances made from petty cash, invoices and receipts, and cash not used must be returned within two working days of purchase.
Purchases over \$500	<ol style="list-style-type: none"> 1. Purchases over \$500 are processed on an AF Form 9, Request for Purchase. <ol style="list-style-type: none"> a. The EFSS commander approves all purchases over \$500. b. The manager desiring to make a purchase initiates the AF Form 9 and signs as the requesting official. c. When designated and approved by the contingency contracting officer (CCO), the EFSS commander signs as the approving official and the NAF FC is the certifying official. 2. The original form is given to the vendor and copies are retained by the custodian and activity manager. <ol style="list-style-type: none"> a. When the goods are delivered, a manager (see separation of duties) acknowledges receipt on DD Form 250. b. The manager forwards the DD Form 250, a copy of the Form 9, and the invoice to the NAF FC for payment to the vendor. <p>NOTE: The CCO will determine similar APF spending limits. The single purchase threshold may be lower or higher than \$500. Verify spending limits with the CCO.</p>

Separation of Duties	<ol style="list-style-type: none"> 1. The custodian should ensure there is a separation of responsibility for purchasing and receiving an item. 2. Individuals authorized to make purchases (against established blanket purchase agreements (BPA) or by other contracting means) must not inspect and accept goods received. 3. An operating instruction (OI) should ensure internal controls are in effect that address this requirement.
Protection of Cash	<ol style="list-style-type: none"> 1. The NAF FC approves adequate safeguards for the protection of cash to make sure: <ol style="list-style-type: none"> a. Only authorized personnel are permitted access to cash, including cash in locked containers, or stored in safes. b. Signed receipts are required for cash and property transferred to other individuals. c. Personal funds are not stored or commingled with NAF cash, even if separate containers are used. d. Cash is not stored in a safe designated for classified material (DODR 5200.1). e. Funds storage containers and safes shall meet the requirements identified in AFI 31-101. 2. An OI for handling and safeguarding funds must be published for use by all cash handling functions, including procedures to follow during a robbery. AFMAN 34-202 contains detailed procedures. 3. Funds storage limits will be maintained IAW AFI 31-101. <ol style="list-style-type: none"> a. The Wing or site commander prescribes in writing the limits for storing funds during non-operating hours. b. Per AFI 31-101, the funding limit for designated safes or vaults is under \$100,000. c. Funds held equal to or in excess of \$100,000 require use of an alarmed vault.
Change Fund	<ol style="list-style-type: none"> 1. The EFSS commander authorizes the establishment and amount of all change funds subject to fund storage limitations of AFMAN 31-101. 2. Authorized limits are entered in writing in the LOF file (this also applies to APF funds and use of the LOD file). 3. Change funds are only authorized for making change. 4. Excessive change funds must be reduced by deposit to a banking account. 5. Cash accountability is maintained at all times between the NAF FC and the functional area manager (FAM) by using AF Form 2557.
Surprise Cash Counts	<ol style="list-style-type: none"> 1. The FAM, or a representative designated in writing who is independent of the cash function, makes surprise cash counts at least monthly, using AF Form 2556. 2. Cash counts include all change funds, imprest funds, and receipts on hand. 3. Cash count of funds controlled by a central cashier must be accomplished monthly. 4. Variances will be reported accordingly to the FAM based on the size of the variance in funds and as established in an OI for surprise cash counts. 5. AF Form 2556 will be forwarded to the funds custodian.

Specific Standards for Internal Control	<ol style="list-style-type: none">1. Internal control procedures and all transactions must be clearly documented. Documentation should be readily available and accessible for examination.2. Recording of transactions and events (audit trail). The entire process or life cycle of transactions and other significant events are promptly recorded and properly classified to maintain pertinent, relevant, and valuable information for use by managers to control operations and make decisions.3. Execution of transactions and events. Transactions and other significant events are authorized and executed only by persons acting within the scope of their authority.4. Separation of duties. No individual should control all key aspects of a transaction or event. To ensure effective checks and balances exist, key duties and responsibilities for authorizing, processing, recording, and reviewing transactions must be separated among individuals.5. Supervision. Supervisors must continuously review and approve the assigned work of their staff. Primary objectives are:<ol style="list-style-type: none">a. Provide assurance that internal control objectives are achieved.b. Provide guidance and training to staff to minimize errors, waste, wrongful acts, and achieve management directives.6. Access to and accountability for resources. Reduce risk by controlling the number of personnel with access and accountability.<ol style="list-style-type: none">a. Access to resources and records must be limited to authorized individuals.b. Accountability for the custody and use of resources should be assigned and maintained to reduce the risk of unauthorized use or loss and to achieve management directives.
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Cash Registers (APF and NAF)	<ol style="list-style-type: none">1. Cash registers must be used in activities having regular cash receipts in a volume sufficient to justify their use.2. Strongboxes may be used by activities having a small volume of cash receipts (under \$200).3. AF Form 2555, <i>NAF Collection Record</i>, must be used to record receipts when a cash register is not used.4. Cash registers and strongboxes are kept under constant managerial observation and safeguarded at all times when they contain cash.5. Do not use a cash register to store cash during non-operating hours.6. When possible, place cash registers in a position so the visual display can be conveniently seen by the customer.7. Follow these cash register procedures:<ol style="list-style-type: none">a. Cashiers ring each sale in view of the customer and, when the cash register is capable of providing a kick-out tape, gives each customer a receipt for the sale. Kick-out tapes are not needed for operations employing a system of guest checks or other customer receipt media.b. Cashiers do not adjust an incorrectly rung sale on a subsequent sale. Account for the error using an AF Form 645, annotate the cash register tape to flag the error and attach it to the AF Form 1875.c. Ensure cash registers containing funds are under observation or secured to prevent access by unauthorized personnel.d. For small operations with limited personnel, and where the RM (APF and NAF RM) deem controls are adequate to safeguard funds, more than one individual may operate from a single cash drawer. The appropriate APF or NAF RM designates, in writing, those activities authorized to have more than one individual operate from a single cash drawer. Keep written authorization in the appropriate LOF or LOD and activity file.e. Control cash register reset and read keys.<ol style="list-style-type: none">1. Do not reset registers. Resetting of period cumulative totals (i.e., daily, weekly, etc.) is permitted if the register is so equipped and if the cumulative journal register is not reset.2. Reset keys not needed to read or lock the register should be forwarded to the appropriate fund custodian for safekeeping.3. The FAM controls the read keys.f. At the end of each shift, the FAM reads the cash register. Cashiers complete item #5 on an AF Form 1875 and turn it in to the FAM with their change fund and receipts.<ol style="list-style-type: none">1. The FAM records the cash register and determines cash overages/shortages.2. The FAM secures the change fund and turns in the AF Form 1875 and receipt to the custodian.g. An AF Form 1876 is used to consolidate the information from the individual cashier reports for each cost center within the NAF instrumentality (NAFI) or activity.
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NAF Banking	<ol style="list-style-type: none"> 1. EFSS/commander assures that operating FAMs avoid accumulating cash in excess of operating needs. 2. Deposits must be made no less than weekly. 3. All receipts must be deposited on the last day of each month (or as close as possible). 4. A suitable safe and other necessary security measures for the storage of cash must be provided when daily deposits are not made.
Replacing Resource and Property Managers	<ol style="list-style-type: none"> 1. The EFSS commander should appoint a successor in writing. The letter of appointment is filed in the LOF file. 2. Prepare a schedule of obligations (liabilities) for the unit morale, welfare, and recreation (MWR) fund. 3. Transfer the established perpetual LOF file to the new RM. 4. Prepare a statement of financial condition and bank reconciliation. 5. Transfer all NAF and APF assets following a physical inventory of all saleable merchandise, property, and equipment. If saleable inventory is accountable by a FAM, then there is no transfer requirement.
Special Morale and Welfare (SM&W)	<ol style="list-style-type: none"> 6. Special purpose morale and welfare (SM&W) reports will be prepared following the end of each quarter (31 December, 31 March, 30 June, and 30 September). 7. Reports must be forwarded to the theater's supporting major command (MAJCOM) services office by the 20th of the following month. 8. Each cost center code (CCC) is listed separately with totals for each. A CCC with no activity is completed with a \$0 designation. Negative reports should be processed and signed. 9. The wing or site commander signs this report.
NAF Support of the Chaplain	<ol style="list-style-type: none"> 1. NAF funds (not SM&W funds) may be used to support chapel activities when the activity is a joint chapel and Services effort. Authorization should be routed to the Theater Services Planner prior to expenditure. Typical guidance is: <ol style="list-style-type: none"> a. Activities should be non-denominational and open to everyone. b. NAFs can only be used to purchase consumables (e.g., pizza, ice cream). c. Chapel allotted APFs are used to purchase supplies (e.g., napkins, plates, decorations) 2. NAFs for this use should be included in the annual budget. <ol style="list-style-type: none"> a. Supplemental funds must be justified in writing to the Theater Services Planner office. b. The Theater Services Planner should establish yearly limits for each location based on budget requests and circumstances. c. The Theater Services Planner should coordinate approval in writing any supplemental NAFs. Any records should be kept in the LOF file.

10.13. APF and NAF Contracts. This section provides proven TTP for establishing and providing oversight of both APF and NAF contracts.

10.13.1. Contingency Contracting. Contingency contracting is defined as the process of obtaining goods, services, and construction via contracting means in support of contingency operations.

10.13.2. Contract Support. Theater planners and EFSS often have either contract templates or existing contracts they can provide to Prime RIBS for contingency support. These contracts can be used as a starting point to help develop site-specific contracts as needed.

10.13.3. Roles and Responsibilities. Effective contract support requires strong partnerships between the ECONS and the EFSS. Refer to AFI 64-105 for more information. See [Table 10.5](#), Contracting Roles and Responsibilities.

Table 10.5. Contracting Roles and Responsibilities

Role	Responsibilities
Contingency Contracting Officer (CCO).	<ol style="list-style-type: none"> 1. The CCO is the only entity that can enter into binding contracts or legally obligate the government. 2. Determine suitability to use simplified acquisition procedures (SAP) for making purchases of supplies or services. 3. Simplified Acquisition Threshold (SAT)—means \$150,000 (Title 41 USC § 134), except for acquisitions of supplies or services that, as determined by the head of the agency, are to be used to support a contingency operation or to facilitate defense against or recovery from nuclear, biological, chemical, or radiological attack (Title 41 USC § 1903), the term means: <ol style="list-style-type: none"> a. \$300,000 for any contract to be awarded and performed, or purchase to be made, inside the United States. b. \$1 million for any contract to be awarded and performed, or purchase to be made, outside the United States. 4. Responsible for all facets of the contracting officer representative (COR) program to include: <ol style="list-style-type: none"> a. COR nomination procedures which also determines if the COR is qualified/acceptable. b. COR training. c. Formally appoints CORs in writing. d. Reviews COR reports on contractor performance to ensure it is complete and appropriately focused on assessing contractor compliance with contract terms and conditions.

Requiring Activity	<ol style="list-style-type: none">1. Develop contract quality assurance requirements/standards as part of the Quality Assurance Surveillance Plan (QASP) to be monitored/measured by CORs.2. Nominate adequate number of CORs, with appropriate technical skills for the type of contract being monitored and submit the nomination as part of the requirements package. The COR nomination package should include:<ol style="list-style-type: none">a. Qualifications of the prospective COR.b. Affirmation that COR will be afforded necessary resources (e.g., time, supplies, equipment, opportunity) to perform their designated COR functions.c. Affirmation that COR and their supervisor understands the importance of performance of the designated functions.d. Affirmation that performance of designated COR functions will be addressed as part of the COR's performance assessment and COR supervisors will solicit input on performance of COR duties from the CCO.e. Acknowledgement that if contract performance will continue a successor COR must be nominated, appointed, and trained prior to termination of the current COR's appointment.3. Ensure CORs are designated and trained prior to contract award.
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Contracting Officer Representative (COR)	<ol style="list-style-type: none"> 1. Prior to contract award, complete necessary training based on the type of contracts to be administered. 2. Review contracts/modifications and become familiar with both Government and contractor responsibilities and work that is covered (and not covered) by the contract. 3. Oversee contractor performance and conduct surveillance in accordance with the QASP to ensure contract terms and conditions are met (e.g., contractor badging, schedules, quantities, and receiving reports). 4. Notify the CCO of any actual or potential personal conflicts of interest. 5. Participate, as requested, in requirements definition/pre-award activities. 6. Accomplish monthly performance assessment reports that summarize results of performance surveillance and submit to the requiring activity unit commander and the CCO. 7. Maintain a COR file for each contract that they monitor. 8. Notify the CCO immediately of any changes in circumstances, such as PCS, that will require the COR appointment to be terminated and successor COR to be appointed.
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10.13.4. Reasons to Contract. Contingency contracting is a force multiplier. There is a limited number of Prime RIBS forces and resources available to support contingency operations. Initial operations rely almost exclusively on organic forces (military and DOD civilians) as the primary manpower to establish and operate services programs. Initial equipment and assets are contained in the WRM program which consists of mostly tent-based structures and limited equipment assets.

10.13.5. Contract Objective. The goal of effective contracting is to both reduce the number of Prime RIBS deployers required to support contingency operations and to increase operational capability through additional manpower and resources. For example, due to limited Prime RIBS forces on the ground, only limited fitness programming can be offered. Under contracted fitness operations, a site can fully staff the facility, offer fitness classes, offer robust sports programs and intramurals, obtain equipment maintenance, offer a resale operation within the facility, and reduce the number of Prime RIBS deployers which reduces the constant deployment tempo for Prime RIBS.

10.13.6. Types of Contracts. There are various type of contracts to obtain goods, services, and construction. Below are the most common types used at contingency locations.

10.13.6.1. Blanket Purchase Agreement (BPA). A BPA is a simplified method of filling anticipated repetitive needs for supplies or services by establishing charge accounts with qualified sources of supply. For example, if the recreation center resale operation wanted

to buy resale items from a supplier on a reoccurring basis, they would work with the CCO to establish a BPA. The same process would be used to purchase ice for the DFACs. The BPA typically identifies the item(s) that can be obtained and the price for each item. Finance must certify funds are available before the BPA can be awarded.

10.13.6.1.1. BPAs can be funded via APFs or NAFs. There are two types of BPAs most often used to support Prime RIBS requirements: centralized and decentralized.

10.13.6.1.2. Centralized BPAs provide limited capabilities for Prime RIBS to procure needed items, equipment, and support because it limits local purchase options. Only CCO can place calls (order items under the agreement). This can be extremely limiting during initial beddowns and could stop many support efforts since CCOs often have multiple competing contracting requirements and reduced manpower. Centralized BPAs may become an acceptable practice during the sustainment phase when the CCO has a more fully staffed office and identified contract sources.

10.13.6.1.3. Decentralized BPAs provide more flexibility during beddowns when actions are more chaotic. They can place a greater paperwork, accountability, and legal burden on the Services organization if not managed smartly. Decentralized BPAs must be authorized, have funds against them, have a maximum fund limit for purchase of items and services, and be used only for permissible purchases within the fund categories.

10.13.6.1.4. A decentralized BPA can avoid placing demands on the CCO office each time there is a need for small value goods and services. It can also speed up overall purchasing if the supply pipeline is backed up with stateside deliveries and there are many small items available locally at a reasonable price. Actions are reconciled with the CCO, supply, and FM to create or maintain an audit trail. Purchases are documented to capture assets within the various supply and NAF asset control and accounting systems.

10.13.6.2. Local Contracts. These are contracts with local or host country sources to provide non-personal services. Common examples of local contracts include mess attendant, equipment maintenance, and laundry and dry cleaning. Since these contracts employ local nationals (LN) or other country national (OCN) contractors, Prime RIBS will most likely be required to provide escort services based on local force protection requirements. LN/OCNs most likely will not be able to access government computer systems due to force protection condition (FPCON) requirements.

10.13.6.3. Civil Augmentation Program (CAP) Contracts. AFCAP is the most common CAP contract used where the Air Force is responsible for BOS. These can be cost plus or firm fixed price with firm fixed price being the preferred type. AFCAP contracts typically employ a mix of US Nationals as well as LN/OCNs.

10.13.6.3.1. Since AFCAP employs US Nationals, they are able to gain access to government computer systems (if contractually required and they have the appropriate security clearance). The contract can require the contractor to escort their LN/OCN contractor workforce, further reducing Prime RIBS manpower requirements.

10.13.6.4. NAF Contracts. Since there are no NAF contracting officers at contingency locations, the CCO provides all NAF contracting support. AFMAN 64-302 provides

additional guidance for NAF contracts. A NAFI Instrumentality is required with a servicing NAF AO before establishing NAF contracts.

10.13.6.5. Concessionaire Contracts. These are contracts to provide goods or services such as restaurants, massage, and souvenir sales. AAFES has supremacy which means first right of refusal. If Prime RIBS wants to enter into a NAF contract with a potential concessionaire, AAFES is given the opportunity to do so first. If AAFES elects to do so, then services is not permitted. If AAFES declines the offer, receive the denial in writing, file it in the LOF and LOD files for future use, and then work with the CCO to develop a contract.

10.13.6.5.1. When determining how to receive income from the concessionaire, it is recommended it be based on the concessionaire's gross income and not based on their profit. If receiving a percentage of their profits, it is harder to determine the actual income received due the concessionaire expenses (food, labor, facility, supplies) are paid out before determining their profit and paying the NAFI. The percentage the NAFI will receive is specified within the contract.

10.13.6.5.2. Bazaars are executed as concessionaire contracts.

10.13.6.6. Entertainment Contracts. Before pursuing locally procured entertainment, the AFE office should be contacted to determine if they can support. NAFs are permitted to procure entertainment if local leadership determines that the AFE-provided entertainment is insufficient. Any requirement for entertainment must be identified in the NAF spend plan and approved by the installation commander.

10.13.6.6.1. If AFE cannot support, the CCO will issue contracts for all locally NAF funded entertainment. Contact the CCO before beginning any discussions with a promoter or entertainer to avoid unintentionally obligating the government. Only the CCO has warranted individuals authorized to obligate the government. All requirements must be stated in the contract.

10.13.6.6.2. Insurance. NAF Standard Clauses can be found at <https://www.afnafpo.afsv.net>. Section 8 of the NAF Standard Clauses requires the contractor to carry insurance. The types of insurance are implied in the contract terms and conditions. A recommendation is for a minimum of \$1,000,000 in medical evacuation and \$50,000 in health coverage. Property, liability, and health are the responsibility of the contractor to purchase. The terms and conditions are there to protect the Government if something were to happen. The contractor can choose the level of coverage. The applicable local/state laws where the company is located is what drives the level of insurance purchased.

10.13.6.6.3. Electronic Payments. If payment is to be made via electronic funds transfer (EFT), the EFT enrollment form should be submitted to the servicing NAF AO along with the completed contract. If any advance payments are required, this requirement needs to be included in the contract. Contract and EFT enrollment should be submitted to the servicing NAF AO no later than 30 to 45 days prior to the performance date. If the entertainers have not previously worked for AF NAF, then an EFT enrollment and contract will be needed 45 days prior to performance. This is

needed to have information established in the Air Force banking system and Internet Based Purchasing System (IBPS).

10.13.7. Contract Considerations. Prime RIBS members know the importance of contracts, but they often lack the technical experience to develop them. Before developing contract language, Prime RIBS members should answer some basic questions:

- How long will the location be operational?
- Is funding available?
- What specific requirement(s) is being satisfied?
- How quickly does the contract need to be operational?
- What are the contracting options?

10.13.7.1. Duration. Duration of operations will be the main driver regarding whether contracts are practical. Contracts for missions that are projected to last less than 12-months may not be practical from a contracted manpower perspective, but BPAs to acquire goods may be essential. This will be location and mission specific. See **Table 10.6**, Contingency Location Types.

Table 10.6. Contingency Location Types

Type of Base	Description
Initial contingency location (CL)	Missions that are expected to last up to 9 months.
Temporary CL	Missions that are expected to last up to 24 months.
Semipermanent CL	Missions that are expected to last from 24 to 60 months.
Enduring Location (EL)	Typically, locations with missions that exceed 60 months.

10.13.7.2. Funding. Coordinate with the resource advisor or FM to determine if funds are available to support the contracting effort. Contracting efforts may need to be prioritized if funding is limited.

10.13.7.3. Requirement. Prime RIBS members must know what requirement(s) they are trying to satisfy. Is the goal to retain military leadership and management of an activity but have a contractor perform all of the functions? Should the contractor provide all facets of food service to include the facility? Who will order rations? Is equipment maintenance needed? Will the military perform food service accounting? Is there a need for a contract to offer a resale program in the contingency quarters operation but have the front desk clerks remain military? Is there a need to hire specialized position like marketing due to a lack of capability? Is there a need for contracted contingency quarters clerks which will require US Nationals for government network access? Make sure the requirement for what is needed to be accomplished via a contract solution is clearly defined.

10.13.7.4. Time. Different contracting initiatives take different amounts of time for a contract to be awarded. The fastest awarded contract type is most likely a local contract. Prime RIBS may elect to start with a local contract to increase capability and reduce deployed manpower strain while working to establish an AFCAP contract for long-term

enactment. **Table 10.7**, Deployment Phases shows the deployment phases and when contracts are typically started. There is no rule for when to start contracts. It often begins in the Sustain the Base phase because that is the time when there is better access to computers to write the contract as well as all of the manpower and resources. Up to this point, the goal has been to establish and normalize operations. If conditions allow to start contracting efforts earlier, do not wait until sustainment.

Table 10.7. Deployment Phases

Deployment Phase	Description
Open the Base	<p>Provides the capabilities to open an airbase, regardless of the follow-on mission. Open the base forces normally arrive first and assess the airbase for establishment of minimum airfield operating parameters, command and control, and supporting host-nation support capabilities.</p> <p>Prime readiness in base services (RIBS) should plan for an initial contingency location with austere conditions. Limited manpower and resources.</p>
Operate the Base	<p>Operate the base contains mission support forces needed to achieve full operating capability. Forces within this element make the initial operating capabilities of the airbase more robust with supplies and personnel to sustain forces for a minimum of 30 days.</p> <p>Prime RIBS has most of the apportioned manpower and resources. Begin developing site-specific standards and procedures and begin planning for sustainment operations if mission duration permits.</p>
Sustain the Base	<p>Provides additional forces to sustain and robust the capabilities already in place from the prior phases.</p> <p>Prime RIBS begins initiatives to increase quality of life (QoL). Sustainment focus areas include blanket purchase agreements (BPA) to obtain goods, support contracts, custodial contracts, and transition to semipermanent facilities.</p>

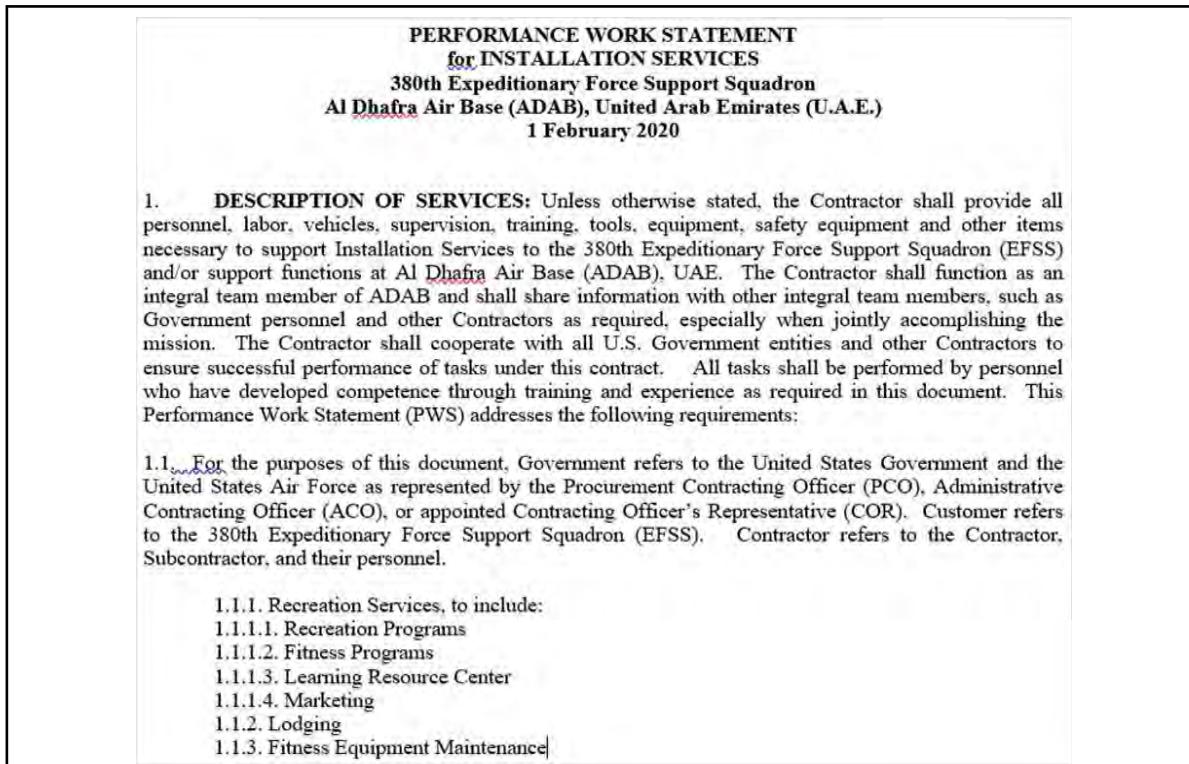
10.13.7.5. Options. The CCO should advise on any military related support agreements (i.e., host nation, mutual support, or acquisition cross-servicing agreements) that have been approved for the location. Host countries may have specific requirements for contracts including what companies are authorized. Always coordinate with the CCO about contract options available before developing contracts.

- Elements of a Contract. There are multiple individual elements that make-up a contract. The different elements include the following:
 - Performance work statement (PWS) or statement of work (SOW).
 - Operation specific appendices.
 - Services summary (SS) with performance objectives (PO).
 - Definitions.
 - Publications and forms.

10.13.7.6. PWS and SOW are used interchangeably, but they are actually very different. A PWS defines the requirement in terms of results rather than the method of performing the work. The requiring activity develops the PWS jointly with the other members of the multi-functional team. Cite reference directives (e.g., publications, instructions) by specific process or procedure (e.g., paragraph or chapter) rather than the entire publication in the PWS. Ensure the PWS is written as performance based unless approved to solicit a non-performance based acquisition. In that case, a SOW would result, not a PWS.

10.13.7.6.1. The PWS defines what goods and services the government will provide (e.g., facilities, equipment, vehicles, mail service, computers). and which will be contractor-provided (e.g., consumable supplies, manpower, vehicles). It also provides operating location requirements (force protection condition [FPCON], host country laws, local laws, base access requirements). See **Figure 10.1**, Performance Work Statement Example.

Figure 10.1. Performance Work Statement Example



10.13.7.7. Operation Specific Appendices. Operation specific appendices is where Prime RIBS defines the operational requirements to be performed by the contractor. There can be multiple appendices depending on the number of functions to be contracted. See **Figure 10.2**, Operation Specific Appendix Example.

Figure 10.2. Operation Specific Appendix Example

APPENDIX C
RECREATIONAL SERVICES

C.1. RECREATIONAL SERVICES: The services to be provided are Recreational Services that includes the Community Recreational Program (includes Alcohol & Resale Activities), Fitness Center Program, and Learning Resource Center/Library.

C.2. RECREATION PROGRAM: The Contractor shall staff the Community Activity Program (24 hours a day / 7 days a week) with sufficient trained personnel to support all morale welfare and recreation program functions described in this section of the PWS to approximately (3,000) customers visiting all community program locations on a daily basis.

C.2.1. Operation Locations: The facilities include the Community Activity Center (CAC), indoor bar, Thirsty Camel bar, Information, Ticket, and Tours (ITT) office, CAC upstairs, Mirage area, outside stage and outside seating areas on either side of the CAC.

10.13.7.8. Services Summary. The services summary contains performance objectives and describes the standard the contractor is expected to achieve, how the performance will be monitored, and the performance threshold. See **Figure 10.3**, Services Summary Example.

Figure 10.3. Services Summary Example

Service Summary: Monitoring methods include periodic inspections, customer complaints, and 100 percent surveillance. Re-performance of unacceptable services at no additional cost will be the preferred course of action when appropriate. The absence of any contract requirement from the Service Summary shall not detract from its enforceability nor limit the rights or remedies of the Government under any other provision of the contract.

Note: E = Exceptional; VG = Very Good; S = Satisfactory; M = Marginal; U = Unsatisfactory.

Performance Objective	PWS Paragraph	Performance Threshold	Monitoring Method
PO-1: The SM or ASM shall be available within 4 hours to meet on the installation with Government personnel to discuss problem areas.	4.21.4	E: Within one (1) hour. VG: Within three (3) hours. S: Within four (4) hours. M: Within five (5) hours. U: > five (5) hours.	Periodic Inspection (Monthly)
PO-2: Prepare necessary documentation (Requisitions, Form 9's, etc.) and submit IAW 407 EFSS procedures within 48 hours of identifying requirement.	5.2.2.7	E: 100% of time VG: >98-<100% of time S: 95-98% of time M: 90-<95% of time U: <90% of the time.	Periodic Inspection (Monthly)
PO-3: Ensure personnel requiring escorts are monitored and physically and visually accounted for at all times.	6.8.1	100% compliance	100% Inspection

10.13.7.9. Definitions. The definitions sections defines in clear language key terms and positions mentioned in the contract. See **Figure 10.4**, Definitions Example.

Figure 10.4. Definitions Example

APPENDIX A	
DEFINITIONS	
A.1.	Administrative Contracting Officer (ACO): The duly appointed Government agent authorized to administer contracts and perform the day-to-day administration of the contract. The ACO is responsible for resolving administrative issues and negotiating equitable adjustments in the conduct of the task order. The ACO is appointed by the Procuring Contracting Officer (PCO) responsible for the task order.
A.2.	Installation Commander: The 380th Air Expeditionary Wing Commander (380thAEW/CC).
A.3.	Quality Assurance: A planned and systematic pattern of all actions necessary to provide confidence that adequate technical requirements are established; products and services conform to established technical requirements; and satisfactory performance is achieved. For the purposes of this contract, quality assurance refers to actions taken by both the Government and Contractor.

10.13.7.10. Publications and Forms. This is the section that Prime RIBS documents all publications and forms the contractor must either adhere to or use in the performance of the contract. See **Figure 10.5**, Publications and Forms Example.

Figure 10.5. Publications and Forms Example

APPENDIX B PUBLICATIONS AND FORMS																																							
<p>B.1. The Contractor shall adhere to the intent of the publications referenced in the PWS. In addition to those, technical orders and standards that apply to the PWS are listed below. The Contractor shall be guided by those publications or use those forms to the extent necessary to accomplish requirements in this PWS. Should there be a conflict between the PWS and references set forth therein, the PWS will have precedence. The Contractor shall be responsible for obtaining the various referenced standards. The Government, at the start of the contract, will provide hard copies of all Air Force and Government publications which are not available via the following internet web locations: Air Force publications and forms http://afpubs.hq.af.mil; http://www.defenselink.mil/pubs. Supplements, version updates or amendments to listed publications from any organizational level may be issued during the life of the contract. The COR will forward supplements or amendments to listed publications and forms that are not available on these web sites. The Contractor will immediately implement those changes that result in a decrease or no change in the contract price and notify the ACO in writing of such change. Should a decrease in contract price result, the Contractor shall provide a proposal for a reduction in contract price to the ACO. Before implementing any change that will result in an increase in contract price, the Contractor shall submit to the ACO a cost proposal within thirty (30) calendar days following receipt of the change by the Contractor. Failure of the Contractor to submit a price proposal within thirty (30) calendar days following receipt of the change entitles the Government to performance according to the change at no increase in contract price (unless the time requirement is waived by the ACO). The Government will continue to supply Government forms needed for daily operations. Upon completion of the contract, the Contractor shall return to the Government all issued publications and unused forms.</p>																																							
<p>Table B.2</p>																																							
<table border="1"> <thead> <tr> <th>Publication No. Section/Para/Line</th><th>Title</th><th>Date</th><th>Mandatory/ Advisory</th><th>Applicable Sections</th></tr> </thead> <tbody> <tr> <td>DoD 5500.7</td><td>Ethics Standards</td><td>29 Nov 2007</td><td>A</td><td>All sections and subsections</td></tr> <tr> <td>USAFCENTI 32-1002 (with local Supplements)</td><td>Local National (LN)/Third Country National-Escort (TCN-E) Program</td><td>12 Aug 2014</td><td>M</td><td>All</td></tr> <tr> <td>AFI 34-109</td><td>Air Force Community Center Programs</td><td>3 Sep 2010</td><td>M</td><td>All</td></tr> <tr> <td>AFI 34-219</td><td>Alcoholic Beverage Program</td><td>30 Sep 2016</td><td>M</td><td>All</td></tr> <tr> <td>AEWI 34-219</td><td>Alcoholic Beverage Program</td><td>30 Mar 2016</td><td>M</td><td>All</td></tr> <tr> <td>AEWI 36-2903</td><td>Community Standards</td><td>16 Mar 2016</td><td>M</td><td>All</td></tr> </tbody> </table>					Publication No. Section/Para/Line	Title	Date	Mandatory/ Advisory	Applicable Sections	DoD 5500.7	Ethics Standards	29 Nov 2007	A	All sections and subsections	USAFCENTI 32-1002 (with local Supplements)	Local National (LN)/Third Country National-Escort (TCN-E) Program	12 Aug 2014	M	All	AFI 34-109	Air Force Community Center Programs	3 Sep 2010	M	All	AFI 34-219	Alcoholic Beverage Program	30 Sep 2016	M	All	AEWI 34-219	Alcoholic Beverage Program	30 Mar 2016	M	All	AEWI 36-2903	Community Standards	16 Mar 2016	M	All
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10.13.7.11. Quality Assurance Surveillance Plan (QASP) is not part of the contract, but it is required to be submitted along with the contract as part of the requirements package.

10.13.7.11.1. The purpose of a QASP is to provide a documented process for surveilling the contractor's actual performance and comparing that to the technical requirements of the contract. The QASP identifies and describes the roles and responsibilities for implementing and maintaining the key elements of contract performance management.

10.13.7.11.2. QASP surveillance is based on the minimum surveillance necessary to assess contractor compliance to PWS requirements. The services summary is releasable to the contractor, but the QASP is an internal Government document. After establishing mission essential and crucial SS items with measurable performance thresholds, the multifunctional team ensures the QASP builds a surveillance plan that schedules surveillance of all SS and other PWS/contract items.

10.13.7.11.3. The QASP identifies how contracting officer representatives (COR) link surveillance of SS items to periodic surveillance reporting and contractor performance assessment reports (CPAR).

10.13.7.11.4. QASP-related requirements are addressed in several regulatory, procedural, instructional, and guidance documents. Documents should be consulted for each particular acquisition to determine an appropriate QASP approach.

10.13.8. Contract Development. Define what needs to be contracted, experience and qualifications required, Government or contractor provided goods and services, performance objectives, and local considerations.

10.13.8.1. Define the Work to be Performed. This is the most difficult and important part of contract development. Prime RIBS should clearly state all facets of the work to be performed and to what standard they must be performed. Focus efforts on the desired outcome and not how to do something. For example, pots and pans must be sanitized in accordance with the Tri-Service Food Code. This statement tells the contractor what is required and the desired outcome but does not tell them how to sanitize the pots and pans. During this phase, consider how to rate a contractor's performance against the description of the work to be performed. For instance, stating that the contractor is responsible for providing an integrated recreation plan to support the base populace is not a requirement that a COR would be able to grade against. Whereas defining the requirement with specific numbers or ranges of numbers of events to be planned, is quantifiable and gradable.

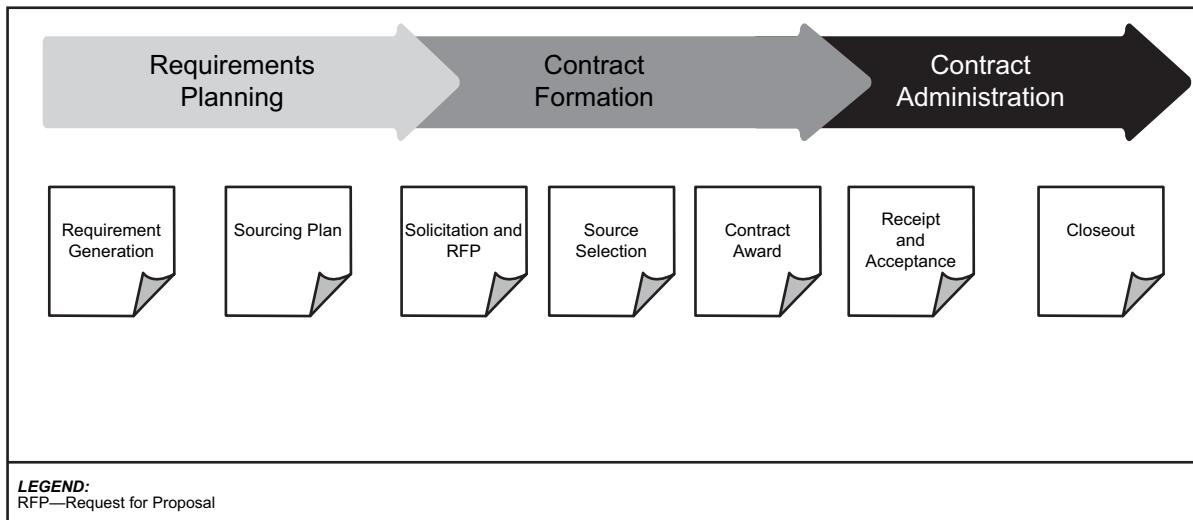
10.13.8.2. Experience and Qualifications Required. Clearly state if certain qualifications are required by the contractor. For example, the recreation program manager shall be a United States national (USN) and have at a minimum of five (5) years' experience in supervising and managing DOD recreation or club management operations. Food service workers must have current Food Handlers Certification prior to beginning work.

10.13.8.3. Government or Contractor Provided. Based on local conditions, identify which support, services, and assets will be provided by the government and which will be contractor-provided.

10.13.8.4. Performance Objectives. Develop the standards of performance, how they will be monitored, and performance thresholds for any references in the contract that prescribe a standard.

10.13.8.5. Local Considerations. Investigate local requirements that will impact contracted operations and make sure they are identified in the PWS. Everything from base access, escort requirements, driving on base, and hours of operation should be clearly documented in the PWS.

10.13.9. Contract Award Process. After there is a fully developed PWS provided to the CCO, there are multiple required actions before the contract can be awarded. Pre-solicitation, the CCO will scrutinize the contract, and seek legal counsel where appropriate or required, to ensure it is legally sufficient and the performance requirements are clear. The contract will also be costed, to develop a rough order of magnitude (ROM) or estimate of how much the contract will cost. Using the ROM, work with FM to secure funds so contracting can initiate the formal acquisition process. See [Figure 10.6](#), Contract Award Process.

Figure 10.6. Contract Award Process

10.13.10. Solicitation Process. This is when the CCO releases a request for proposal (RFP) to contractors to bid on the contract. Depending on the strategy, Prime RIBS members should expect requests for information (RFI) to answer questions the contractors may have as well as possible site visits. During this time, potential contractors are trying to determine the scope of the work to be performed so they can accurately propose (bid) the contract solicitation.

10.13.11. Evaluation of Proposals. Once the deadline for solicitation passes, the CCO will evaluate each of the proposals according to the solicitation factors to determine if the contractor can satisfy contract requirements. Since Prime RIBS members are the technical experts, be prepared to assist the CCO in answering any technical or workload questions they may have.

10.13.12. Source Selection and Contract Award. During this phase, a contractor will be selected and notified of contract so that work can begin. Note that the time between contract award and start of performance can be lengthy depending on host nation visa requirements.

10.13.13. Contract Administration. Once the contract has been awarded and work has begun, the CCO is the only authorized person who can obligate the US Government.

10.13.14. Quality Oversight. A guiding principle to quality is that the level of surveillance is commensurate with the level of risk associated with contractor performance.

10.13.14.1. All activities that use contractors to perform mission requirements should have a copy of the contract readily available within the activity. All Prime RIBS members within the activity should be well-versed on the requirements in the contract. Too often there are complaints that contractors are failing to meet performance requirements, but the staff working alongside the contractors do not know what is actually in the contract. Quality oversight starts within the activity and is the first step in validating it receives the services contracted for.

10.13.14.2. The COR is the formally appointed technical expert who provides guidance to Prime RIBS members regarding contractual requirements. The COR performs mandatory

surveillance and documents contractor performance in accordance with the PWS and the performance objectives within the Services Summary.

10.13.15. Government's Role. The Government's role is to ensure it receives the services contracted for and only pays for the services actually received. The government's approach to quality is documented in the QASP/Award Fee or Incentive Plan. In accordance with Federal Acquisition regulation (FAR) 46.201(b), the contracting officer may also authorize contractor recommended inspection alternatives when in the Government's interest and approved by the mission owner.

10.13.16. Contractor's Role. The contractor's role is to ensure the quality of services they provide is captured in their internal quality management system (QMS).

10.13.17. COR Training. COR training has 2 phases.

10.13.17.1. Phase 1—DOD Standardized COR Training and Certification. DOD has established a COR certification standard, which defines minimum COR competencies, training, and experience according to the nature and complexity of the requirement and contract performance risk.

10.13.17.2. Phase 2—CCO and Quality Assurance Program Coordinator (QAPC) Led Training. CCOs and QAPC ensure CORs receive contract specific training (to include refresher training). The training should be provided prior to contract award or the COR assuming contract oversight responsibilities when replacing another COR.

10.13.17.3. The QAPC (or CCO if no QAPC) will provide Phase 2 training covering the following:

- COR duties/responsibilities to be delegated.
- Multifunctional team members and their roles and responsibilities.
- Importance of COR performance.
- Personal conflicts of interest and potential conflicts of interest.
- Unauthorized commitments.
- Ethics/integrity in relationships with the CCO, COR management (e.g., supervisor, functional commander/directors), and the contractor.
- The Seven Step Service Acquisition Process which can be found at:
<http://sam.dau.mil/>.
- A discussion of the contract, performance work statement, and quality assurance surveillance plan.
- An awareness of any areas in the contract susceptible to fraud, waste, and abuse.
- Creation, maintenance, and submission of all quality assurance documentation and contractor performance assessment information required by the contract and applicable regulations.

10.13.18. COR Files. CORs should keep a file for each contract they are responsible for. At a minimum, each file should contain:

- COR letter of appointment/designation.
- Copy of the contract and all modifications.

- Copy of acceptance documents and invoices.
- Copies of all contract related correspondence.
- Memoranda of record for all actions taken/issues addressed.
- QASP.
- Performance assessments/reports (negative and positive).
- Weather reports (if applicable to your contracts).

10.13.18.1. Assist the CCO with development of contract modification requests to make requirements due to poor planning, unforeseen impacts, or mission changes. Once modification requests have been coordinated, funded, and approved, submit the request package to the responsible CCO to modify the contract

10.13.18.2. Ensure COR files are transferred and made available to the CCO, COR management, and the successor COR, if one is designated by the CCO.

10.14. Conducting AAFES Operations. AAFES provide health and hygiene items for sale and essential services to service members and authorized individuals at approved operating locations. An Exchange operation may be established at any federal or state installation and other locations where DOD military personnel are assigned. All AAFES resale outlets will be operated and controlled either directly or indirectly by AAFES, regardless of location.

10.14.1. Requests for Support. All requests for Exchange support should be routed through either the MAJCOM or theater component services planner. This includes requests to establish AAFES operations and concessionaires as they best understand the unique requirements of their AOR and often have a MOU that outlines specific responsibilities for AAFES support.

10.14.2. Guidance. AAFES guidance is found in EOPs which provide detailed guidance, much like AFIs and AFMANs, for conducting AAFES operations. The source EOP for a particular operation (imprest fund or tactical field exchange) is referenced within the applicable sections so the user knows where to find the data. The MAJCOM or theater component services planner should have these available upon request.

10.14.3. AAFES Partnership. Traditionally, the element containing Prime RIBS forces has been the liaison between AAFES and the installation commander. Thus, it is important for Prime RIBS to understand AAFES capabilities and be prepared to advise leadership. Any changes in mission that increases or decreases the population (to include rotations) should be discussed with AAFES since their support is tied to the population size. Failure to include AAFES in planning can have devastating effects on their supply of health and hygiene items, to include resupply.

10.14.3.1. AAFES and Prime RIBS have a good relationship and a history of working together to improve the morale and welfare of deployed forces. The success of the operations and programs offered is often directly tied to the strength and understanding of the relationships formed.

10.14.4. Exchange Support. AAFES is the national level provider of military exchange items and services. When requested and resourced by the supported commander, AAFES serves as a supporting organization providing military exchange items and services to US forces, and other authorized customers, deployed for or conducting humanitarian or

contingency operations and exercises. In a contingency theater of operations or military exercises where regular AAFES facilities are not available, commanders may request AAFES support. See **Figure 10.7**, AAFES Request Example.

Figure 10.7. AAFES Request Example

	REQUESTING HEADQUARTERS MSC ADDRESS
(OFFICE SYMBOL)	DATE
MEMORANDUM THRU (APPROPRIATE COMMAND)	
MEMORANDUM FOR: Commander, Army and Air Force Exchange Service (AAFES)	
SUBJECT: Request for AAFES Mobile Field Exchange (TFE) Support	
1. List support requested (Mobile Field Exchange) <ul style="list-style-type: none"> a. Unit Designation Name b. Location: (Camp Post Base Name, City/Town/State) c. Troop Strength: (Population) d. Percent of Female Population e. Date Requested: (Day/Month/Year) f. Dates of Operation: (Day/Month/Year – Day/Month/Year) g. Duration: (Number of Days) h. Life Support: (Unit must provide life support for AAFES associates to include housing, food, medical, communications and security) i. Operational Support: (Unit must provide electricity/generator, water, logistics, material handling equipment, etc.) j. Facilities available: (List infrastructure available for AAFES use such as buildings, communications, etc) 	
2. The point of contact for this memorandum is RANK FirstName LastName @ DSN/COMM xxxx-xxxx . List email address as well	
First Name Last Name Rank/Branch Position	

10.14.4.1. There are three types of AAFES field support available for military operations and training exercises worldwide. Before attempting to establish a military-operated AAFES operation, the selected unit should coordinate with FM to validate financial support is available. Cash handling and support is required. Consider FM's ability to support currencies (e.g., cash, local currency, Eagle cash, check) to develop a full understanding of potential operational shortfalls in advance of requests.

10.14.4.2. AAFES Imprest Fund Activity (AIFA). EOP 08-01, *The AAFES Imprest Fund Activities* provides guidance and outlines the procedures to establish, operate, and deactivate an AIFA. An AIFA is a military-operated AAFES activity, usually in a small or remote site, where a regular direct-operation exchange cannot be provided. The inventory has a small dollar value, normally less than \$15K. On an exception basis, the inventory can be approved for up to \$50K by the theater exchange commander.

10.14.4.2.1. It is important for Prime RIBS to understand that any unit can operate an AIFA. If there are future plans that the CL may establish a NAFI, it is highly recommended that the unit containing Services are not appointed to operate the AIFA. This removes any possible appearances of conflict of interest and cleanly separates AIFA and NAFI roles and responsibilities.

10.14.4.2.2. Obtaining support will require the installation commander to contact the Component Services Planner who will in-turn coordinate with the theater's AAFES servicing exchange designated general manager (GM) for required information in the request to obtain support. Units submit the request through their component or MAJCOM A1 for approval and forward the submission to the appropriate combatant command (CCMD) for final approval.

10.14.4.2.3. Units operating an AIFA will be given a change fund, purchase merchandise for stocking and restocking from AAFES only, and sell at AAFES set prices. AAFES issues operating procedures to activate, operate, and deactivate the AIFA. Unit commanders appoint a commissioned, warrant, or SNCO to supervise the AIFA, be accountable for the AAFES assets loaned, and to furnish all AIFA administrative and logistical support. The unit is responsible for re-supply, to include ordering and transporting merchandise.

10.14.4.3. **Tactical Field Exchange (TFE).** EOP 08-06, *Military/Exchange-Operated Tactical Exchanges* provides guidance and outlines the procedures to establish, operate and deactivate a TFE. A TFE is operated by the military, usually in remote locations. TFE operators are trained by AAFES personnel. The TFE operates using AAFES standard operating procedures, and merchandise is pushed to these facilities by AAFES distribution centers with APF support as required in the theater of operation.

10.14.4.3.1. Same as with an AIFA, any unit can operate a TFE. If there are future plans that the CL may establish a NAFI, it is highly recommended that services do not operate the TFE.

10.14.4.4. **Direct Operating Exchange-Tactical (DOX-T).** A DOX-T is operated by AAFES civilian personnel. The DOX-T operates using AAFES operating procedures, and merchandise will be procured through AAFES distribution channels with APF support as required in the theater of operation. AAFES normally will not operate a DOX-T or deploy AAFES associates in non-permissive or combat environments.

10.14.4.4.1. **DOX-T Planning Factors.** EOP 08-02, *Activation, Deactivation and Transfer of Exchanges* is the reference source to establish, operate and deactivate exchange operations to include DOX-Ts. If approved for a DOX-T operation, Prime RIBS should be aware of the AAFES Contingency Planning Matrix which prescribes the minimal recommended services and sizing by troop strength. See **Figure 10.8**, AAFES Contingency Planning Matrix.

Figure 10.8. AAFES Contingency Planning Matrix

Retail-Contingency Matrix--Minimal Recommended Services and Sizing by Troop Strength - As of July 2020							
Number of Troops	1,000 - 2,000	2,000 - 3,000	3,000 - 4,000	4,000 - 6,000	6,000 - 8,000	8,000 - 10,000	> 10,000
Direct Retail Services							
Retail Sq. Ft.	6,000	9,000	12,000	18,000	24,000	30,000	45,000 +
Stockroom Sq. Ft./Freezer	3,000	4,500	6,000	9,000	12,000	15,000	20,000
Container Parking Space	6,400	25,600	51,200	51,200	51,200	51,200	51,200 +
Power Requirements (60Hz typical)	3ph 100amp/240V	3ph 100amp/240V	3ph 200amp/240V	3ph 200amp/240V	3ph 300amp/240V	3ph 300amp/240V	3ph 300amp/240V
Number of Food Facilities	1 Food Concept	2 Food Concepts	3 Food Concepts	4 Food Concepts	4 Food Concepts	4 Food Concepts	4 Food Concepts
Sq. Ft. Food Preparation Area (340 Sq. Ft./Concept)	340 Sq. Ft. Total	680 Sq. Ft. Total	1020 Sq. Ft. Total	1360 Sq. Ft. Total			
Sq. Ft. Food Sealing Area (900 Sq. Ft./Concept)	900 Sq. Ft. Total	1800 Sq. Ft. Total	2700 Sq. Ft. Total	3600 Sq. Ft. Total			
Food, # 20' cont. dry storage	2	4	6	8	10	12	14
Food, # 20' cont. refrigerated	2	4	6	8	10	12	14
Food, # 20' cont. frozen	2	4	6	8	10	12	14
Power Requirements (60Hz typical)	3 ph 400amp/240V	3 ph 400amp/240V each	3 ph 400amp/240V each	3 ph 400amp/240V each	3 ph 400amp/240V each	3 ph 400amp/240V each	3 ph 400amp/240V each
Water Requirements	1000gal/day	1000gal/day each	1000gal/day each	1000gal/day each	1000gal/day each	1000gal/day each	1000gal/day each
Coffee/Snack Operations	(1) 400sf	(2) 800sf	(2) 800sf	(3) 1,200sf	(3) 1,200sf	(3) 1,200sf	(3) 1,200sf
If Direct Food, # 20' cont. dry storage	1	2	2	3	3	4	4
If Direct Food, # 20' cont. refrigerated	1	2	2	3	3	4	4
Power Requirements (60Hz typical)	125amp/240V	125amp/240V each	125amp/240V each	125amp/240V each	125amp/240V each	125amp/240V each	125amp/240V each
Theater: 1 multipurpose theater recommended with populations over 1,000 personnel with minimum seating of 250 personnel.							
Services							
AT&T Phones 1 Phone / 200 Soldiers	Max 10	Max 15	Max 20	Max 30	Max 40	Max 50	48
Press/Alt Sq. Ft. required	(1) 400sf	(1) 400sf	(1) 400sf	(2) 800sf	(3) 1,200sf	(3) 1,200sf	(3) 1,200sf
Barber Sq. Ft. required	(1) 400sf	(1) 400sf	(2) 800sf	(2) 800sf	(3) 1,200sf	(3) 1,200sf	(3) 1,200sf
Beauty Sq. Ft. min 250 female pop.	(1) 400sf	(1) 400sf	(2) 800sf				
Gift/Concessions 400 Sq. Ft. p/Conc.	(2) 800sf	(2) 800sf	(2) 800sf	(2) 800sf	(4) 1,600sf	(4) 1,600sf	(4) 1,600sf
Power Requirements (60Hz typical)	3ph 75amp/240V	3ph 75amp/240V each	3ph 75amp/240V each	3ph 75amp/240V each	3ph 75amp/240V each	3ph 75amp/240V each	3ph 75amp/240V each
Water Requirements (Barber/Beauty Shops)	500gal/day each	500gal/day each	500gal/day each	500gal/day each	500gal/day each	500gal/day each	500gal/day each
NOTE: All Facilities Need 1 DSN to Facilitate Patron Personal Information Privacy Requirements							
NOTE: Barber Shops: Power Requirements will increase at larger installations due to additional chairs/location							
NOTE: Support: Vehicle Support is Mission Dependant							
Vehicles Trucks	(2) 1/2 Ton Truck	(2) 1/2 Ton Truck	(4) 1/2 Ton Truck	(6) 1/2 Ton Truck			
Vehicles SUV	1 SUV	1 SUV	2 SUV	2 SUV	3 SUV	4 SUV	5 SUV
MHE-forklift (f) pallet jack (pj)	2 f,3 pj	2 f,3 pj	2 f,3 pj	2 f,3 pj	2 f,3 pj	2 f,3 pj	2 f,3 pj
Service Bazaar	1,500 Sq Ft			2,500 Sq Ft		3,000 Sq Ft	
Office Space	200	400	600	800	1,000	1,000	1,000
Essential Command and Control Support ECC - TFESC		ECC staffing is situationally Specific, and may vary greatly by location.					
Office Space	1,500 Sq Ft			2,500 Sq Ft		3,000 Sq Ft	
Vehicles SUV	1 SUV	3 SUV	4 SUV	5 SUV	5 SUV	5 SUV	10 + SUV
Communications	2 DSN lines/Internet	4 DSN lines/Internet	6 DSN lines/Internet	6 DSN lines/Internet	7 DSN lines/Internet	7 DSN lines/Internet	7 + DSN lines/Internet
ECC Personal Supported	3	8	8	11	11	11	30 +
Power Requirements (60Hz typical)	3ph 75amp/240V	3ph 75amp/240V	3ph 75amp/240V	3ph 75amp/240V	3ph 75amp/240V	3ph 75amp/240V	3ph 75amp/240V

10.14.5. AAFES and MWR Resale Activities. AAFES is the primary resale activity for non-food merchandise and patron services on Army bases, Air Force installations, and other locations where AAFES operations are established for the military community. Exchanges

support forward deployments, ships at sea, emergency and disaster relief efforts, international exercises, and contingency operations.

10.14.5.1. **Stock Assortment Limitation.** Limitations and controls on the sale of any exchange merchandise may be authorized by the AAFES director and chief executive officer. Many times, these limitations are operational constraints caused by limits imposed on the availability of supply. Installation commanders may also ask the AAFES GM to establish limitations when local conditions warrant such action. To resolve disputes over limitations on goods sold, installation commanders should forward requests for resolution through command channels, including appropriate department staff elements, to the AAFES director and chief executive officer. Any dispute over limitations on goods sold not resolved at command level may be presented to the AAFES executive secretary for resolution by the AAFES board of directors.

10.14.5.2. **Primacy.** AAFES has primacy resale authority which means first right of refusal. Non-incidental MWR programs may operate any AAFES resale operation after obtaining written right of first refusal from AAFES. Any restrictions or prohibitions pertaining to AAFES operation also apply to MWR operation. Such resale activities are required to be NAF-operated, NAF-managed, or NAF-contracted.

10.14.5.3. If Prime RIBS wants to enter into a NAF contract with a potential concessionaire which would be a non-incidental program, AAFES is given the opportunity first to do so. If AAFES elects to do so, then services is not permitted. If AAFES declines the offer, services should receive the denial in writing, file it in the LOF and LOD files for future use, and then work with the CCO to develop a contract.

10.14.5.4. Resolution of disagreements concerning the primacy of AAFES resale authority or AAFES ability to provide requested merchandise and services resides with the appropriate MAJCOM or component commander.

10.14.6. Retail Selection. The AAFES director and chief executive officer determines what is sold in AAFES facilities, either directly or by concessionaire. An AAFES contractor or concessionaire selling or providing authorized services is entitled to the same APF support that AAFES is entitled to when providing like services.

10.14.6.1. Below is a list of the most common contingency revenue-generating activities AAFES is authorized to operate. The full list can be found in AFI 34-211(I), *Morale, Welfare, and Recreation Army and Air Force Exchange Service Operations*, Appendix C.

- Retail stores.
- Mail-order, catalog, and e-commerce services.
- Restaurants, cafeterias, snack bars, and name-brand fast food outlets, including nationally and regionally recognized franchises and exchange signature brands.
- Barber and beauty services, nail salons, day spas.
- Alteration and tailor services.
- Product repair service (e.g., watch, shoe, radio, television, computer, and electronic repair).
- Personal services.

- Unofficial personal telecommunication services.
- Military clothing sales operations.
- Motion picture theaters.

10.14.6.2. Any requests for AAFES support should be submitted in writing from the installation commander to the supporting MAJCOM or Theater Component Services Planner for coordination and approval. See **Figure 10.9**, AAFES Concessionaire Request Example.

Figure 10.9. AAFES Concessionaire Request Example

**DEPARTMENT OF THE AIR FORCE
UNITED STATES AIR FORCES CENTRAL COMMAND (USAFCENT)
PRINCE SULTAN AIR BASE/ABU DHABI, UNITED ARAB EMIRATES**

21 October 2019

USAFCENT/A1
Approve/Disapprove

OSBORN ADAM S. (111656946) (111656946)
17TH AIR FORCE
ADAM OSBORN, CIV, USAF
Chief of Services, AFCENT A1S

MEMORANDUM THRU AFCENT
ARCENT
USCENTCOM
IN TURN
FROM: 17th AEG CC

MEMORANDUM FOR: Director CEO
Army and Air Force Exchange Service (AAFES)
3911 S. Walton Walker Blvd
Dallas TX 75238-1598

SUBJECT: Request for AAFES Service Support:

1. Support requested: Healthy Food Restaurant (i.e. BUN-D) and a Coffee Shop (i.e. Green Bean).

2. Location: Prince Sultan Air Base, Kingdom of Saudi Arabia

3. Date required by: As soon as possible

4. Duration: Initial period: twelve months (enduring requirement to be determined)

5. Troop Strength: Approximately 2,300 US service members

Female: approximately 230
Supported population is 100% military personnel (no LN/OCS)

6. Life Support: Infrastructure, utilities, logistics, security, emergency medical, billing for AAFES associates who are US citizens will be provided in the Joint Life Support Area on Prince Sultan Air Base as required. Additional support outlined during the site survey by the AAFES General Manager Team Leader will be considered on a case-by-case basis.

7. The point of contact for this memorandum is Lt Col Tracy Bannock-Bennet, DSN 318-451-1262, email tracy.bannock-bennet.mil@mail.mil.

USCENTCOM/CCJ1
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10.14.7. MWR Resale Authority. MWR programs may engage in resale activities and services that are directly related to their program as defined in MWR departmental regulations. Such resale activities, including membership clubs (open messes), restaurants, cafeterias, and snack bars incidental to MWR programs, should be NAF-operated, NAF-managed, or NAF-contracted. Otherwise, military exchanges will be the primary source of resale merchandise and services on DOD installations. MWR programs should obtain in advance the written right of first refusal from AAFES to operate any other resale or service activity.

10.14.8. NAFI Purchase Prices. EOP 40-35, September 2015, Annex A, Item 1A-2, Page 1, Organizational/Activity Sales states most NAF purchases (not the gift cards) from AAFES are authorized a 10 percent discount. Personnel making NAF purchases may need to be identified in a letter from the EFSS commander to AAFES. To assist AAFES in ensuring they have adequate stocks to meet requirements, Prime RIBS personnel should forecast requirements in advance and in writing. They should coordinate with AAFES to determine how far in advance

requirements should be identified. Below are the most common types of purchases and the purchase prices:

- Merchandise sales—Retail price less 10 percent.
- Bulk merchandise sales—Cost plus approved percent add on charges for handling, transportation, and service fees provided by main distributor (MD) and financial analyst (FA).
- eCommerce sales—Retail price less 10 percent for exchange online store and specialty stores with GPC, plus calculated shipping and handling fees.
- Class Six sales (alcoholic beverages) wholesale prices (with no additional fees) apply only to sales to chaplaincies for wines specifically used in religious services and for protocol sales. All other transactions will be at exchange retail price.
- Local sales of supplies and equipment: Book value plus 10 percent.

10.14.8.1. AAFES provides requested alcohol sales products to authorized MWR and NAF activities selling alcoholic beverages by the drink on a priority basis. Any AAFES sales to MWR and NAF activities will be at landed cost. MWR and NAF activities are not authorized to resell packaged alcoholic beverages for less than full AAFES retail price.

10.14.9. Motion Picture Service. AFI 34-211, Chapter 12 addresses the AAFES motion picture services to include the procedures to request support. A written request for establishment of motion picture service should be submitted to appropriate CONUS region director or overseas region commander through command channels, sufficiently in advance of requirement for service. AAFES determines the type of service to be provided.

10.14.10. Film Showings. AAFES controls all aspects of film showings. Below is a list of items for planning consideration for offering AAFES film service:

10.14.10.1. Headquarters (HQ) AAFES procures all feature length cinema motion pictures for AAFES exhibition at theaters on Air Force installations, to include contingency locations.

10.14.10.2. AAFES has the exclusive authority to obtain films from industry distributing companies.

10.14.10.3. Motion picture films, videocassettes, and digital versatile discs are not shown to support fund-raising activities.

10.14.10.4. Motion picture facilities are intended for the purpose of motion picture entertainment. All non-military uses are subordinate. The facility will be known as an entertainment motion picture theater only during the period when used for the paid admission exhibition of cinema motion pictures.

10.14.10.5. Installation commanders provide APFs to equip, operate, and maintain theater facilities to include seating. Maintenance of facilities includes maintenance of the grounds and structures or the outdoor areas approved for presenting entertainment motion picture programs.

10.14.10.6. Marquees, theater changeable letter signs, one sheet display frames, and sound and projection equipment are used for approved performances of entertainment motion picture films only.

10.14.10.7. Garrison and installation commanders should appoint a building custodian for the theater facility when it is used for purposes other than a paid admission theater.

10.14.10.8. The cancellation of motion picture showings to promote attendance at other recreational or athletic activities or the observance of religious holidays is not authorized.

10.14.10.9. Guests may attend motion picture theaters; provided they are accompanied by personnel authorized exchange privileges.

10.14.10.10. Admission charges are established by the AAFES director and chief executive officer. There are special provisions in AFI 34-211, Chapter 12 that may permit special shows and other uses with no admission charges.

10.14.10.11. Videocassette showings are to be on a free admission basis, unless paid admission service is approved by the AAFES director and chief executive officer. Free admission videocassette showings may be established under the following circumstances:

- Where the present and projected population is such that paid admission service is not economically feasible.
- When military personnel are engaged in field training exercises or maneuvers for a period exceeding seven days.
- Equipment, supplies, personnel, and servicing costs required will be provided by the installation commander with APFs.
- When theater facilities are not available.

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Chapter 11

AIRMAN SUPPORT AND SUSTAINMENT

11.1. Overview. As part of the AFFORGEN concept (formerly AEF), the A1 community provides warfighters with key functional capabilities during all phases of an establishing a deployed AEW and/or AEG. During the robust phase of deployed operations, the EFSS expands their operational capability with increased support for PERSCO personnel programs, testing control centers, advanced learning centers, postal, administration services, and Airman and Family Readiness programs. A1 capabilities residing outside the EFSS are provided to support deployed commanders and assigned Airmen for the sexual assault prevention and response (SAPR), equal opportunity, and protocol programs.

11.2. Sustainment. The sustainment phase marks a transition from the set-up phase where the majority of the main operating force has arrived and completed in-processing actions. The sustainment phase can occur any time after arriving at the operating location and lasts until a build-up, surge, or redeployment. During the sustainment phase, the PERSCO Team continues to maintain Total Force accountability, strength reporting, and provides personnel program advice. Sustainment operations normally start once the population has reached 1,650 personnel and initial deployment phase is over 30 days.

11.2.1. Scope. The sustainment scope of operations is determined by HAF/A1, component command, and AFPC/DP2WR. Consider length of deployment and resource availability when determining the scope of operations.

11.2.2. Defense Enrollment Eligibility Reporting System (DEERS). Capability to produce CAC can be limited based on the scope of operations. DEERS availability should be addressed in the planning phase and establishment of CONOPS to ensure UTC capabilities are aligned. Member will be identified via UTC MISCAP and/or component reporting instructions if DEERS training and qualification is required. IFB and IFG are the designations for the DEERS training required.

11.2.2.1. An on-site DEERS machine requires a member identified as DEERS operator prior to arrival at deployed location. Member is required to possess a DEERS and real-time automated personnel identification system (RAPIDS) logon and validation of required credentials upon arrival at deployed location.

11.2.2.2. DEERS operator is responsible for establishing CAC procedures at the PERSCO site. Procedures should include availability for 24/7 operation, number of DEERS certified operators, CAC personal information number (PIN) reset options, and location of DEERS station in relation to PERSCO team. DEERS/RAPIDS monitor is responsible for ordering CAC supplies, DEERS system set-up and troubleshooting, and general operation of DEERS/RAPIDS machine.

11.2.2.3. Off-site DEERS machines are centrally located with an AOR. The scope of operations should determine need for on site or off-site capabilities. When CAC issuance capability is not available, PERSCO will work with a DEERS location to determine transportation for personnel requiring updated CAC. A PIN reset capability should be established through local communications personnel for immediate assistance.

11.2.3. Deployed Virtual Military Personnel Flight (dvMPF). This is an application extension of the military personnel data system (MilPDS) to provide PERSCO capability for retrieval of basic personnel information of deployed members. The access is updated by AFPC/DP2WR once a member is in a Duty Status 20 and has an arrival at a deployed location. There is a separate handbook that explains dvMPF screens. This area will allow you to request reports on individual personnel (RIP) and accomplish necessary actions for casualty reports.

11.2.3.1. An Automated Military Justice Analysis and Management System (AMJAMS) RIP request is utilized to retrieve data on personnel receiving non-judicial punishment. This should only be requested once notified by a commander and deployed legal office.

11.2.3.1.1. RIP request is used to accompany a request for decoration from the deployed location.

11.2.3.2. Enlisted promotion information is used to validate members availability to promote to next rank.

11.2.3.3. Enlisted and officer performance report (EPR/OPR) shell is utilized to complete letter of evaluation (LOE) for deployed personnel. Most personnel will not receive EPR/OPRs in a deployed area unless directed by commander.

11.2.3.4. Records review RIP is utilized to provide general information on personnel by a deployed commander. Squadron commanders may request them for inbound personnel or be utilized during non-judicial punishment. All casualty reports are required to have a records review RIP accompany the initial casualty report.

11.2.3.5. Record of emergency data is used when accomplishing a casualty report.

11.2.4. Promotions. Deployed promotions are managed by the deployed commander based on required promotion release data and validation from PERSCO team chief. Personnel that have a line number should bring a signed promotion recommendation from their home station commander.

11.2.4.1. Promotion rosters are received from AFPC/DP2WR approximately 3 days prior to official promotion release or concurrently with senior rater release.

11.2.4.2. Promotion rosters are posted on AFPC/DP2WR SIPRNET SharePoint® for review. PERSCO team representatives should be MSgt or above and are considered a trusted agent.

11.2.4.3. Upon arrival at deployed location, requests for release of promotion data are sent to AFPC/DP2WR on SIPRNET with member's personal data and deployed location.

11.2.4.4. Once a promotion roster is released, an email notification should be sent to designated representatives with procedures for review of data. Release of promotion data to unauthorized personnel is punishable under Article 92 of the UCMJ.

11.2.4.5. Supplemental promotions and promotion incremental numbers are posted to AFPC/DP2WR SIPRNET Microsoft SharePoint® as they are made available.

11.2.5. Total Force Service Center (TFSC). The AFPC personnel call center is available to deployed personnel and PERSCO teams 24/7 and can provide general policy information or assistance with deployed personnel actions. The TFSC can be reached numerous ways to

include via telephone at 1-800-525-0102, Right Now Technologies (RNT), and the case management system (CMS).

11.2.5.1. RNT is the application utilized when contacting the TFSC. Personnel are able to initiate personal RNT cases via the MyPers website or contact TFSC to open a case. RNT allows for questions, updates, or general guidance to be routed via a TFSC technician who will evaluate the question and either respond with appropriate answer or send the case to the SME. Policy related questions will be forwarded to policy branch for answer.

11.2.5.2. CMS is available to all deployed PERSCO team members. Upon arrival at deployed location, PERSCO members should submit CMS access via AFPC/DP2WR SIPRNET SharePoint®. Required information includes name, SSN, telephone number, and email address.

11.2.5.2.1. Some members may have CMS access from home station and will need to be aligned under deployed PERSCO CMS access and then returned to home station account upon departure.

11.2.5.2.2. CMS allows for PERSCO team to work with home station or AFPC on matters relating to a member's personal career. Examples of items available for processing via CMS are re-enlistments and extensions to include necessary paperwork for re-enlistment in deployed AOR, changes to assignment actions, requests for retraining, and assistance with evaluations. Be cognizant of OPSEC rules and do not release information that could be classified (PID/ULN/location) via unsecure applications.

11.2.6. Awards and Decorations. Establish a local CCMD specific decoration process. CCMD/A1 should determine available decorations during an operation. Decorations may be reviewed locally and processed via CCMD decoration office. Proper coordination with CCMD and AFPC decorations office should be done upon establishment of sustainment operations.

11.2.7. General PERSCO Operations. All deployments are not the same and all PERSCO responsibilities are not exact. The general PERSCO sustainment operation can be different from team to team within the same AOR. As part of the sustainment operation set-up, below are some items that should be established to ensure continued successful PERSCO operations.

11.2.7.1. Continuity Books. A well-established continuity book will provide the foundation for future PERSCO team's success. It is important that in the initial beddown the continuity book is started. The book should contain guidance and policy on PERSCO rules and responsibilities. Important parts are POCs, reporting instructions, CONOPS, and established in-and-out processing procedures. A continuity book compiles processes into one central location for easy access allowing for easy transition from one team to another. See **Table 11.1**, Useful Account Information.

Table 11.1. Useful Account Information

Personnel Support For Contingency Operations (PERSCO) and Installation Personnel Readiness (IPR) Accounts Checklist						
Refer to the AFFORGEN online or Air Force Personnel Center (AFPC) Readiness home page to obtain documents						
ACCESS REQUESTED	JUSTIFICATION	LINK	IPR	PERSCO ALL	PERSCO DCAPES	PERSCO SUSTAINMENT
Deliberate Crisis Action Planning Execution Segments (DCAPES)	DCAPES operator must possess an SEI 295, have a minimum SECRET security clearance and be assigned to a unit type code (UTC) requiring a DCAPES account	https://usaf.dps.mil/teams/10666/PERSCOsubsite/SitePages/Systems%20Access%20Requests.aspx			X	
Case Management System (CMS)	CMS used to submit documents to home station or Total Force Service Center (TFSC) for sustainment actions	https://intelshare.intelink.sgov.v.gov/sites/personnel-readiness-operations/_layouts/15/start.aspx#/SitePages/Home.aspx		X		
Deployed Virtual Military Personnel Flight (dVMPF)	Accounts updated every Friday when duty status is 20 and temporary duty (TDY) Date Arrived is updated in DCAPES.	https://afpcsecure.us.af.mil/PKI/MainMenu1.aspx		X		

Defense Casualty Information Processing System (DCIPS)	DCIPS is utilized to report casualty reported personnel from home station or deployed location	https://usaf.dps.mil/teams/11604/SitePages/Home.aspx	X			X
Commander's Toolkit (CCTK)/EDRD	PERSCO role on Non-classified Internet Protocol Router Network (NIPRNET) Air Force Force Generation (AFFORGEN) online for access (home station force support squadron (FSS) approval required) Utilized to view deployment checklist and deployment mobility folder	https://tmis.us.af.mil/afforgen	X	X		
DEERS (Defense Enrollment Eligibility Reporting System)	If being assigned as DEERS Operator at Deployed location, you must complete the Rapids User Certification training prior to deployment. CONTACT AFPC DEERS Operations at DSN 665-2089 or DEERS@randolph.af.mil					X

AFFORGEN ONLINE	Using Internet Explorer register for PERSCO role on SECRET Internet Protocol Router Network (SIPRNET) AFFORGEN online to obtain account (DPDRT/RPT)	https://aef.disa.smil.mil	X	X		
AEFIS	Register for PERSCO role on SIPRNET AFFORGEN Online to access reports for data reconciliation	https://aef.disa.smil.mil	X	X		
NIS TOOL	Access weekly spreadsheet posted to AFFORGEN Online (SIPRNET) in the Name-in-System (NIS)/Reclama Processing Tool (RPT) box for current status	https://aef.disa.smil.mil	X	X		
NEWSGROUPS	Utilized to post requests for operations plan (OPLAN) permissions, IPR/PERSCO unit line number (ULN) assistance	https://intelshare.intelink.sgov.gov/sites/personnel-readiness-operations/_layouts/15/start.aspx#/SitePages/Home.aspx	X	X		
CHATSURFER	Capability to have direct chat access to AFPC/DP2WR readiness office for quick assistance	https://chatsurfer.proj.nro.smil.mil/#/	X		X	

11.2.7.2. Emergency Leave. When initial beddown procedures are complete, an emergency leave process should be established. While emergency leave is not expected in the first 30 days, building an emergency leave process and checklist should streamline processing when notified by the Red Cross, First Sergeant, or commander of emergency leave situations. This may also require an early release message due to the nature of the emergency.

11.2.7.3. Air Force Reserve (ARC)/ANG Support. Familiarization with ARC/ANG processes should be accomplished as rules on extension, departures, or changes require Air Force Reserve Command (AFRC) or Air National Guard (ANG) approval. Making contact with AFRC and ANG on deployment policy and procedures along with written guidance thru CCMD CONOPS should be established. Status of recall procedures (volunteer/non-volunteer, partial/full mobilization) may require different processing actions.

11.2.7.4. Augmentation Support. During initial beddown and the start of sustainment operations, other augmented duties may arise. Examples include security force augmentee, mailroom assistance, transportation augmentation, or other support as determined by deployed commander. The PERSCO accountability and casualty mission cannot stop and availability to support additional mission partners should be based upon excess capacity with the PERSCO mission.

11.2.8. Reports and Templates. During the sustainment phase PERSCO roles include daily reports, in and out processing checklist templates, local procedure establishment, and general support capabilities. See **Table 11.2**, Routing Requirements.

Table 11.2. Routing Requirements

REQUIRED TO COMPLETE ACTION	
ACTION REQUIRED	PURPOSE
Waiver (Training/Line Remark)	Member does not meet unit type code (UTC)/Line remark requirements and request for waiver is needed.
Early Reporting Request	Requesting to arrive 10 or more days prior to the required delivery date (RDD).
Early Reporting Notification	Notification of arrival 1 to 9 days prior to the RDD.
Delayed Reporting Request	Requesting original RDD to be adjusted for delayed arrival.
Delayed Reporting Notification	Notification of delayed arrival.
Early Release with Replacement	Departing with more than 30 days left from temporary duty (TDY) expiration date.
Early Release without Replacement	Departing with less than 30 days left from TDY expiration date.
Estimated Tour Length (ETL) Extension (Voluntary)	Member concurs on the requested ETL/TDY expiration extension.
ETL Extension (Involuntary)	Member nonconcurs on the requested ETL/TDY expiration extension.

11.2.8.1. Daily Duty Status. Provide CCMD, MAJCOMs, and AFPC with daily strength accountability of personnel at deployed location. This report includes breakdowns of officer/enlisted, male/female, and MAJCOM breakdowns.

11.2.8.2. Templates. The following templates can be accessed by clicking on the paperclip icon on the left-hand side of this PDF.

11.2.8.2.1. Early Release/Replacement Template. For personnel who must be released due to extenuating circumstances, CCMDs may have documents already established for deployed personnel action request (DPAR). Early release with replacement is accomplished when the position cannot be gapped and there are over 45 days left on the tour. The request for replacement will be backfilled from incumbent's home station. See attached file 11.1 TEMPLATE—Early Release Request.

11.2.8.2.2. Early Reporting Request/Notification Template. See attached file 11.2 TEMPLATE—Early Reporting Request Notification.

11.2.8.2.3. Delayed Reporting Notification Template. For personnel who are must be delayed due to transportation, training, or other extenuating circumstances. Utilized to

notify deployed commander of delay of forces. See attached file 11.3 TEMPLATE—Delayed Reporting Notification.

11.2.8.2.4. Voluntary/Involuntary Extension Template. For personnel that volunteer to extend in place to cover gaps, fill unfilled requirements to continue the mission or for mission critical positions. Involuntary extensions can be utilized for medical, legal, or administrative reasons along with mission critical positions that must be manned. See attached file 11.4 TEMPLATE- Voluntary Involuntary Extension Request.

1. Adjust template accordingly for voluntary or involuntary request.
2. Coordinate with component command for appropriate classification.
3. Send all Voluntary requests => 14 days via SIPRNET to the following: unit travel representative (UTR), member, PERSCO, home station commander, IPR, PERSCO, UTR, and deployed commander.
4. Send all involuntary requests 5 to 30 days via SIPRNET to the following: Deployed commander, PERSCO, combatant command (COCOM)/A1 (Notify home station commander).
5. Send all involuntary requests 30 to 364 days via SIPRNET deployed commander, PERSCO, COCOM/commander (Notify Home Station Commander).
6. Send all ARC/National Guard Bureau (NGB) personnel requests to ARC/NGB for approval.

11.2.8.2.5. Waiver Template. For personnel that do not meet the UTC requirement for the deployed position. The waiver can be for skill level, grade, training, or general UTC requirements. The waiver should include justification to allow deployed commander to make a decision if the position can be filled with the selected personnel. See attached file 11.5 TEMPLATE—Waiver.

11.2.8.2.6. Ensure documents meet the intent and provide required data for approval/disapproval. Mandatory items will include name, SSN, unit of assignment, ULN/unit line remark (/LNR), justification, and endorsement from the deployed commander with final approval by CCMD/A1.

11.2.8.2.7. There will be different variations of the document—release without replacement and release with replacement. Refer to DAFI 36-3802, *Force Support Readiness Programs* for guidance (e.g., requirements with over 30 days remaining on a tour may request replacement). The deployed commander has final decision.

11.2.8.3. Standard Report. DCAPES produces standard reports for use at deployed location. The reports are designed to ease the PERSCO team chief's ability to manage in and outbound personnel. See **Figure 11.1**, DCAPES Standard Reports

11.2.8.3.1. Alpha Roster. PERSCO Teams provide alpha rosters to units. Units will review alpha rosters to maintain accountability by identifying personnel who have departed or have not in-processed. The PERSCO Team then takes appropriate action to capture changed unit information. Recommend a representative from each unit and PERSCO member meet face to face on a weekly basis and review the unit's

accountability rosters to ensure there is no difference between the personnel physically in the unit and what PERSCO reflects in system.

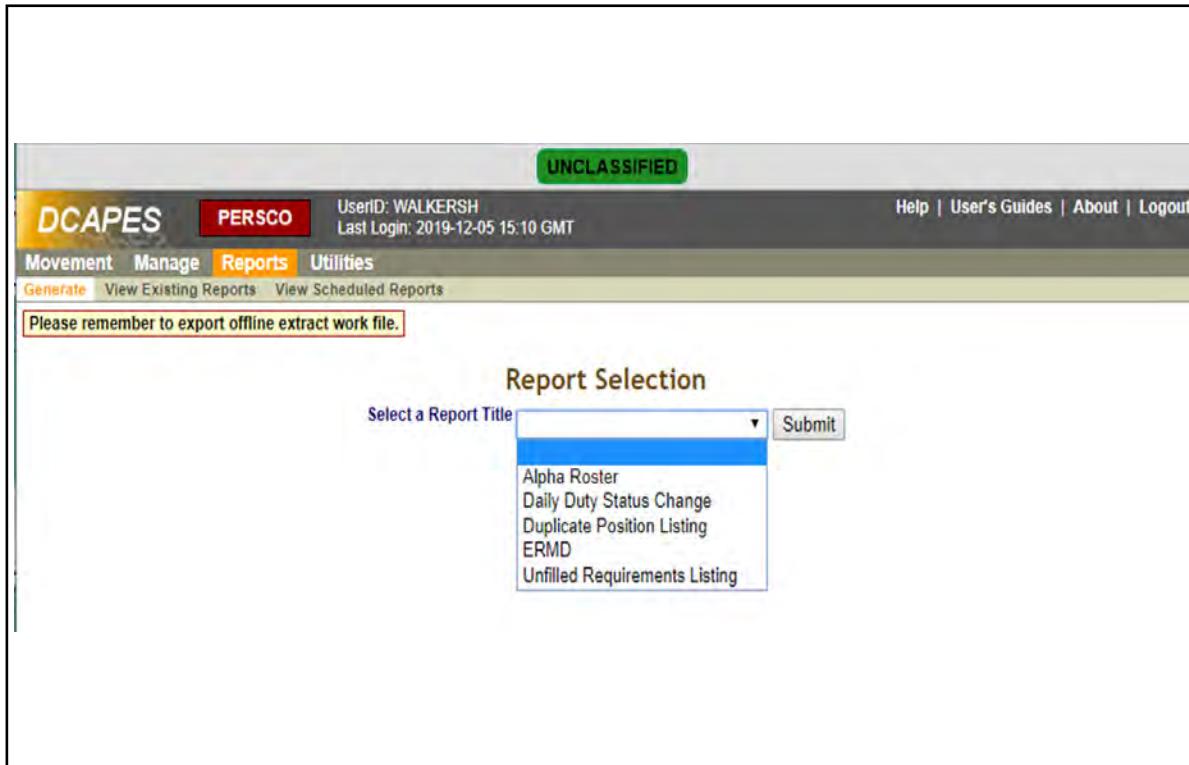
11.2.8.3.2. Employment Requirement Manning Document (ERMD). Identifies the number and types of requirements projected to the deployed location. It can be used to monitor force build-up, identify unfilled positions, and replacement actions (identified by an “R” position suffix).

11.2.8.3.3. Duplicate Position Report. Identifies multiple personnel assigned to the same requirement position. PERSCO Teams should validate identified personnel records and notify the appropriate IPR to delete the erroneous DCAPES data.

11.2.8.3.4. Requirements Mismatch Report. Used to validate PERSCO-captured information so PERSCO Teams can correct erroneous or mismatched conditions. Use this product to identify personnel records containing PID data not matching the validated plans received from the component command, possible shortfalls, and erroneous data in the DCAPES system.

11.2.8.3.5. Unfilled Requirements Report. This is a preformatted report identifying all unfilled requirements within 60 calendar days of required delivery date (RDD). Report is sent to supporting commands and FSS for their action.

Figure 11.1. DCAPES Standard Reports



11.2.9. Supporting Applications. In addition to DCAPES, DCIPS, and dVMPF, there are other NIPRNET and SIPRNET applications to support the PERSCO mission.

11.2.9.1. The DPDRT is a classified, automated tool used by deployed locations to report deployment processing discrepancies. PERSCO Teams are responsible for collecting and updating personnel deployment processing discrepancies within 82 hours of arrival. PERSCO Teams should assist the RCC, deployed logistics readiness office, and deployed functions/units in updating their identified discrepancies.

11.2.9.2. The Reclama Processing Tool (RPT) is a classified automated tool used to submit, process, and track reclama requests submitted by units and MAJCOMs. PERSCO Teams can use the tool to determine if a reclama request was submitted for a requirement on the ERMD that has not yet been filled by the tasked unit.

11.2.9.3. EDRC and electronic Air Force deployment folder (e-AFDF) provide the PERSCO Team with a review of mandatory deployment related actions. See [Figure 11.2](#), e-AFDF.

Figure 11.2. e-AFDF

Upload Documents
Usage: 0 MB Used

eDRC

Tab 1 Tab 2 Tab 3 Tab 4 Tab 5 Tab 6

Select Form

File: Choose File No file chosen

File Name	Doc Type	Uploaded
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Figure 11.2. e-AFDF continued

Upload Documents
Usage: 0 MB Used

eDRC

Tab 1 Tab 2 Tab 3 Tab 4 Tab 5 Tab 6

File: Select Form

Select Form
Squadron Commander Deployment Selection Letter

File Name	Doc Type	Uploaded
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Figure 11.2. e-AFDF continued

Upload Documents
Usage: 0 MB Used

eDRC

Tab 1 Tab 2 Tab 3 Tab 4 Tab 5 Tab 6

File: Select Form

Select Form
MICAS-generated AF Form 1297 Upon receipt of deployment bag/weapons
DD Form 93
Fitness Documentation
AF Form 245, Employment Locator and Processing Checklist
Civilian Personnel Requirements

File Name	Doc Type
AF Form 522, USAF Ground Weapons Training Data	
DD Form 2760, Qualification to Possess Firearms or Ammunition	

Figure 11.2. e-AFDF continued

Upload Documents
Usage: 0 MB Used

eDRC

Tab 1 Tab 2 Tab 3 Tab 4 Tab 5 Tab 6

File: **Select Form**

Select Form
Medical Deployment Out-Processing Checklist as applicable
AOR Specific or Installation Deployment Out-Processing Checklist

File Name	Doc Type	Uploaded
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Figure 11.2. e-AFDF continued

Upload Documents
Usage: 0 MB Used

eDRC

Tab 1 Tab 2 Tab 3 Tab 4 Tab 5 Tab 6

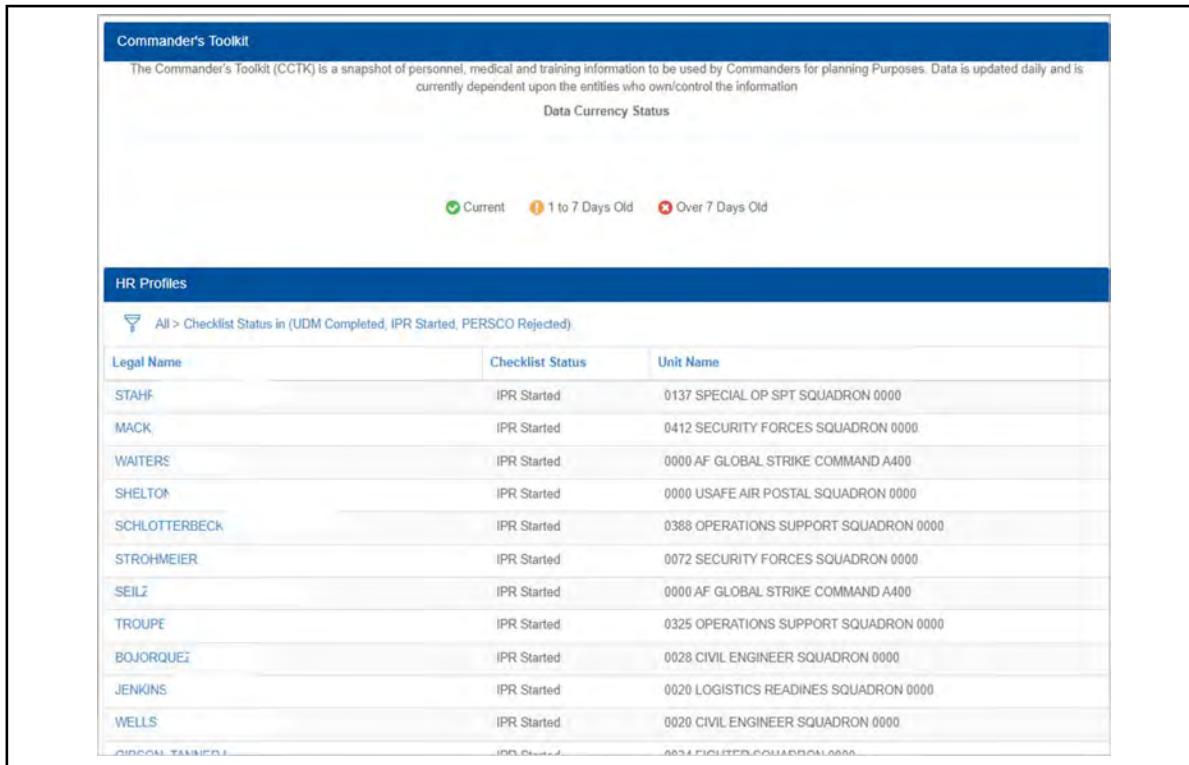
File: **Select Form**

Select Form
MAJCOM or Installation/Wing/Unit/Specified Requirements

File Name	Doc Type	Uploaded
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11.2.9.4. Unit commanders and UDMs should validate the training of deploying personnel using the Commander's Toolkit (CCTK) on AFFORGEN Online. See [Figure 11.3](#), Commander's Toolkit.

Figure 11.3. Commander's Toolkit

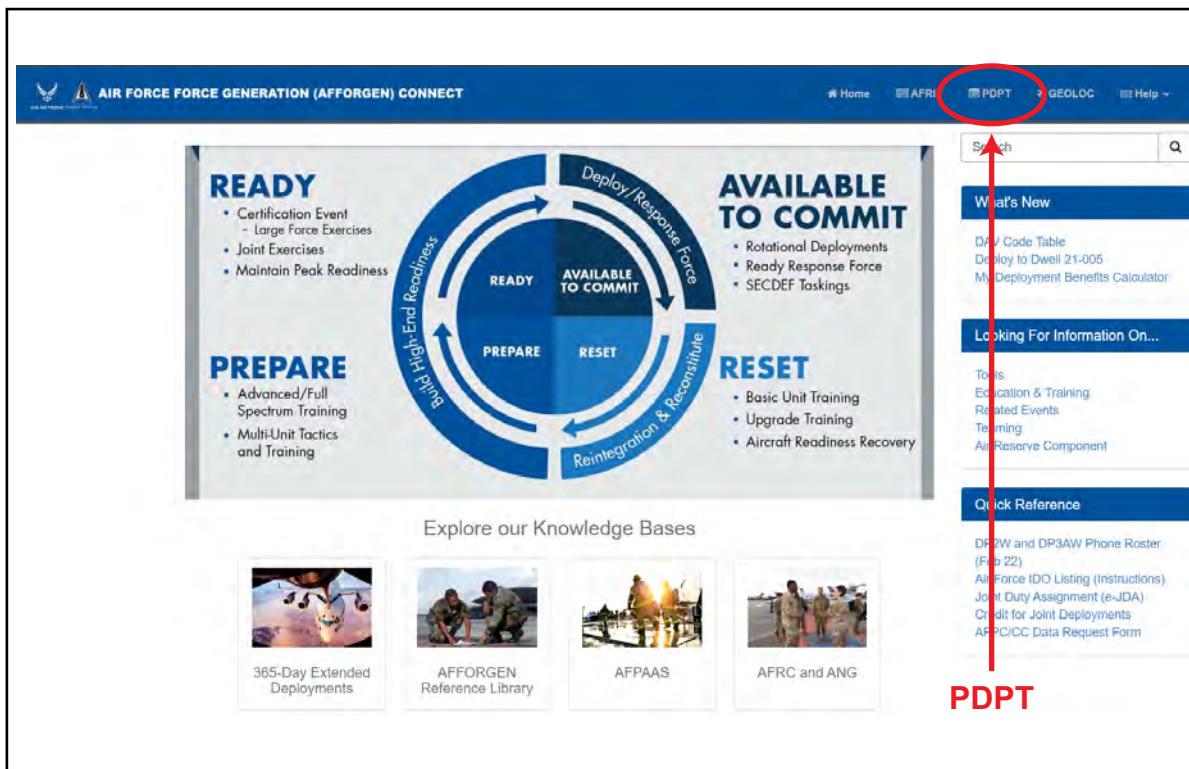


The screenshot shows the 'Commander's Toolkit' interface. At the top, a blue header bar contains the text 'Commander's Toolkit' and a descriptive message: 'The Commander's Toolkit (CCTK) is a snapshot of personnel, medical and training information to be used by Commanders for planning Purposes. Data is updated daily and is currently dependent upon the entities who own/control the information'. Below this is a 'Data Currency Status' section with three buttons: a green checkmark for 'Current', an orange exclamation mark for '1 to 7 Days Old', and a red X for 'Over 7 Days Old'. The main content area is titled 'HR Profiles' and displays a table of personnel information. The table has columns for 'Legal Name', 'Checklist Status', and 'Unit Name'. The data is as follows:

Legal Name	Checklist Status	Unit Name
STAHF	IPR Started	0137 SPECIAL OP SPT SQUADRON 0000
MACK	IPR Started	0412 SECURITY FORCES SQUADRON 0000
WAITERS	IPR Started	0000 AF GLOBAL STRIKE COMMAND A400
SHELTON	IPR Started	0000 USAFE AIR POSTAL SQUADRON 0000
SCHLOTTERBECK	IPR Started	0388 OPERATIONS SUPPORT SQUADRON 0000
STROHMEIER	IPR Started	0072 SECURITY FORCES SQUADRON 0000
SEILZ	IPR Started	0000 AF GLOBAL STRIKE COMMAND A400
TROUPE	IPR Started	0325 OPERATIONS SUPPORT SQUADRON 0000
BOJORQUE	IPR Started	0028 CIVL ENGINEER SQUADRON 0000
JENKINS	IPR Started	0020 LOGISTICS READINES SQUADRON 0000
WELLS	IPR Started	0020 CIVL ENGINEER SQUADRON 0000

11.2.9.5. The Personal Deployment Processing Tool (PDPT), found on the AFFORGEN Online website, allows Airmen to review and track their readiness status for medical and personal requirements. See [Figure 11.4](#), PDPT.

Figure 11.4. PDPT



11.3. Education and Training. Services provided include test administration, limited academic advisement, and education counseling. Counseling capabilities may include Community College of the Air Force (CCAF), tuition assistance, and Air Force credentialing opportunities online (AFCOOL). Coordinate with AFPC/DP2SST for voluntary education and AFPC/DP3SP for military testing. See **paragraph 11.3.1** through **paragraph 11.3.5** for preliminary training and suggested resources and for deployed personnel providing education and training services.

11.3.1. CCAF Academic Advisor Course. Class length depends on platform. Online classes are 12 days in length and in-residence classes are 4 days in length. Classes are offered monthly

11.3.2. Education Services Workshop. Hosted annually by Air Reserve Personnel Center (ARPC) /DPTT.

11.3.3. Required System Access. See **Table 11.3**, Required System Access.

Table 11.3. Required System Access

Air Force Automated Education Management System (AFAEMS):
https://afaems.us.af.mil/afaems/
Air University (AU) Portal (Education Services Officer [ESO] access):
https://auportal.sso.cce.af.mil/auportal/ausso/cac/login.AirUniversity?portalAction=caclogin
Community College of the Air Force (CCAF) Online:
https://www.airuniversity.af.edu/Barnes/CCAF/
Defense Language Proficiency Testing (DLPT):
https://www.dliflc.edu/
Internet delivered Computer Adaptive Test (iCAT):
https://pki.dmdc.osd.mil/icat-ar/postAuthenticate?continueToUrl=/icat-ar/postAuthenticate

11.3.4. Useful Websites. See **Table 11.4**, Useful Websites.

Table 11.4. Useful Websites

Air Force Career Development Academy (AFCDA):
https://cs2.eis.af.mil/sites/13243/default.aspx
Air Force Officer Qualifying Test (AFOQT) Scores:
https://afmilpers.us.af.mil/AFOQTSNet40/default.aspx
Airman Advancement (Weighted Airman Promotion System [WAPS]):
https://www.omsq.af.mil/index.htm
Air University:
https://www.airuniversity.af.edu/
Air University Service Desk:
https://auservicedesk.af.edu/
Canvas:
https://lms.au.af.edu/login/canvas
Community College of the Air Force (CCAF) Air Force Portal:
https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC13447C0FB5E044080020E329A9
Federal Aviation Administration (FAA) Testing:
https://www.faa.gov/training_testing/
Pilot Candidate Selection Method (PCSM):
https://access.afpc.af.mil/pcsm/index.html
Test Control Facility (TCF) Monthly Updates:
https://intelshare.intelink.gov/sites/airuniversity/TCFMonthlyUpdates/Forms/AllItems.aspx

11.3.5. Applicable References. See **Table 11.5**, Education and Training References.

Table 11.5. Education and Training References

DAFMAN 36-2651, <i>Training Program</i>
AFMAN 36-2664, <i>Personnel Assessment Program</i>
<i>Air University Test Control Facility Guide</i>
<i>Community College of the Air Force (CCAF) General Catalog</i>
<i>CCAF Advisor Handbook</i>
<i>CCAF Student Handbook</i>

11.3.6. Education Center Functions.

11.3.6.1. Academic Advisement (Limited Capability). Assist members to define education goals, formulate action plans, and identify and utilize resources.

11.3.6.2. Educational Counseling (Limited Capability). Provide assistance and guidance to members pertaining to military education benefits.

- AFCOOL.
- Air University-Associate to Baccalaureate Cooperative (AU-ABC).
- CCAF.
- General Education Mobile (GEM).
- Enlisted professional military education.
- Tuition assistance.
- Veteran Affairs.

11.3.6.3. Site Specific Technical Assistant (SSTA). If the education center has a college or university presence, then there may be a requirement to perform SSTA duties to the COR. Specific duties include:

- 11.3.6.3.1. Monitor required services delivered by the contractor.
- 11.3.6.3.2. Review contract task and delivery order deliverables, recommend acceptance or rejection, and provide the COR with documentation to support the recommendation.
- 11.3.6.3.3. Assist COR in preparing the final report on contractor performance.
- 11.3.6.3.4. Report contractor noncompliance to COR.
- 11.3.6.3.5. Review contractor status and progress reports and identify deficiencies to the COR.
- 11.3.6.3.6. Review session verification reports for the support services to facilitate COR certification of the invoice.
- 11.3.6.3.7. Coordinate local logistic support for contract staff.
- 11.3.6.3.8. Participate in COR refresher training and meetings.

11.3.7. Test Administration. See **Table 11.6**, Test Administration.

Table 11.6. Test Administration

Type	Examples
Computer Based Assessments	Stand Alone Network Configuration (Offline) Career Development Course (CDC) Federal Aviation Administration (FAA) Professional Military Education (PME). Tailored Adaptive Personality Assessment System (TAPAS) Test for Basic Aviation Skills (TBAS)
Internet Connection Required	Armed Forces Classification Test (AFCT) College Level Examination Program (CLEP) DANTES Subject Standardized Test (DSST) Defense Language Aptitude Battery (DLAB) Defense Language Proficiency Test (DLPT)
Paper Based Assessments	Air Force Officer Qualifying Test (AFOQT) Air Force Reading Abilities Test (AFRAT) Electronic Data Processing Test (EDPT)

11.4. Postal and Administration. All 3F5XX positions are postured according to AFFORGEN principles and may be tasked to fulfill requirements as needed by any combatant commander.

11.4.1. Significance. Postal support during wartime is a critical logistics and morale issue. Planning for the handling and routing of mail, as well as the operation of military post offices (MPO), aerial mail terminals (AMT), and mail control activities (MCA), should be included with other operations planning to ensure the military postal service (MPS) operates as an integrated and efficient system. Neglecting postal support can have significant negative impact on the overall combat effectiveness of assigned forces.

11.4.2. References. See **Table 11.7**, Postal References.

Table 11.7. Postal References

DAFI 10-401, <i>Operations Planning and Execution</i>
AFI 10-403, <i>Deployment Planning and Execution</i>

11.4.3. MAJCOM/A1 Readiness Plans Branch (A1RP). Coordinates all taskings for 3F5XX postal personnel. Whether filling the role of supported or supporting command, all contingency requirements will first flow through the affected AOR MAJCOM/A1 for coordination with the MAJCOM Air Postal Squadron (AIRPS):

11.4.3.1. MAJCOM A1RP serves as the POC for all postal deployment operations and acts as a liaison for postal operations required by other combatant or component commands.

11.4.3.2. Augment and provide postal planning input to AF/A1X as requested. Planning includes:

11.4.3.2.1. Manpower requirements (coordinated with MAJCOM/A1). Postal manpower is based on a ratio of one qualified 3F5XX per 500 personnel as a starting point. Other factors to consider are the extent of services (e.g., finance, official mail).

EXAMPLE: If a location is assigned 500 personnel but is also required to perform mail transportation functions, a second 3F5XX may be needed. These factors are referred to as variations and should be considered in all planning input. See **Table 11.8**, Planning Matrix.

Table 11.8. Planning Matrix

Base Population	RFDB3	RFDB5	RFDB7	RFDA*	TOTAL PERSONNEL
UP to 1,000	1	1	0	1	3
1,001 - 2,000	2	1	0	2	5
2,001 - 3,000	2	1	1	2	6
3,001 - 4,000	2	2	1	3	8
4,001 - 5,000	2	2	1	5	10
5,001 - 6,000	3	2	1	6	12
6,001 - 7,000	3	3	1	7	14
7,001 - 8,000	4	3	1	8	16
8,001 - 9,000	4	4	1	9	18
9,001 - 10,000	5	4	1	10	20

*These numbers are not all inclusive; an addition of mail control activity (MCA)/aerial mail terminal (AMT) functions may warrant additional manpower.

11.4.3.2.2. Structural criteria (coordinated with MAJCOM/A3). Refer to DODI 4525.09, *Military Postal Service*, Section 3.4 for specific requirements on structural criteria. It is important to understand that most contingency sites will not conform to the requirements as outlined in this document. Every effort should be made to ensure the location is as compliant as possible.

11.4.3.2.3. Site survey data (coordinated with MAJCOM/A3). Because postal personnel may not be included on site survey teams, MAJCOM/A3s have been provided with a checklist to use as a tool for evaluating the needs of postal operating locations.

11.4.3.3. Upon notification of planning requirements, MAJCOM/A1RP should convene a postal planning cell with MAJCOM/AIRPS. MAJCOM/A1RP should brief the operation and the requirements to AIRPS and sister Services as required. In turn, they should task AIRPS to provide the required information.

11.4.3.3.1. Transportation requirements (coordinated with MAJCOM/AIRPS).

11.4.3.3.2. Mailing restrictions (coordinated with MAJCOM/AIRPS).

11.4.3.3.3. Routing instructions (coordinated with MAJCOM/AIRPS).

11.4.3.3.4. Shortfalls/limiting factors (coordinated with MAJCOM/A1RPS).

11.4.3.4. Develop site-by-site training status worksheets and task all units to provide training status worksheets on a quarterly basis.

11.4.3.5. Consistently evaluate unit type code availability (UTA) status and notify units of discrepancies.

11.4.3.6. Task only personnel who are reflected as capable to deploy in UTA.

11.4.3.7. Process shortfall or reclama requests in a timely manner.

11.4.3.8. Work with unit deployment managers (UDM) to ensure personnel process for deployment in a smooth and efficient manner.

11.4.4. Single Service Manager (SSM). When MAJCOM/A1 is appointed SSM by the combatant commander, they should coordinate with MAJCOM/AIRPS to implement and provide oversight for all postal operations throughout the AOR. This oversight authority is granted by the combatant commander. The SSM acts as a liaison between Military Postal Service Agency (MPSA) and the combatant commander. Other responsibilities of the SSM not previously listed as a MAJCOM/AIRPS responsibility include:

11.4.4.1. Establish joint-MPS policy in theater and assign responsibilities of the JTF component commands.

11.4.4.2. Ensure that postal assets and other theater infrastructure requirements are integrated into the TPFDD in time to support the early flow of mail into theater.

11.4.4.3. Coordinate with the JTF designated executive agent to establish the start of mail service. Mail service should be initiated as soon as possible after the following criteria have been met:

11.4.4.3.1. Once location security requirements have been met, to include declassification of the location.

11.4.4.3.2. When all necessary postal personnel and assets have arrived in theater.

11.4.4.4. Establish mail movement priorities within the theater of operations in accordance with the combatant commander's movement priorities.

11.4.4.5. Process exception to user policy requests for support of international military commands, other US Governmental agencies, and non-governmental organizations. Forward these requests to MPSA for review and approval.

11.4.5. Free Mail (FM). FM is authorized under Title 39 USC § 3401, *Mailing privileges of members of Armed Forces of the United States*. Originally authorized only by the President, the authority was delegated in Executive Order 12556, *Military Mail Privileges* to the Secretary of Defense (SecDef) in 1989 to expedite implementation.

11.4.5.1. FM is limited to letter mail, sound or video recorded communications, and photo mailers having characteristics of personal correspondence (not to exceed 13 ounces) to a place within the delivery limits of the United States Postal Service (USPS) or MPS.

11.4.5.2. The combatant commander in conjunction with the SSM develop FM requests. The requests are submitted directly to MPSA.

11.4.5.3. MPSA review FM requests and either forward to Office of Secretary of Defense (OSD), Acquisitions, Transportation and Logistics (AT&L) with its recommendation or return for further justification.

11.4.5.4. The OSD (AT&L) coordinates with General Counsel, DOD, to confirm that the request complies with the law. They consult with the Department of State (DOS) and the Postmaster General USPS, on the SecDef's intention to authorize FM in the area requested.

11.4.5.5. Once approved by the SecDef, MPSA releases detailed implementing instructions to the SSM, combatant commander, and USPS.

11.4.6. MAJCOM/AIRPS.

11.4.6.1. Postal Transportation. Submit air segment use requests to the MPSA transportation division (MPSA TR) for mail routing instructions, to include frequency of mail transportation, volumes, and classes of mail as required.

11.4.6.2. Request MPO assignment of contingency locations upon declassification of GEOLOCs.

11.4.6.3. Postal Operation. Coordinate for re-supply of contingency locations and work with MPSA operations to establish zoning improvement plan (ZIP) code and Federal Standardized Requisition Issue Procedures (FEDSTRIP) for contingency MPO, MCA, and AMT operations.

11.4.6.3.1. Provide guidance of an operational nature for all assigned contingency sites.

11.4.6.3.2. Assign financial assets to contingency locations (USPS Click n' Ship or point-of-sale retail systems).

11.4.6.3.3. Provide disposition instructions for USPS capital equipment upon closure notification.

11.4.7. UTC Requirements. To provide general information on postal UTCs, the mission capability (MISCAP) for each postal UTC is provided as well as an example of how these assets are used in a contingency environment.

11.4.7.1. Reporting Instructions. Reporting instructions are used to tailor a UTC by further defining the capability needed.

11.4.7.2. UTC Components. A UTC is an alphanumeric, five-character code used to identify a standard combat or support force capability. A UTC may be **personnel only** or **equipment only**. Most UTCs consist of two separate parts:

11.4.7.2.1. MISCAP. The MISCAP statement describes the capabilities of the UTC, what the force can do, and the conditions under which it will deploy.

11.4.7.2.2. Manpower Detail. The manpower portion of a UTC to accomplish the mission as stated in the MISCAP.

11.4.7.3. Postal UTCs. Postal primarily uses 4 UTCs to deploy for contingency Air Postal Office (APO), AMT, and MCA operations.

11.4.7.3.1. One 3F531—trained in postal finance, official mail, receipt/dispatch, and registered mail duties as outlined in Air Force Job Qualification Standard (AFJQS) 3F5X1. When included in the TPFDD, the associated skill level that is loaded in the

Manpower and Equipment Force Packaging (MEFPAK) is 3-skill level. Reporting instructions will be utilized to further define this requirement.

11.4.7.3.2. This UTC is employed for basic APO/AMT/MCA functions. All locations with APO operations will train their personnel to the levels specified in the MISCAP.

11.4.7.3.3. One 3F551—trained in Stock Custodian/Custodian of Postal Effects (SC/COPE), retail sales system (RSS), postal finance, registered mail, and receipt/dispatch procedures as outlined AFJQS 3F5X1. May perform as postmaster of a small APO or as an assistant postmaster. When included in the TPFDD, the associated skill level that is loaded in the MEFPAK is 5-skill level. Reporting instructions will be utilized to further define this requirement.

11.4.7.3.4. This UTC is employed for APO/AMT/MCA locations where member will be serving in a supervisor position. All locations with APO operations will train their personnel to the levels specified in the MISCAP.

11.4.7.3.5. One 3F571—responsible for postmaster and postal superintendent positions. Requires experience in operating an APO or serving on a postal headquarters staff. Should understand all APO duties as outlined in 3F5X1 AFJQS. When included in the TPFDD, the associated skill level that is loaded in the MEFPAK is 7-skill level. Reporting instructions will be utilized to further define this requirement.

11.4.7.3.6. This UTC is employed for APO/AMT/MCA locations where member will be serving in a postmaster, detachment chief, or postal superintendent. All locations with APO operations will train their personnel to the levels specified in the MISCAP.

11.4.7.4. RFDA (Postal Augmentee). One X 3F5X1—Active duty, Air Reserve, or Guard Component in skill levels of 3, 5, or 7 coming from CONUS. Individual will augment postal operations by performing various duties as required at the deployed location. Duties may include but are not limited to; pitching and sorting mail, finance, registry, and loading or off-loading mail containers. No prior postal experience is required as members will either attend the basic postal course at the Joint Military Postal School at Ft. Jackson, SC, if time and class schedule permits, or will receive on-the-job training (OJT).

11.4.7.4.1. This UTC is employed to augment postal operations at either APO or AMT/MCA locations. Due to the short supply of postal qualified personnel augmentation is required to build and maintain appropriate experience.

11.4.8. Postal Role in AFFORGEN Environment. Postal personnel deploy in the RFDB UTC series. All personnel are postured across the AFFORGEN cycle. To ensure personnel are prepared for deployment, supervisors should take the following items into consideration prior to posturing:

11.4.8.1. Posturing. Utilizing the unit manning document (UMD), MAJCOM A1 has dictated what authorized rank will be assigned to each position in the AFFORGEN cycle. This is necessary because there should be an equitable spread of postal assets throughout the command. For instance, if all of the MSgt positions were postured in one rotation, postal would not be able to fill contingency requirements for MSgts during the rest of the cycle. Commanders should carefully posture all ranks through AFFORGEN phases as prescribed in the Force Support Prioritization and Sequence Guide.

11.4.8.1.1. Commanders are responsible for posturing their personnel in accordance with the aforementioned guidance. When entering the data ensure complete names and ranks are provided.

11.4.8.1.2. The status of an individual in training is entered in training status column via a stop light method. For instance, if an individual is completely qualified, their status is reflected as green, if partially qualified yellow, and if just arrived on station and not yet entered into initial training or if the position is unfilled the status would be red.

11.4.8.1.3. Commanders should provide comments on all individuals whose training status is reflected as red or yellow. Comments should provide a snapshot of the individual's current training status and a get well date (GWD) for completion of training. Example—“SrA Nichols is trained in all areas except finance, his GWD is 15 Jan.”

11.4.8.2. UTA. This tool is used by UDMs to report on the status of all postured personnel. Commanders certify that the data in AFFORGEN UTC reporting tool (ART) is a true reflection of unit status and submit their certification through the chain of command to the MAJCOM. Training status is only one of the criteria used to report. Refer to AFI 10-244 for more information on what factors are considered for status reporting in ART.

11.4.8.2.1. Postal managers should coordinate closely with UDMs to ensure that an accurate reflection of capabilities is in UTA. MAJCOM functional area managers should validate this information.

11.4.9. Planning Checklist. This checklist is developed as a guide for postal contingency planners. This checklist is not all encompassing and should be used as a guide. See **Table 11.9**, Postal Planning Checklist.

Table 11.9. Postal Planning Checklist

INITIAL PLANNING	Remarks
1. Where is the location?	
2. What will the end population at the support location be?	
3. What is the duration of the contingency?	
4. Is the operation joint? Which service has the majority of personnel?	
5. Is there an approved status-of-forces agreement (SOFA) or diplomatic notice (DIPNOTE) authorizing the movement of mail for the location of operations?	
Major Command (MAJCOM)/A1 and Air Postal Squadron (AIRPS) Planning Cell	

INITIAL PLANNING	Remarks
<p>1. Provide location data to transportation flights/sections and task flights/sections to provide following data:</p> <ul style="list-style-type: none"> • Nearest airport. • Civilian airlift capability/military airlift capability. • Mailing restrictions. • Customs restrictions. • Transportation feasibility assessment from airport to bed-down location. 	
<p>2. Provide location data to operations flights/sections and task flights/sections to provide following data:</p> <ul style="list-style-type: none"> • Financial plan. • Equipment availability and requirements (e.g., power and Internet capabilities). • Customs restrictions. • Mailing restrictions. • Zone improvement plan (ZIP) code. 	
<p>3. Once data is received from all flights/sections begin formulation of the plan.</p>	
Air Force (AF)/A1X and MAJCOM/A1 Plan Build	
<p>1. Determine single service manager role—if combatant command appoints.</p>	
<p>2. Determine manpower requirements:</p> <ul style="list-style-type: none"> • RFDBX positions if transportation required (factors to consider include mission aerial mail terminal [AMT] versus mail control activity [MCA], distance to contingency location from site, and estimated mail volumes). • RFDBX positions for APO (factors to consider 1 per 500, unit mail room [UMR] versus postal service center [PSC], financial data, and estimated mail volumes). • RFDAx (postal augmentee) positions for transportation or Air Postal Office (APO) based on population figures as per manning matrix (see Table 11.8, Planning Matrix). 	
<p>3. Determine equipment requirements:</p> <ul style="list-style-type: none"> • Coordinate with the joint military postal activity for all equipment/supplies. 	
<p>NOTE: Point of sale (POS)/retail sales system (RSS) systems are coordinated through Military Postal Service Agency (MPSA).</p>	
<p>4. Determine line remarks for postal manpower positions (factors to consider are location civilian or military, rank structure, and local procedures).</p>	

INITIAL PLANNING	Remarks
5. Determine sourcing of assets: <ul style="list-style-type: none"> • Verify availability via unit type code (UTC) analysis tool/unit type code availability (UTA). 	
6. Provide data to Air Force AF/A1X who will coordinate for build in Joint Operations Planning and Execution System (JOPES) utilizing the Time Phased Force Deployment Data (TPFDD) via MAJCOM/A3.	
7. Task MAJCOM/AIRPS to request contingency military post office (MPO) activations (ensure restrictions and flight information is input on initial request).	

11.4.10. Contingency Post Office Establishment Checklist. This checklist provides postal leaders with procedures to setup post office operations upon arrival at a new contingency location. This checklist is not all encompassing and should be used to ensure all requirements are addressed. A combined MAJCOM team developed the postal concept of operation prior to arrival, will make contact prior to deployment, and will guide the setup process. See [Table 11.10](#), Contingency Post Office Establishment Checklist.

Table 11.10. Contingency Post Office Establishment Checklist

ACTION	Remarks
Predeparture	
Upon notification from base installation personnel readiness (IPR) and unit deployment manager (UDM), individuals tasked should ensure all documentation and actions have been completed.	Complete deployment checklist
Contact major command (MAJCOM) planning flight for additional information on the contingency location. Postmaster/supervisor should coordinate with A1RP for a listing of postal personnel assigned to their location—the list will include names, home stations, deployment date, and training status.	Air Postal Office (APO) Staff information
Contact MAJCOM operations flight for information on contingency official mail and finance operations (United States Postal Service [USPS] Click n' Ship or point-of-sale terminals).	Postal Finance/Official Mail Establishment
Contact MAJCOM for Zone improvement plan (ZIP) Code, mailing restrictions, mode of transportation.	

ACTION	Remarks
Establish contingency address format <u>Personal Mail</u> <u>Official Mail</u> Rank, Name Unit Designation Home Unit/Deployed Unit APO AX 09XXX APO AX 09XXX	Once address is developed ensure widest dissemination possible.
Contact MAJCOM/Air Postal Squadron (AIRPS) to confirm mail flow effective date.	
Arrival	
In process through supporting personnel support for contingency operations (PERSCO) and determine who main points of contact (POC) are for force support (FS), communications and information, civil engineer (CE), logistics, and financial management (FM).	Use the PERSCO contact to get lists of assigned personnel.
Meet with the expeditionary force support squadron (EFSS) commander and/or CE/installation facility manager on ground to identify the postal facility (CONEX, shelters), location, and personal living needs.	Ascertain if facility meets Department of Defense (DOD) standard or what needs to be done to bring it up to minimum requirements.
Meet with CE/installation facility manager to determine post office site, facility, power, and infrastructure current capabilities and future requirements.	
Once location of facility is determined arrange for delivery of postal supplies.	
Meet with expeditionary communications squadron representative to ensure location is wired for internet. The need to update automated military postal system (AMPS) will justify this request.	This is a must for postal business—ensure that the requirement and justification are known.
When setting up facility, be flexible—some functions may need to be combined due to space restrictions.	Adapt and change as required.
Establish communications with MAJCOM to initiate mail transportation.	Work local trans issues prior to MAJCOM coordination.

ACTION	Remarks
<p>Participate in incoming personnel orientation sessions, at a minimum the following information should be disseminated:</p> <ul style="list-style-type: none"> • Address info • Customs restrictions/theater specific non-mailables • UMR delivery procedures • UMC training hours • Hours of operation 	<p>All successful postal operations have a base of community relations—ensure to start on the right foot.</p>
<p>Determine if official mail funds are necessary for the location. If so, request funds for official mail account through the deployed unit to the local accounting and finance office. Refer to DODI 4525.09, <i>Military Postal Service</i>.</p>	<p>Coordinate through EFSS.</p>
<p>Conduct a functional check of all supporting equipment. Ensure field safe is accessible and can be opened (common combination is 25-50-25-0).</p>	<p>Now is the time to check equipment—do not wait until the day service is to start.</p>
<p>Train appointed unit mail clerk (UMC) Appoint a unit postal officer. Complete DD Form 285, <i>Appointment of Military Postal Clerk, Unit Mail Clerk or Mail Orderly</i> Complete AF Form 4332, <i>Accountable/Non-Accountable Communications Receipt Authorization</i> Complete Postal Service (PS) Form 8139, <i>Your Role in Protecting the Security of the United States Mail</i>.</p>	<p>UMCs play a large and essential role in the deployed environment—if they are adequately trained the job will be much easier.</p>

ACTION	Remarks
<p>UMC Responsibilities:</p> <p>Create a locator card database (AF Form 624, <i>Base Unit Locator or PSC Directory</i>) for all members within the unit.</p> <p>Provide their servicing MPO written notification (signed by unit commander or designated unit postal officer) of the following circumstances.</p> <ul style="list-style-type: none"> • For a deceased individual. • For a search. • For a hospital search/patient, if hospital address is known; if hospital address is unknown. 	<p>Make sure that the UMCs know and fulfill their responsibilities—if they do not fulfill their responsibilities—the job will fall to the team.</p>
<p>Military Post Office (MPO) Responsibilities:</p> <p>Designate military postal clerk(s) according to the <i>Military Postal Service Procedures Manual</i> (MPM), Section 12.2. which can be found at https://www.army.mil/mpsa#org-manual.</p> <p>Establish a directory section for all personnel supported by the MPO.</p> <p>Establish a casualty mail subsection. After notification from UMC, MPO personnel will process the casualty mail according to the MPM, Section 22 and MPM, Section 21 for the acceptance, treatment, and handling of enemy prisoners of war (EPW)/other detained personnel (DP) mail.</p>	<p>Military Postal Service Agency (MPSA) will provide additional instructions when dealing with EPW/DP mail.</p>
<p>Handle free mail (FM) according to the MPM, Section 37.</p>	
<p>Establish DOD mandated standard operating procedures (SOP):</p> <p>Emergency evacuation and relocation.</p> <p>Resource protection, bomb, and biological threat procedures.</p> <p>Emergency destruction of USPS equipment and mail.</p>	<p>Check with MAJCOM/AIRPS to see if they have developed any area of responsibility (AOR) SOPs:</p> <ul style="list-style-type: none"> • Airport security SOPs • Customs processing requirements • Theater unique contraband requirements

ACTION	Remarks
Develop Work Schedules.	<p>Once operating hours that are needed to provide support to the community are determined, establish work center hours.</p> <p>In contingency operations, one is expected to work 12 hours a day, 7 days a week.</p> <p>Confirm mandatory contingency operating hours established by theater or installation commander.</p>
Determine training needs of assigned contingency personnel.	<p>There may be 3F5s that lack postal experience. Do not assume the people deployed to the location are fully qualified. Are they trained to meet mission needs? Is there a need to conduct mass training classes? Utilize postal training guides available on the respective MAJCOM SharePoint® sites.</p>
<p>If APOs have a mail control activity (MCA)/aerial mail terminal (AMT) functions, meet with airport security officials.</p> <p>Explain the mission with emphasis that mail is greatly different from cargo.</p> <p>Establish good working liaison and commitment to resolve problems that may arise.</p> <p>Request airport badges and ramp passes to include plane side access, access to air carrier cargo and baggage areas, and possibly civil post facilities. There may be a charge associated.</p> <p>Notify if vehicles carrying military mail require access to the airport.</p> <p>Take the info and instructions provided to the serving legal office or American Embassy officials.</p>	<p>Air carrier representatives identify the people to meet and can assist in arranging initial meetings.</p> <p>It is extremely important to establish good relations during initial meeting.</p>
<p>Postal net alerts (PNA) and irregularities.</p> <p>Send out PNAs and irregularity reports in a prompt and efficient manner.</p> <p>Initiate Postal Service (PS) Form 2734-B, <i>Air Transportation Pay and Routing Adjustment</i> as required.</p> <p>For major problems, immediately call dispatching activity and coordinate corrective action. Keep the MAJCOM/AIRPS apprised of all issues.</p>	<p>Count on it. Initially, there will be problems with routings. Get them corrected early.</p>

ACTION	Remarks
<p>USPS capital equipment.</p> <p>Review United States Postal Service (USPS) Pub 247, <i>USPS Supplies and Equipment Catalog</i> to determine equipment needs; submit requirements to servicing JMPA through MAJCOM/AIRPS.</p>	<p>For immediate needs, contact local RED HORSE or CE personnel.</p> <p>Maybe they can construct something as a temporary fix.</p>
<p>Mail facility flow. Ensure mail is processed, first in; first out (FIFO).</p> <p>Are there any bottlenecks?</p> <p>Are the mail processing areas sufficient and off to the side?</p> <p>Is mail being double handled?</p> <p>Are chain gangs required to move large volumes of mail or is it rolling?</p> <p>Are carts, collapsible containers, or a conveyor belt system needed?</p> <p>Will gravity rollers suffice?</p>	<p>Mail should move (flow) smoothly in and out of the facility.</p>
<p>Expendable USPS Supplies.</p> <p>Appoint a postal supply clerk familiar with USPS Pub 223, <i>USPS Directives and Forms Catalog</i> and the Automated Military Postal System.</p> <p>Manage and inventory program on PS Forms 1586, <i>Supply Record and/or Automated Military Postal System (AMPS)</i>.</p>	<p>Are there strip labels, flight tags, and enhanced distribution labels (EDL) to accomplish the mission?</p> <p>What is the FEDSTRIP number?</p>
<p>Review AOR/MAJCOM directives regarding postal processes.</p> <p>Arrange meeting with AOR postal commander and enlisted leadership to discuss expectations, problem areas, and issues.</p>	<p>Contact MAJCOM/AIRPS and find out what SOP, operating instructions (OI), and policy letters require compliance. It may be in a joint contingency reporting to a sister Service.</p>
<p>Take care of people both on and off duty.</p>	<p>Self-explanatory.</p>
<p>Mail and facility security.</p> <p>Review visitor and entry control procedures.</p>	<p>Is access to the facility controlled?</p> <p>Is mail controlled and secure while on the airport and in the facility?</p>
<p>Mail volume metrics.</p> <p>Develop logs or spreadsheets to maintain incoming/outgoing and in transit mail volumes.</p>	<p>Are there logs to reflect equitable tender efforts?</p>

ACTION	Remarks
Develop mission briefing and brief mission statement.	Briefing should include authorized/assigned strength, population served, APOs served, pieces, and mail volumes for both incoming/outgoing mail, air carriers used, significant accomplishments, problem areas, and other comments.
See fleet management (LRS) for your (MCA vehicles, tugs, or forklifts).	Are vehicles required to execute the mission?
Establish in/out processing checklist for personnel.	Checklist should include lodging, badges, flight line orientation, medical, required evaluations, and required after action reports.
Develop recall roster.	Very important. In the event of attack or natural disaster, the first thing leadership will require is 100 percent accountability. Recommend maps for telephone outage situations.

11.4.11. Contingency Mail Transportation Establishment Checklist. This checklist provides postal leaders with procedures to set-up mail transportation operations upon arrival at a new contingency location. See **Table 11.11**, Contingency Military Mail Transportation Checklist.

Table 11.11. Contingency Military Mail Transportation Checklist

ACTION	Remarks
Conduct site survey to determine location of aerial mail terminal (AMT) and/or mail control activity (MCA) facility.	Preferably facility(s) should be located on the airport (air-side) accessible to all air carriers providing MPS service. If off airport, arrange vehicle support with Army or contractors and drop off/pick-up mail at prearranged location, most likely their individual cargo areas. Do not expect carriers to deliver containers if located off the airport.

ACTION	Remarks
Determine if facility meets space requirements.	<p>Review the MPM, Section 15 and Appendix 15A: Military Postal Activity Design.</p> <p>Know the population expected to serve. Verify with personnel support for contingency operations (PERSCO).</p> <p>Does it have a covered area to exchange mail with carriers during inclement weather or can they pull/tug mail and containers directly in to the facility?</p> <p>No existing facility will be perfect and meet all required needs. If it meets 75 percent, barring no major security or force protection issues—arrange to lease.</p>
Security and limited access to facility.	<p>Review structural and security requirements as listed in the MPM, Section 15.</p> <p>Pay particular attention to doors and windows and ensure all are lockable.</p> <p>Is access restricted to authorized personnel only?</p> <p>Is it security guard controlled?</p> <p>Does it have a registry cage or area that can be converted to a registry area?</p> <p>Was an ISU 90 deployed? Can it be used for storing regulations? Do you have an expandable mobile shop/van container (EVAN)? Can it be used for an MCA office?</p> <p>Will facility meet standards?</p> <p>If facility will not be operational on 24-hour basis, is it alarmed?</p> <p>Again, no facility will be perfect. If it meets a majority of prescribed requirements, arrange to lease. Work on fixing other security deficiencies later.</p>

ACTION	Remarks
<p>Contact major command (MAJCOM)/air postal squadron (AIRPS), local Air Mobility Command (AMC) air transportation operations center (ATOC), and/or servicing gateway (Joint Military Postal Activity [JMPA]) to determine which carriers they will be using to support contingency.</p>	<p>Initially, there may be limited lift, possibly only AMC. Service may be limited to first class mail (FCM)—13 ounces or less.</p> <p>Determine daily lift capability by carrier.</p> <p>If currently non-approved carriers service the location, coordinate with these air carrier representatives to determine their lift capabilities, routes served, security, and interest in moving military mail.</p> <p>If all positive, work with MAJCOM/AIRPS to get carrier(s) approved in coordination with Military Postal Service Agency (MPSA) and United States Post Office (USPS).</p>
<p>Meet with air carriers to determine their retrograde capabilities.</p> <p>Obtain copies of their dispatch schedules.</p> <p>Provide estimated projections.</p>	<p>Many factors are involved here but a good projection estimate is 5lb per customer served per week. If limited to FCM only, the projection will be much less. Do not forget equitable tender rules and competitive routes (i.e., direct versus one or two stop and/or does it involve gage changes).</p> <p>Refer to US Postal Service Transportation Handbook (HBK) T-7, <i>Distribution, Dispatching, and Transportation Military Mail by Air</i>.</p> <p>All this information will help determine the daily dispatch schedule and ramp tour requirements.</p> <p>If applicable, designate which flight will be used for registered mail (Bird Watch requirement). The dispatch schedule should be approved by MAJCOM contingency PERSCO Team. Once approved, it should be provided to all dispatching locations (APO) and updated as required (usually quarterly).</p>
<p>Develop some type of routing and labeling instruction in automated military postal system (AMPS) (e.g., sorting pouching routing instruction [SPRINT]).</p> <p>Chart equivalent, consolidated air massing and labeling system (CAMALS), or local distribution chart (LDC).</p>	<p>Coordinate this requirement with MAJCOM/AIRPS. They will develop and issue guidance or a chart with vital location input.</p>

ACTION	Remarks
Develop work schedules.	<p>Once operating hours that are needed to provide support to the community are determined, establish work center hours.</p> <p>In contingency operations, one is expected to work 12 hours a day, 7 days a week.</p> <p>Confirm mandatory contingency operating hours established by theater or installation commander.</p>
Determine training needs of assigned contingency personnel.	<p>Deployed 3F5s may have never worked at an AMT or MCA location or have postal experience.</p> <p>Do not assume deployed personnel are fully qualified.</p> <p>Are they trained to meet mission needs? Is there a need to conduct mass training classes?</p> <p>Utilize postal training guides available on the respective MAJCOM SharePoint® sites.</p>
Meet with airport security officials.	<p>Air carrier representatives identify the people to meet and can assist in arranging initial meetings.</p> <p>It is extremely important to establish good relations during initial meeting.</p> <p>Explain the mission with emphasis that mail is greatly different from cargo.</p> <p>Establish good working liaison and commitment to resolve problems that may arise.</p> <p>Request airport badges and ramp passes to include plane side access, access to air carrier cargo and baggage areas, and possibly civil post facilities. There may be a charge associated.</p> <p>Notify if vehicles carrying military mail require access to the airport.</p> <p>Take the info and instructions provided to the serving legal office or American Embassy officials.</p>

ACTION	Remarks
Meet with airport customs officials.	Before doing so, coordinate with servicing legal office or American Embassy officials to determine if there is a status of forces agreement (SOFA) or other agreement involving military mail. Military mail is liable to inspection by host customs officials. As problems and/or questions arise, immediately bring to attention of legal, embassy, and MAJCOM/AIRPS officials for resolution.
Arrange Internet connectivity for communication with mail transportation community and AMPS for automated preparation of PS Form 2942-A, <i>Notice Short Paid International Mail</i> , Military Mail AV-7 Dispatch List.	Contact local military communications authorities follow their instructions for submitting work order to attain Internet capability. If there is no computer, let this need be known.
Meet with local civil mail authorities.	A good working liaison with civil mail authorities is a must. Arrange for agreement to exchange military mail improperly routed to civil mail warehouse and vice versa. Possibly attain permission for access to civil mail hold areas to check for misrouted mail.
Postal net alerts (PNA) and irregularities.	Count on it. Initially, there will be problems with routings. Get them corrected early. Send out PNAs and irregularity reports in a prompt and efficient manner. Initiate PS Form 2734-B as required. For major problems, immediately call dispatching activity and coordinate corrective action. Keep the MAJCOM/AIRPS apprised of all issues.
USPS Capital Equipment.	Review USPS Pub 247, <i>USPS Supplies and Equipment Catalog</i> to determine equipment needs; submit requirements to servicing JMPA through MAJCOM/AIRPS. For immediate needs, contact local rapid engineer deployable, heavy operational repair squadron, engineer (RED HORSE) or civil engineering (CE) folks. Maybe they can construct something as a temporary fix.

ACTION	Remarks
Mail Facility Flow.	<p>Mail should move (flow) smoothly in and out of the facility.</p> <p>Ensure mail is processed, first in; first out (FIFO). Are there any bottlenecks?</p> <p>Are the mail processing areas sufficient and off to the side?</p> <p>Is mail being double handled?</p> <p>Are chain gangs required to move large volumes of mail or is it rolling?</p> <p>Are carts, collapsible containers, or a conveyor belt system needed? Will gravity rollers suffice?</p>
Expendable USPS supplies.	<p>Appoint a postal supply clerk familiar with USPS Pub 223.</p> <p>Manage and inventory program on PS Forms 1586.</p> <p>Are there strip labels, flight tags, and enhanced distribution labels (EDL) to accomplish the mission?</p> <p>What is the federal standard requisitioning and issue procedures (FEDSTRIP) number?</p>
Review area of responsibility (AOR) /MAJCOM directives regarding postal processes.	<p>Arrange meeting with AOR postal commander and enlisted leadership to discuss expectations, problem areas, and issues.</p> <p>Contact MAJCOM/AIRPS and find out what standard operating procedures (SOP), operating instructions (OI), and policy letters require compliance. It may be in a Joint contingency reporting to a sister Service.</p>
Take care of people both on and off duty.	Self-explanatory.

ACTION	Remarks
Establish DOD mandated SOPs: <ul style="list-style-type: none"> Emergency evacuation and relocation. Resource protection, bomb, and biological threat procedures. Emergency destruction of USPS equipment and mail. 	Check with MAJCOM/AIRPS to see if they have developed any AOR SOPs: <ul style="list-style-type: none"> Airport security SOPs . Customs processing requirements. Theater unique contraband requirements.
Mail and facility security. Review visitor and entry control procedures.	Is access to the facility controlled? Is mail controlled and secure while on the airport and in the facility?
Monthly carrier meetings.	Monthly meetings are required with air carriers. They can be done in mass or individually. If there are problems with a particular carrier, discuss the issue(s) privately, not at mass meeting.
Develop ramp tour report.	Develop a report for MCAs to document their daily activities. It should include flights monitored, problems observed, wet mail, late mail, unprotected mail, cargo areas visited, and civil mail areas visited. MAJCOM/AIRPS can provide a template.
Mail Volume Metrics.	Develop logs or spreadsheets to maintain incoming/outgoing and in transit mail volumes. Are there logs to reflect equitable tender efforts?
Develop PowerPoint Mission Briefing.	Briefing should include authorized/assigned strength, population served, APOs served, pieces and mail volumes for both incoming/outgoing mail, air carriers used, significant accomplishments, problem areas, and other comments.
See fleet management (LRS) for your (MCA vehicles, tugs, or forklifts).	Are vehicles required to execute the mission?
Establish In/Out processing checklist for personnel.	Checklist should include lodging, badges, flight line orientation, medical, required evaluations, and required after action reports.

ACTION	Remarks
Develop recall roster.	Very important. In the event of attack or natural disaster, the first thing leadership will require is 100 percent accountability. Recommend maps for telephone outage situations.

11.5. Military and Family Readiness Center (M&FRC). This section identifies TTP and capabilities for M&FRC personnel.

11.5.1. References. See [Table 11.12](#), M&FRC References.

Table 11.12. M&FRC References

DAFI 36-3009, <i>Airman and Family Readiness Centers</i>
DODI 1342.22, <i>Military Family Readiness</i>
<i>Military and Family Readiness Center (M&FRC) (Air Force Personnel Center, Airman and Family Division [AFPC]/DPFF) Program Specific Operations Desk Guides</i>

11.5.2. Capabilities/Employment. M&FRC personnel maintain mission readiness by assisting individuals and families with adaptation to the challenges and demands of expeditionary operations and the military lifestyle. M&FRCs provide programs and services to assist commanders in identifying, assessing, and minimizing personal and family related challenges to maintain unit cohesion and strengthen operational readiness. A&FR core services are identified in AFI 36-3009. Services focus on:

- Proactive outreach to aid in normal planning processes.
- Community readiness collaboration.
- Leadership consultation to create partnerships with unit leaders to identify strengths and address concerns and issues that may impact personnel readiness.
- Individual and family readiness support and services.
- Information and education to target early prevention and intervention efforts.

11.5.2.1. To meet the intent of AFI 36-3009 and program delivery mandates, the M&FRC may conduct reachback to regular Air Force (RegAF) M&FRCs and outreach to support agencies and mission partners when necessary. The M&FRC should not assume responsibility for services and programs that fall within the scope of other military agencies.

11.5.3. M&FRC Staff. M&FRC staff positions are aligned under the EFSS commander to meet local workload requirements and functional compatibility. Staff positions are maintained for specific program purposes and by-law requirements. M&FRC staff may consist of a civilian, military, and contractor force as determined by manpower required to accomplish the defined responsibilities of the work center. See [Table 11.13](#), M&FRC Staff Positions.

Table 11.13. M&FRC Staff Positions

POSITIONS	TITLE	AUTHORIZED AFSC
Civilian	Community Readiness Consultant (CSC)	038F4
Civilian	Community Readiness Specialist (CRS)	038F3
Military	Readiness Noncommissioned Officer (RNCO)	8C000
Contractor	Military Family Life Consultant (MFLC)	Contractor

11.5.4. M&FRC-Deployed. M&FRC personnel participate in wartime and contingency operations and deploy to contingency locations to administer activities of the M&FRC. Emergency essential (EE) and non-combat essential positions support force support deployable capabilities. M&FRC civilian employees deploying to combat operations and crisis situations are considered EE regardless of volunteer status or the signing of the EE position agreement.

11.5.5. Duties and Responsibilities. See [Table 11.14](#), M&FRC Responsibilities.

Table 11.14. M&FRC Responsibilities

Organization/Position	Responsibilities
Airman and Family Care Division, Air Force (AF)/A1SA.	<p>Provide policy and guidance on the implementation and sustainment of operations.</p> <p>Keep leadership advised on the Airman and Family Readiness Center (M&FRC).</p> <p>Plan for and allocate resources to support the M&FRC.</p> <p>Provide advisory services to leadership at all levels and to base M&FRCs as required.</p>

Airman and Family Readiness Operations Division (AFPC/DPFF).	<p>Provide input to headquarters Air Force (HAF) regarding policy, guidance, implementation, and sustainment of operations.</p> <p>Provide program and reach-back support, guidance, and training to the deployed staff.</p> <p>Consolidate and disseminate recommendations to HAF relating to community and family issues, needs, and trends.</p> <p>Ensure operational guidance is provided to major command (MAJCOM) functional area managers (FAM).</p> <p>Maintain regular contact with deployed staff as well as expeditionary force support squadron (EFSS) leadership.</p> <p>Consolidate and disseminate recommendations relating to issues, needs, and trends.</p> <p>Plan for and allocate resources to support the M&FRC.</p> <p>Keep AF/A1SA advised of status of M&FRC as well as issues and or trends requiring support/attention.</p> <p>Ensure proper recognition is given to deployed members.</p>
EFSS commander.	<p>Provide oversight and logistical support to the M&FRC.</p> <p>Ensure operational guidance is provided.</p> <p>Establish and review M&FRC outcome measures.</p> <p>Develop and maintain technology to support operational requirements.</p> <p>Identify, report, and provide recommendations relating to Airmen and family issues, needs, and trends to AFPC/DPFF.</p>

11.5.6. Support Services. The focus of assistance is on deployment support issues and addressing emerging needs of deployed Airmen. Services and support provided includes collaborating with other deployed staff, formal, and informal on base agencies and when deemed necessary, coordinated reachback process of obtaining services and support from RegAF M&FRCs not forward deployed. See **Table 11.15**, Support Services.

Table 11.15. Support Services

1. Assess unit concerns, strengths, and resources.
2. Identify, report, and provide recommendations relating to community, Military and Family Readiness Center (M&FRC) issues, needs, and trends to leadership as required.
3. Attend expeditionary community action team (CAT) meetings.
4. Communication strategies and plans for deployers to communicate with family members.
5. Offer information and referral services as feasible.
6. Installation/local services and support systems.
7. Offer coping strategies and interpersonal skills.
8. Provide information on financial literacy during and after deployment.
9. Ongoing outreach, communication, activities, and events with units.
10. Offer Air Force Aid Society (AFAS) assistance as necessary.
11. Encourage financial consultations for budgeting and financial planning as necessary.
12. Refer families to local school liaison officers or other officials for student and/or local school information.
13. Provide life skill options, resources and information to help maintain balance between individual, family, and work concerns.
14. Provide transition assistance/guidance.
15. Provide reintegration information.
16. Provide Air Force Personnel Accountability and Assessment System (AFPAAS) case management.
17. Educate base population on Emergency Family Assistance Center (EFAC) mission, purpose, and activation.
 - Keep leadership informed of proactive steps in preparation of possible EFAC activation.
18. Ensure inclusion of M&FRC-D roles and responsibilities in installation exercises, inspections, disaster response, and evacuation plans. Assist with pre-disaster education and planning.
 - Offer disaster preparedness briefs/workshops that provide an opportunity to train Airmen and family members on disasters, how to be ready, and what to expect if it became necessary to evacuate the area.
19. Readiness noncommissioned officer (RNCO) and emergency essential (EE) M&FRC personnel assist evacuee families through processing at evacuation control center (ECC).
 - At a minimum, evacuees receive information on how to update emergency contact details, displaced location, and needs assessment creation in AFPAAS.
20. Assist with the transition from the deployed environment to home station.

21. Encourage the use of a military family life consultant (MFLC) (if available) for short-term, solution focused, non-medical counseling.

- Issues requiring intervention or treatment should be referred to the appropriate helping agency.
- Out of scope work defined by DOD should be referred to appropriate providers (e.g., long-term mental health issues, post-traumatic stress disorder [PTSD] or other severe trauma disorders, personality disorders, repeated use of dysfunctional coping mechanisms, treatment for mental health or substance abuse).

11.5.6.1. Battle Rhythm. Service delivery should be synchronized with the immediate and anticipated activities of the base's mission, special events, permanent change of station rotations, AFFORGEN rotations, and the normal flow of military life-cycle events. By synchronizing schedules, staff is able to plan when surges focused on a particular area of service delivery are required (e.g., focusing all the resources of the staff to support an AFFORGEN rotation or return).

11.5.6.2. Office Considerations. Refer to AFI 36-3009, *Airman and Family Readiness Centers*, and UFC 4-730-01, *Family Services Centers* for additional A&FR programs, services, and facility recommendations. Deployed staff require personal office space with sufficient size and privacy to provide for assessment and consultation to consult with clients. Other required resources needed may include: standard office equipment, computers, book cases, desk, chairs, classroom for instructing classes, a room with computers and phones, and a vehicle for transportation to and from units. See [Figure 11.5](#), M&FRC Resource Requirements.

Figure 11.5. M&FRC Resource Requirements



11.5.7. Conclusion. Since the early 1980s, the M&FRC has been one of the premier success stories of how to take care of Airmen and their families. M&FRC staff across the Air Force has worked tirelessly to ensure their communities receive services and programs to support quality of life and enhance mission readiness of the Total Force and their families. As the Air Force

continues to evolve, M&FRCs have changed their method of service delivery to keep step with the changing needs of the Air Force.

11.6. Deployed Protocol. This section focuses on the duties of the protocol officer and enlisted UTCs. The protocol officer UTC (LWRRP) can deploy within the Establish the Airbase stage of the FM construct on or about day three. The enlisted protocol UTC (LWRRQ) arrives in the Operate the Airbase phase, on or about day 15. The early assignments allow protocol to provide additional support to the C2 element, assist commanders with host nation support tasks, and establish an understanding of the local customs and courtesies. Once the construct is established, a deployment rotation of officer and enlisted protocol will occur, with the goal to maintain and improve established programs and stay current with local customs and courtesies.

11.6.1. Unique Situations at a Beddown Operation. There are many factors which affect the way protocol duties are performed in theater to include threat level, security, location, weather, manning, alcohol restrictions, language barriers, austere living conditions, and shared work spaces among others.

11.6.1.1. Customs and courtesies related to the deployed location should be understood and relayed to others. Challenges with cultural differences in how women, minorities, coalition forces, and enlisted are treated should be considered and understood. These considerations should be made while keeping in-line with Air Force customs, courtesies, traditions, and honors.

11.6.1.2. Practice good OPSEC and COMSEC for arriving DVs in a deployed environment. DV notification reports should be limited and encrypted when sent via email.

11.6.1.3. Protocol Functions. Many deployed locations are inclusive of coalition and combined operations. Be prepared to work with and for other US military branches as well as military forces of other nations. For example, an Airman might deploy as a US Air Force representative, but work for an Australian Chief of Protocol with two US Army officers. Each country has a senior representative officer, who is usually a general officer. After arriving at the deployed location, determine the host nation relationship.

11.6.1.4. Base Level. More than likely, the Air Force protocol officer will work with members from all US branches of the military and may be expected to be the subject matter expert (SME) in the Air Force culture. Airmen should also learn the culture, courtesies, traditions, and honors of sister Services and the host nation. Other Services deploy differently which may require the Air Force protocol officer to cover all DV visits and sister-Service ceremonies. For example, the US Army protocol office may not deploy at the onset, but come later when needed.

11.6.1.5. CAOC Level. Working on the AFFOR or CAOC headquarters staff can provide an expanded view of the theater and afford the opportunity to work planning details for theater wide visits, including entertainment and DV visits.

11.6.2. DV. According to AFI 34-1201, *Protocol* DV is defined as: (1) any general or flag officer; (2) any government official with rank equivalent to a brigadier general or higher; or (3) any foreign military officer or civilian designated a DV by the Under Secretary of the Air Force for International Affairs (SAF/IA). At times, persons of lower rank appointed to or filling certain positions, may be accorded DV status. The purpose of the visit will determine if

the distinction of DV should be accorded. The commander determines the DV distinction on an individual basis.

11.6.2.1. AF/A1LG, Air Force General Officer Management Office (GOMO), publishes a relative rank roster every month of active duty US Air Force general officers on the Air Force Portal.

11.6.2.2. AF/CVXS Senior Executive Management publishes a senior executive service (SES) roster with DV codes for Air Force senior civilians on the Air Force Portal.

11.6.2.3. There are several precedence lists that could apply to a situation, event, or visit at hand. There is a US order of precedence list, a DOD order of precedence, joint staff order of precedence, and rosters for each branch of the US Armed Forces. For assistance obtaining these lists contact the USAF Headquarters Protocol Office, HAF/DSP, by phone at DSN 227-8341, commercial 703-697-8341, or by email at:

af.protocol.workflow@us.af.mil.

11.6.3. Funding. From AFI 34-1201, there are several sources of funds for protocol-related expenses. Always refer to financial management policy when determining proper funding source. When in doubt, consult with a staff judge advocate and financial manager. Remember to obtain required approval before obligating funds.

11.6.3.1. The best way to determine what type of official funds to use is to evaluate the guest list and categorize the invitees; ask “how are they coming to you?” this question will help better understand the role they represent.

11.6.3.2. It is imperative to understand that just because funding is authorized for a specific individual or group, does not mean that funds are available. Protocol should manage the funding programs and know how much money is available in the annual budgets. Funds may be shown as available, however it is possible they are allocated to reoccurring events.

11.6.3.3. Perception is also very relevant when making purchases with government funds, be practical with your choices and purchases.

11.6.3.4. APFs are government funds from the public treasury, which are appropriated by act of Congress to conduct the business of government agencies and activities. The two most relevant funds for protocol use in this area are ORFs and operations and maintenance (O&M) funds.

11.6.3.5. Emergency and Extraordinary Expense Authority. Refer to AFI 65-503, *US Air Force Cost and Planning Factors* and DODI 7250.13, *Use of Appropriated Funds for Official Representation Purposes* for guidance on ORF. The purpose of this budget is to give commanders the ability to extend official courtesies to foreign personnel, US government leaders, prominent US citizens, and select senior DOD personnel while on official visits to the field.

11.6.3.5.1. Annually, each branch of the service allocates specific budgets through the CCMDs and MAJCOMs, and down to unit level. Budgets are typically determined based on previous year expenditures. Be sure to become familiar with who qualifies as an ORFable recipient. When paying for food, be familiar with the ratio of ORFable attendees to non-qualified ORF recipients.

11.6.3.5.2. There are two key thresholds. When there are 29 or less total attendees, for every one ORFable attendee, four non-qualified attendees can be paid for (20/80 ratio). When there are 30 or more total attendees, for every one ORFable attendee, one non-qualified attendee can be paid for (50/50 ratio).

11.6.3.5.3. Before giving a gift purchased with ORF money, verify the person's qualified status in DODI 7250.13 and AFI 65-503. Unlike the payment of food at official social functions, gifts can only be given to qualified recipients.

11.6.3.5.4. The most important thing to know about this fund, is that the money must be approved in advance. Procedures should be established to request approval for the use of funds for every instance. Refer to AFI 65-503, Attachment 2 for a sample request form.

11.6.3.6. O&M Funds. Refer to DAFMAN 65-605, Volume 1 for guidance on O&M funds. DAFMAN 65-605, Volume 1 is a large instruction; the main focus area for protocol is chapter four, which offers funding guidance for honoraria, stationary, business cards, appliances and furnishings, meals and light refreshments, conferences, meetings, US flags for retirees, printing of invitations and programs, and much more. Just because it is authorized, does not mean there is money available. Check with the GPC cardholder, approving official, and/or budget office.

11.6.3.7. NAFs. These troop funds are derived from profits made by activities such as the Base Exchange and force support entities such as outdoor recreation and auto hobby shop. The most relevant type of these funds used in protocol is SM&W.

11.6.3.8. SM&W. AFMAN 34-201, Chapter 12 defines Air Force policy concerning the request, approval, and use of NAFs for SM&W purposes. The primary use of this money is to pay for light refreshments at events which are open to all military and DOD civilians. Funds should be requested and approved in advance and the procedure is normally outlined by the local NAF accounting office. There are several other authorized purchases, but this funding source is known to be very limited and vary drastically from one installation to the next. Acquire the local guidance to know what is allowable. There are no longer any authorizations for gifts under this funding.

11.6.3.9. When Government funds are not authorized or available, the proper source of funds is the individual. Ensure to be fiscally responsible when making plans to use personal funds. In these cases, the event organizers can collect personal funds through landing or hospitality fees and pay the vendor bills on their behalf. It is recommended to collect money in advance of the event upon registration to avoid non-paying no show registered participants.

11.6.4. Use of Facilities. Protocol officers have no dedicated facilities assigned in the BEAR packages. They rely on facility managers to assist in finding base facilities that are available for protocol activities. Temporary use of facilities may range from the use of the dining facility to host a DV luncheon or dinner with the troops, to the use of the recreation center or theater for a mass briefing. Planning and contact with the facility manager should be accomplished as early as possible to alleviate a scheduling conflict. This also provides sufficient time to prepare the facility for the visit and gives time to recruit assistance to help with setup if required.

11.6.5. Further Guidance. There are many sources for protocol guidance. HQ USAF Protocol Office has a useful SharePoint® site (<https://usaf.dps.mil/sites/AF-Protocol>) with information and links to every MAJCOM Protocol office to provide reach-back capability. The Ira C. Eaker Center for Leadership Development at Maxwell Air Force Base, AL, offers a protocol fundamentals course to deploying or non-experienced protocol officers, noncommissioned officers (NCO), and civil service. The World Fact Book is a key site for the most up-to-date information on countries and world leaders (<https://www.cia.gov/the-world-factbook/>). The US Department of State protocol deals with foreign policy and diplomatic engagements (<http://www.state.gov/s/cpr/>).

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION****A1.1. References.**

- AFI 10-1302, *Air Force Lessons Learned Program*, 30 July 2019
- AFI 10-403, *Deployment Planning and Execution*, 17 April 2020
- AFI 10-404, *Base Support and Expeditionary (BAS&E) Site Planning*, 24 July 2019
- AFI 23-101, *Materiel Management Policy*, 22 October 2020
- AFI 25-101, *War Reserve Materiel (WRM)*, 27 August 2019
- AFI 32-1020, *Planning and Programming Built Infrastructure Projects*, 18 December 2019
- AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020
- AFI 34-108, *Commercial Sponsorship and Sale of Advertising*, 21 August 2018
- AFI 34-1201, *Protocol*, 18 August 2020
- AFI 34-211(I), *Morale, Welfare, and Recreation Army and Air Force Exchange Service Operations*, 11 July 2017
- AFI 34-266, *Fitness, Sports, and World Class Athlete Program*, 25 September 2018
- AFI 38-101, *Manpower and Organization*, 29 August 2019
- AFI 51-506, *Gifts to the Department of the Air Force from Domestic and Foreign Sources*, 16 Apr 2019
- AFI 64-105, *Contingency Contracting Support*, 1 October 2020
- AFI 65-106, *Appropriated Fund Support of Morale, Welfare and Recreation (MWR) and other Nonappropriated Instrumentalities (NAFIS)*, 15 January 2019
- AFI 65-201, *Enterprise Risk Management and Managers' Internal Control Program Procedures*, 17 September 2020
- AFI 65-503, *US Air Force Cost and Planning Factors*, 13 July 2018
- AFI 65-603, *Emergency and Extraordinary Expense Authority*, 29 Apr 2020
- AFI 65-610, *Guidance for Expenditures at Deployed Locations*, 3 September 2019
- AFMAN 10-206, *Operational Reporting (OPREP)*, 18 June 2018
- AFMAN 23-122, *Materiel Management Procedures*, 27 October 2020
- AFMAN 34-201, *Use of Nonappropriated Funds (NAFS)*, 28 September 2018
- AFMAN 34-202, *Procedures for Protecting Nonappropriated Funds Assets*, 25 June 2019
- AFMAN 34-204, *Property Management*, 9 October 2018
- AFMAN 34-209, *Nonappropriated Fund Financial Management and Accounting*, 2 October 2019
- AFMAN 36-2664, *Personnel Assessment Program*, 2 October 2019
- AFPAM 10-219, Volume 5, *Bare Base Conceptual Planning*, 30 March 2012

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AF Form 2209, Nonappropriated Fund Order for Supplies or Services

AF Form 245, Employment Locator Card

AF Form 2555, NAF Collection Record

AF Form 2556, NAF Surprise or General Cashier's Cash Count

AF Form 2557, NAF Cash Receipt Voucher

AF Form 332, Base Civil Engineer Work Request

AF Form 4332, Accountable/Non-Accountable Communications Receipt Authorization

AF Form 645, NAF Cash Register Adjustment

AF Form 79, Headcount Record

AF Form 847, Recommendation for Change of Publication

AF Form 9, Request for Purchase

DD Form 1075, Convoy List of Remains of Deceased Personnel

DD Form 1077, Collection Point Register of Deceased

DD Form 1079, Interment/Disinterment Register

DD Form 1131, Cash Collection Voucher

DD Form 1610, Request and Authorization for TDY Travel of DOD Personnel

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PS Form 1586, *Supply Record and/or Automated Military Postal System (AMPS)*

A1.3. Abbreviations and Acronyms.

AAFES Army Air Force Exchange Service

AAR after action report

ACE IT Attitude, Customer Service, Excellence, Integrity, Teamwork

ACS agile combat support

ADVON advanced echelon

AEG air expeditionary group

AETF air expeditionary task force

AEW air expeditionary wing

AF Air Force

AFCAP Air Force Contract Augmentation Program

AFCENT Air Forces Central

AFCOOL credentialing opportunities online

AFE Armed Forces Entertainment

AFFOR Air Force forces

AFFORGEN Air Force Force Generation

AFI Air Force instruction

AFJQS Air Force Job Qualification Standard

AFMAN Air Force manual

AFMAO/PM Air Force Mortuary Affairs Operations/Port Mortuary

AFMES Armed Forces Medical Examiner System

AFOSH Air Force Occupational Safety and Health

AFOSI Air Force Office of Special Investigations

AFPAM Air Force pamphlet

AFPC Air Force Personnel Center

AFRC Air Force Reserve Command

AFSC Air Force Specialty Code

AFSOF Air Force special operations forces

AFSVC Air Force Services Center

AFTTP Air Force tactics, techniques, and procedures

AIFA AAFES Imprest Fund Activity

ALC Air Logistics Complex

AMC Air Mobility Command
AMJAMS Automated Military Justice Analysis and Management System
AMOG air mobility operations group
AMT aerial mail terminals
ANG Air National Guard
AO accounting office
AOR area of responsibility
APF appropriated fund
APHC Army Public Health Center
APO Air Postal Office
APOD aerial port of debarkation
ARC Air Force Reserve
ARPC Air Reserve Personnel Center
ART AFFORGEN UTC reporting tool
AT adverse terrain
AT&L Acquisitions, Transportation and Logistics
AT&T® American Telephone and Telegraph Company
AU-ABC Air University-Associate to Baccalaureate Cooperative
AWOL absent without leave
BDFA basic daily food allowance
BE bioenvironmental engineering
BEAR basic expeditionary airfield resources
BEEF base engineer emergency force
BLA base level assessment
BOG boots-on-ground
BOS base operating support
BOS-I base operating support-integrator
BOS-P base operating support-provider
BPA blanket purchase agreement
BTB believed to be
C2 command and control
CA custodian authorization
CAC common access card
CAOC combined air operations center
CAP Civil Augmentation Program
CAR casualty assistance representative
CBRN chemical, biological, radiological, and nuclear
CCAF Community College of the Air Force
CCDR combatant commander
CCMD combatant command
CCO contracting office
CCP casualty collection point
CCTK Commander's Toolkit
CD compact disk
CE civil engineering
CED contingency, exercise, and deployment

CL.....contingency location
CLEP.....college-level examination program
CMcase management
CMScase management system
C-NAFcomponent-numbered Air Force
COCOM.....combatant command
COMSECcommunications security
CONCAPConstruction Capabilities
CONOPS.....concept of operations
CONPLAN.....concept plan
CONUScontinental United States
COPEcustodian of postal effects
CORcontracting officer representative
COS.....cost of sales
COTScommercial off-the-shelf
CPARcontractor performance assessment report
CRcase reporting
CRL.....custody receipt listing
CSAFChief of Staff of the Air Force
CUI.....controlled unclassified information
CWDchemical warfare defense
CYcalendar year
DAFDepartment of the Air Force
DAFH.....Department of the Air Force handbook
DAFIDepartment of the Air Force instruction
DAFMANDepartment of the Air Force manual
DANTES.....Defense Activity for Non-Traditional Education Support
DCAPESDeliberate Crisis Action Planning Execution Segments
DCIPSDefense Casualty Information Processing System
DEERSDefense Enrollment Eligibility Reporting System
DFACdining facility
DGSCDefense Government Supply Center
DLADefense Logistics Agency
DMHdisaster mental health
DMRdeployment manning requirement
DOD FMRDepartment of Defense Financial Management regulation
DODDepartment of Defense
DoDAACDOD activity address code
DODIDepartment of Defense instruction
DOSDepartment of State
DOX-Tdirect operating exchange-tactical
DP2Directorate of Personnel Operations
DPARdaily program activity report; deployed personnel action request
DPDRT.....Deployment Processing Discrepancy Reporting Tool
DRMDdeployment requirements manning document
DRUdirect reporting unit

DSNDefense Switched Network
DUSTWUNduty status whereabouts unknown
DVdistinguished visitor
DVDdigital video disc
dVMPFDeployed Virtual Military Personnel Flight
e-AFDFelectronic Air Force deployment folder
EALentry access list
ECESexpeditionary civil engineer squadron
ECONSexpeditionary contracting squadron
ECSexpeditionary communications squadron
ECUenvironment control unit
EDRCelectronic deployment readiness checklist
EEemergency essential
EFMTemergency family member travel
EFSSexpeditionary force support squadron
EFTelectronic funds transfer
ELRSexpeditionary logistics readiness squadron
EMemergency management
EMEDSexpeditionary medical support
EMSGexpeditionary mission support group
EOCemergency operations center
EODexplosive ordnance disposal
EOPexchange operating procedure
EPRenlisted performance report
ERMDemployment requirement manning document
ESCexpandable shelter container
ESMessential station messing
ESPemergency and special program; expeditionary support plan
F&Wfood and water
FAfinancial analyst
FAMfunctional area manager
FARFederal Acquisition regulation
FEDSTRIPFederal Standardized Requisition Issue Procedures
FF&Efurniture, fixtures, and equipment
FMfinancial management; free mail
FOAfield operating agency
FOCfull operating capability
FOLforward operating location
FPCONforce protection condition
FSCT-MForce Support Contingency Training-Mortuary
FSSforce support squadron
GAOGeneral Accounting Office
GATESGlobal Air Transportation Execution System
GEMGeneral Education Mobile
GEOLOCgeographic location
GMgeneral manager

GOMOGeneral Officer Management Office
GPCgovernment purchase card
GPSGlobal Positioning System
GSAGeneral Services Administration
GSUgeographically separated unit
GTNGlobal Transportation Network
GWDget well date
H&Sheat and serve
HAFHeadquarters Air Force
HDPhazardous duty pay
HEPAhigh efficiency particulate air
HIPPAHealth Insurance Portability and Accountability Act
HQheadquarters
HRPhuman remains pouch
HRSThome station readiness training
HRTChuman remains transfer case
HUMROhumanitarian relief operation
HVACheating, ventilation, and air conditioning
IBPSInternet Based Purchasing System
ICCinternal control checklist
IDidentification
IDOinstallation deployment officer
IDPimminent danger pay
IDRCinstallation deployment readiness cell
IDSintrusion detection system
IOCinitial operational capability
IPRinstallation personnel readiness
ISBinterim safety board
ISOInternational Organization for Standardization
ISUinternal slingable unit
JAMMSJoint Asset Movement Management System
JCSJoint Chiefs of Staff
JLLISJoint Lessons Learned Information System
JMAOjoint mortuary affairs office
JPEDJoint Personal Effects Depot
JPERSTATjoint personnel status
JSCPJoint Strategic Capabilities Plan
JTFjoint task force
KIAkilled in action
LIMFAClimiting factor
LMRland mobile radio
LNlocal national
LNRunit line remark
LOEletter of evaluation
LODlife of the deployment
LOFlife of the fund

LOGCAP	Logistics Civilian Augmentation Program
LRC	learning resource center
LRO	logistics readiness officer
M&FRC	Military and Family Readiness Center
MACP	mortuary affairs collection point
MACRMS	Mortuary Affairs Contaminated Remains Mitigation Site
MADCP	mortuary affairs decontamination collection point
MAJCOM	major command
MARTS	Mortuary Affairs Remains Tracking System
MCA	mail control activity
MD	main distributor
MEDEVAC	medical evacuation
MEFPAK	Manpower and Equipment Force Packaging
MFAL	master fixed asset listing
MilPDS	military personnel data system
MISCAP	mission capability
MMG	material maintenance group
MOA	memorandum of agreement
MOB	main operation base
MOPP	mission oriented protective posture
MOU	memorandum of understanding
MOW	memorandum of work
MPE	mission planning element
MPF	military personnel flight
MPH	Military Public Health
MPO	military post office
MPR	medical progress report
MPS	military postal service
MPSA	Military Postal Service Agency
MRE	meal, ready-to-eat
MRSP	mobility readiness spares package
MTF	medical treatment facility
MWR	morale, welfare, and recreation
NAF	nonappropriated fund; numbered air forces
NAFI	Nonappropriated Fund Instrumentality
NBC	nuclear, biological, and chemical
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
NEO	noncombatant evacuation operation
NGB	National Guard Bureau
NIPRNET	Non-classified Internet Protocol Router Network
NIS	not-in-stock
NOK	next of kin
NSI	not seriously ill or injured
O&M	operations and maintenance
OCN	other country national

OCONUS	outside the continental United States
OCP	operational capability package
OI	operating instruction
OIC	officer in charge
OJT	on-the-job training
OPLAN	operation plan
OPORD	operation order
OPR	office of primary responsibility; officer performance report
OPREP	operational reporting
OPSEC	operations security
ORF	official representation fund
OSD	Office of Secretary of Defense
OSHA	Operational Safety and Health Administration
OVL	organizational visibility listing
PAC	property account custodian
PADD	Person Authorized Direct Disposition
PDF	portable data file
PDPT	Personal Deployment Processing Tool
PE	personal effect
PEB	pre-engineered building
PEK	portable electric kitchen
PERSCO	personnel support for contingency operations
PID	plan identification number
PII	personally identifiable information
PIN	personal information number
PM	property manager
PO	performance objective
POC	point of contact
POE	point of embarkation
POL	petroleum oils and lubricants
POPSUM	population summary
POV	privately owned vehicle
POW	prisoner of war
PPE	personal protective equipment
PT	physical fitness
PWS	performance work statement
QAPC	Quality Assurance Program Coordinator
QASP	Quality Assurance Surveillance Plan
QMS	quality management system
QoL	quality of life
RAPIDS	real-time automated personnel identification system
RCC	reception control center
RDD	required delivery date
RED HORSE	rapid engineer deployable heavy operational repair squadron engineer
RegAF	regular Air Force
RFI	request for information

RFP.....request for proposal
RIBS.....readiness in base services
RIPreport on individual personnel
RMresource manager
RMFCresource management flight chief
RNT.....Right Now Technologies
ROErules of engagement
ROMrough order of magnitude
RPTReclama Processing Tool
RRRPresource, recovery, and recycling program
RSSretail sales system
S&Rsearch and recovery
SAFSecretary of the Air Force
SAF/IA.....Secretary of the Air Force for International Affairs
SAPRsexual assault prevention and response
SARCsexual assault response coordinator
SC.....stock custodian
SecDef.....Secretary of Defense
SES.....senior executive service
SHLself-help laundry
SI.....seriously ill or injured
SIBsafety investigation board
SIPRNETSECRET Internet Protocol Router Network
SITREPsituation report
SJA.....staff judge advocate
SM&W.....special purpose morale and welfare
SMEsubject matter expert
SNCOsenior noncommissioned officer
SOFspecial operations forces
SOFA.....status-of-forces agreement
SOPstandard operating procedure
SOTGSpecial Operations Task Group
SOW.....statement of work
SPEK.....single pallet expeditionary kitchen
SPOT.....Synchronized Predeployment and Operational Tracker
SSservices summary
SSMsingle service manager
SSNsocial security number
SSSsmall shelter system
SSTASite Specific Technical Assistant
STORES.....Subsistence Total Order and Receipt Electronic System
STTspecial tactics team
SURFsingle unit retrieval file
TEMPER.....tent, extendable, modular, personnel
TFEtactical field exchange
TFSCTotal Force Service Center

TMAO.....Theater Mortuary Affairs Office
TMEP.....theater mortuary evacuation points
TPFDD.....time-phased force deployment data
TTP.....tactics, techniques, and procedures
TV.....television
UCC.....unit control center
UCMJ.....Uniform Code of Military Justice
UDM.....unit deployment manager
UFC.....united facilities criteria
UGR.....unitized group ration
UHR.....unit housing representative
ULN.....unit line number
UMD.....unit manning document
US.....United States
USC.....United States Code
USCENTCOM.....United States Central Command
USG.....United States government
USMC.....United States Marine Corps
USN.....United States national
USO.....United Service Organizations
USPS.....United States Postal Service
UTA.....unit type code availability
UTC.....unit type code
UTR.....unit travel representative
UXO.....unexploded explosive ordnance
VCO.....vehicle control officer
VIP.....very important person
VSI.....very seriously ill or injured
WIDWID.....why I did what I did
WLUG.....Wing Level Users Guide
WRM.....war reserve material
ZIP.....zoning improvement plan

Attachment 2

PLANNING FACTORS

A2.1. Overview. This attachment provides planning factors for force support expeditionary operations.

A2.1.1. AFFORGEN Force Elements. See [Table A2.1](#), AFFORGEN Force Elements.

Table A2.1. AFFORGEN Force Elements

AFFORGEN Force Elements	
Planning Factors	Details/Comments
Open the Airbase	<ul style="list-style-type: none"> • Deploys on or before C-Day (commencement day). • Initial operating capability (IOC) within 24-hours of arrival. • Protects base, plans reception and beddown, setup communications, prepare airfield, work host nation issues.
Command and Control (C2)	<ul style="list-style-type: none"> • Deploys on or after C-Day. • IOC within 16 hours of arrival. • Sets up expeditionary wing or group C2.
Establish the Airbase	<ul style="list-style-type: none"> • Deploys between C+1 and C+6. • IOC within four-days of arrival. • Around-the-clock operations and life-sustaining support/infrastructure (e.g., lodging, food service, hygiene), mortuary, and protocol.
Generate the Mission	<ul style="list-style-type: none"> • Deploys between C+1 and C+6. • IOC within four-days of arrival. • Around-the-clock operations and life-sustaining support/infrastructure (e.g., lodging, food service, hygiene), mortuary, and protocol.
Operate the Airbase	<ul style="list-style-type: none"> • Deploys on or after C+2. • IOC on or before C+14. • Full IOC and sustainment for up to 30 days (e.g., introduces quality of life [QoL], fitness, recreation activities).
Robust the Airbase	<ul style="list-style-type: none"> • Deploys 30 days after base is established. • Strengthens previous elements.

A2.1.2. Command and Control Force Element. See [Table A2.2](#), Command and Control Force Element.

Table A2.2. Command and Control Force Element (1 of 2)

Command and Control (C2) Force Element	
Planning Factors	Details/Comments
Establish C2	<ul style="list-style-type: none"> Verify base command structure, and where possible, have all services capabilities under an expeditionary force support squadron (EFSS) commander. Determine services capabilities required and operational requirements. Review time phased force deployment data (TPFDD) or planning documents to determine inbound forces and develop plan for employment based on unit type codes (UTC), functional account codes (FAC), rank and mission priorities. The ranking 3F1 not identified as the EFSS superintendent should be the services superintendent.
Identify Location for Command Office(s), Services Operations, and Unit Control Center (UCC)	<ul style="list-style-type: none"> Determine office location for EFSS and/or services leadership. The offices should be central to the majority of services operations unless direction is provided by installation leadership. Work with civil engineers. Establish location for primary UCC. If able, identify secondary location for UCC.
Provide Basic Lines of Communication	<ul style="list-style-type: none"> Ensure that lines of communication are adequate. If the lines are not secure, closely manage operational aspects of discussions. If there are no communications established, develop a comprehensive communications requirements list and provide to the base communications (COMM) representative (Rep). Determine (with COMM Rep) the feasible modes of communications. Telephone (Defense Switched Network [DSN], voice over Internet protocol [VOIP], voice over secure Internet protocol [VOSIP]). Cell phone (local & international). Field phones. Base station radios (secure and unsecured). Hand-held radios (secure and unsecured). Morale e-mail and telephones. Computers (Non-Secure Internet Protocol Router Network [NIPRNET]/SECRET Internet Protocol Router Network [SIPRNET]). Printers (NIPRNET/SIPRNET). Coordinate with expeditionary mission support group (EMSG) and base response agencies on current and programmed communications capabilities. Establish communications between services work centers and staff offices. Establish communications with theater services representatives and provide list of available contact methods, names, and numbers.

Table A2.2. Command and Control Force Element (2 of 2)

Command and Control (C2) Force Element	
Planning Factors	Details/Comments
Services Accountability	<ul style="list-style-type: none"> Establish a communications, contact, or buddy system (as warranted by threat) roster to track location of services personnel and work center stand-up. Ensure that all services related annexes to response plans are available at the UCC. Ensure that services UCC personnel are situated, trained, and kept up to date on changes.
Track Personnel, Equipment, and Beddown Efforts	<ul style="list-style-type: none"> Establish procedures for tracking services personnel and equipment and ensure that EFSS leadership has at least an information copy of everything equipment related (if they are not managing it). EFSS leadership should initiate tracking of services beddown functions and work sites. Track arrivals and contingency quarters rosters, and then compare personnel with personnel support for contingency operation (PERSCO) for accountability purposes. Establish joint reception function as necessary. Managers should maintain a current list of what is received and where it is located for: (e.g., equipment [see load lists], pallets, dunnage, packing materials, hazardous materials lists, purchase requests, approval forms). EFSS leadership should have a copy. Develop and maintain a list of key points of contact (POC) for beddown requirements and issues. Maintain updated information and data for essential elements required for upward reporting to theater and major command (MAJCOM).

A2.1.3. BEAR UTCs. See [Table A2.3](#), BEAR UTCs.

Table A2.3. BEAR UTCs (1 of 3)

Basic Expeditionary Airfield Resources (BEAR) Assets—Establish the Base Force Element	
Planning Factors	Details/Comments
Single Pallet Expeditionary Kitchen (SPEK)	BEAR Unit Type Code (UTC): XFWTF; Unit UTC: RFSEK—SPEK: <ul style="list-style-type: none"> Single-cargo pallet position to airlift. Unitized group rations (UGR) for 550 people per meal. Eight troops assemble and begin feeding within 4 hours. Ration heater from -20 degrees to 120 degrees Fahrenheit (F). Needs space of 25 feet x 30 feet. No seating/dining tables (BEAR SPEK includes a California Medium Shelter). Needs potable water, diesel, water/waste disposal.
Expeditionary Electric Kitchen (EEK) Type II	BEAR UTC: XFWKS —Type II EEK: <ul style="list-style-type: none"> The Type II EEK provides austere base with messing capability to feed up to 350 personnel using UGR heat and serve (H&S) and A-Rations based upon the technical order (TO). The kitchen is all electrical and provides areas for food storage, preparation, and dining facility. UGRs are not included and must be tasked separately from Defense Logistics Agency (DLA). It can be set up and operational in no more than four 12-hour days by a crew of 10 personnel. It can be disassembled and repacked in no more than three 12-hour days by a crew of 10 personnel. The Type II EEK, including user-provided assets, is shipped in either three Bicon or five internal slingable unit (ISU)-90 shipping/storage containers. Bicon 4 is empty except for six-composite shelves and 12-shoring beams. Requires 60 kilowatt (kW) generator. Site size in accordance with TO, 140 foot x 100 foot. Requires 10K or 13K all-terrain (AT) forklift.
Tactical Field Exchange (TFE)	BEAR UTC: XFWCC—TFE: <ul style="list-style-type: none"> One small shelter system. 25 kW power distribution panel (PDP). One Tricon refrigerated container system. 10K or 13K AT forklift. Electrical Data: 187 volts alternating current (VAC) or 229 VAC, 50/60 hertz (Hz), 2-Phase.

Table A2.3. BEAR UTCs (2 of 3)

Basic Expeditionary Airfield Resources (BEAR) Assets—Establish the Base Force Element	
Planning Factors	Details/Comments
Portable Electric Kitchen (PEK) Type I	<p>BEAR UTC: XFWKP—Type 1 PEK:</p> <ul style="list-style-type: none"> The Type I PEK System is all electric and provides an austere base with the messing capability to feed up to 550 personnel. All tools, components, and equipment, except electrical and water sources, that are required to unpack, set-up, operate, maintain, strike, and repack the facility are supplied in the shipping containers. Seven Bicons or International Organization for Shipping (ISO) containers for surface. Weight: 57,303 pounds. Electrical Data: Power distribution panels (PDP), fed from 60-amp (A) cables from a secondary distribution center (SDC), distribute power to lights, outlets, and some small appliances. Most large appliances are fed directly from an SDC. Electrical power can be supplied through prime power via two SDCs or through two Mobile Electric Power (MEP)-806 tactical generators. The PEK requires 120/208 VAC, 3-phase 60 Hz power. Erected Configuration: 140 feet x 100 feet.
Contingency Quarters	<p>BEAR UTC: XFWBL—Billeting:</p> <ul style="list-style-type: none"> 12-small shelter systems and 144 cots. Based on 12 personnel per each of the 12 included shelters. Requires 13K all-terrain (AT) forklift. Task either FDECU (XFWAC) or 130K heaters (XFWCW) for climate control within shelters.
Mortuary	<p>BEAR UTC: XFWXN—Mortuary:</p> <ul style="list-style-type: none"> Supports 500. One small shelter system. Specialized equipment (e.g., truck casket). One ADR-300 refrigerator. 15 transfer cases and 100 human remains pouches (HRP). Add 1x Advanced Design Refrigerator (ADR)-300 (XFWCH) to support up to 1,000.

Table A2.3. BEAR UTCs (3 of 3)

Basic Expeditionary Airfield Resources (BEAR) Assets—Establish the Base Force Element	
Planning Factors	Details/Comments
Self-Help Laundry (SHL)	BEAR UTC: XFWLS—SHL: <ul style="list-style-type: none"> • Supports up to 550 personnel. • Ships in four ISU-90 shipping containers (air), or one Tricon shipping containers, and two Bicon shipping containers (surface). • One-small shelter system. • 10 washers and 20 dryers. • 3,000-gallon water tank and 60A water heater. • Mobility spares readiness package (MSRP) and cables/connectors for interface with power distribution.

A2.1.4. Services Prepare to Deploy. See [Table A2.4](#), Services Prepare to Deploy and Site Survey Actions.

Table A2.4. Services Prepare to Deploy and Site Survey Actions (1 of 5)

Services Prepare to Deploy and Site Survey Actions	
Planning Factors	Details/Comments
Preparation	<ul style="list-style-type: none"> • Determine tasking: <ol style="list-style-type: none"> 1. Location and timing. 2. Total population to be supported. 3. Force Support and Basic Expeditionary Airfield Resources (BEAR) unit type codes (UTC) required. • Obtain information about the beddown site from all available sources (e.g., major command [MAJCOM], component, regional command, individuals at site, and individuals who have been to site): <ol style="list-style-type: none"> 1. Threat potential and security concerns—aircraft, missile, ground, terrorist. 2. Facilities (if any) available for contingency quarters; feeding; mortuary affairs; laundry; morale, welfare, and recreation (MWR); and Army and Air Force Exchange Services (AAFES) operations. 3. Utilities: power, water, and sewer (especially to support food service and laundry). 4. Proximity, access, availability, and redundancy. 5. Communications systems available (need to develop planning factors). 6. Who is the base operating support-integrator (BOS-I) and other personnel at site (e.g., US military, host nation military, contractor, civilian)? 7. Weather conditions/prevailing wind direction. 8. Cultural sensitivities. 9. Medical/environmental situation. 10. Prospective contractor/vendor sources for support. • Initiate preliminary planning based on available information. • If advanced echelon (ADVON) is being sent, recommend at least two services members (one contingency quarters, one food service). • Prepare tasked UTCs for deployment. • Activate home station plans for support assistance network for families of deploying personnel.

Table A2.4. Services Prepare to Deploy and Site Survey Actions (2 of 5)

Services Prepare to Deploy and Site Survey Actions	
Planning Factors	Details/Comments
Key Initial Services Beddown Tasks	<p>NOTE: Priorities for base construction should be (1) beddown of forces (e.g., work sites, contingency quarters areas), (2) mission-readiness/ security, and (3) quality of life.</p> <ul style="list-style-type: none"> • Accomplish site survey. <ol style="list-style-type: none"> 1. Coordinate force support requirements with civil engineer (CE) site planners early to ensure they are included in base planning. 2. CE must balance user requirements with physical constraints, equipment/ supply limitations, and available manning. • Establish command, control, and communications (C3). <ol style="list-style-type: none"> 1. Chain of command. 2. Work centers. 3. Accountability system and/or buddy system (as warranted by threat). 4. Lines of communication to each force support work site. <ul style="list-style-type: none"> • Telephones, field phones, hand-held radios, cell phones. • Expeditionary force support squadron (EFSS) commander, EFSS control center, and key force support staff should have radios/cell phones. • Control center will require secure communications. 5. Procedures for flow of information to/from services work sites and other deployed personnel and work centers. • Establish operational dining facility in shortest possible time. <ol style="list-style-type: none"> 1. Establish contract dining, if available. 2. Erect kitchen/dining shelters and support facilities. <ul style="list-style-type: none"> • Coordinate with CE on power, water, and sewage requirements. 3. Procure rations/establish ration supply pipeline. 4. Support infrastructure (e.g., food storage shelters, refer units). • Contingency quarters facilities and registration/locator system. <ol style="list-style-type: none"> 1. Determine locations for flight crews, females, senior officers, officers, and senior noncommissioned officers (SNCO). • Laundry capabilities. <ol style="list-style-type: none"> 1. Contract service, if possible. 2. Self-help facilities for individuals to do own laundry. • Briefings. <ol style="list-style-type: none"> 1. For expeditionary mission support group (EMSG) commander and incoming unit commanders (e.g., facilities, hours of operation, policies/procedures).

Table A2.4. Services Prepare to Deploy and Site Survey Actions (3 of 5)

Services Prepare to Deploy and Site Survey Actions	
Planning Factors	Details/Comments
Specific Site Selection Considerations for Services Facilities	<ul style="list-style-type: none"> • Contingency quarters. <ol style="list-style-type: none"> 1. High, dry, relatively flat ground with good drainage. 2. Natural cover, if available. 3. Low noise area; away from vehicle traffic. 4. Area for future expansion. 5. Accessibility. 6. Prevailing wind direction. 7. Access to latrine shelters and shower/shave shelters. • Food operations. <ol style="list-style-type: none"> 1. Away from high threat areas or existing hazards. 2. High, dry ground with good drainage. 3. Near good access roads for easy movement of supply vehicles. 4. Adequate potable water supply. 5. Available electric hook-ups. 6. Sufficient areas for storage. 7. Potential for expansion. 8. Located near contingency quarters, with enough space to avoid overcrowding. Avoid high traffic areas (vehicle and foot) to minimize dust. 9. Latrines should be down-wind and down-slope. 10. Natural or artificial cover for shade and concealment. 11. Medical/public health concerns. 12. Fire/safety concerns. 13. Field Exchange (FE) should be located near dining facility. 14. Second dining facility may be located close to flightline or other primary work areas for easy access from work locations.

Table A2.4. Services Prepare to Deploy and Site Survey Actions (4 of 5)

Services Prepare to Deploy and Site Survey Actions	
Planning Factors	Details/Comments
Subsistence Receipt and Storage	<ul style="list-style-type: none"> • Meals, ready to eat (MRE) (UTC RFSEM). <ul style="list-style-type: none"> 1. 12 meals per case. 2. Weight per case: 22 pounds (lbs). 3. Cube per case: 1.02 cubic feet (cf). 4. Cases per skid pallet: 48. 5. Cube per skid pallet: 56.1 cf. 6. Weight per skid pallet: $1,056 + 42$ lbs tare = 1,098. 7. Skid pallets per 20-foot van: 16. 8. Skid pallets per 40-foot van: 36. 9. Skid pallets per 463L pallet: six on C-130. 10. Skid pallets per 463L pallet: eight on C-17/C-5. 11. Weight of 463L pallet empty: 300 lbs. 12. Weight of 463L pallet with six-skid pallets of MRE: 6,552 lbs. • UGR heat and serve (UTC RFSEU). <ul style="list-style-type: none"> 1. Meals per skid pallet: 400 (50 per element x 8 elements per skid). 2. Weight per skid: 1,100 lbs. 3. Skids per 463L pallet: six (double stack) (40 inches [in] x48 in x43 in). 4. Meals per 463L pallet: 2,400 lbs. 5. Weight per 463L pallet: 6,960 lbs.
Laundry	<ul style="list-style-type: none"> • Relatively level area. • Adequate water source and drainage route. • Available power source. • Tent or camouflage netting for shade and cover. • Vehicle access for hospital and organizational laundry. • Customer traffic pattern to minimize congestion. • Noise considerations.
Field Exchange	<ul style="list-style-type: none"> • Near contingency quarters area and dining facility. • Accessible to customers on foot. • Access for delivery vehicles. • Power hook-ups for refer units.

Table A2.4. Services Prepare to Deploy and Site Survey Actions (5 of 5)

Services Prepare to Deploy and Site Survey Actions	
Planning Factors	Details/Comments
Mortuary Affairs Collection Point	<ul style="list-style-type: none"> Physically separated from main living/working areas. Screened from view. Natural or artificial cover, if available. Access roads for vehicles. Sufficient space for processing and holding areas (pre- and post-processing). Water supply. Drainage. Power source. Adequate lighting. Good ventilation. Refrigerated storage capability.
Water (CE is Responsible for Potable and Non-Potable Water)	<ul style="list-style-type: none"> Using BEAR mobile water distribution assets. <p>NOTE: These are the amounts that CE will produce.</p> <ol style="list-style-type: none"> 1. Potable Water: <ul style="list-style-type: none"> Food preparation: 4.0. 2. Non-potable Water: <ul style="list-style-type: none"> Laundry: 2.0. Graves registration: 0.5. 3. Potable Water using a Fixed Water Treatment Plant: <ul style="list-style-type: none"> Food preparation: 5.0. 4. Non-Potable Water (permanent plant). <ul style="list-style-type: none"> Laundry: 14.0. Graves registration: 0.2. 5. Services Unique Factors: <ul style="list-style-type: none"> Field kitchens: 3.3 gallons per person/per day (PPPD). Kitchen cleaning: 2.35 gallons PPPD. Kitchen beverages: 0.5 gallons PPPD. Kitchen ice: 0.55 gallons water PPPD. MRE: 0.06 gallons per meal. 6. Minimum Water Heating Temperatures. <ul style="list-style-type: none"> Dishwashing temperature: 140 degrees Fahrenheit. Rinse temperature: 160 degrees Fahrenheit. Disinfect: 171 degrees Fahrenheit. Mess kit pre-dip: 171 degrees Fahrenheit.

A2.1.5. Services Operational Planning. See **Table A2.5**, Services Operational Planning.

Table A2.5. Services Operational Planning (1 of 8)

Services Operational Planning	
Planning Factors	Details/Comments
General	<ul style="list-style-type: none"> • Ensure adequate initial communications (e.g., telephones, cell phones, radios) available. • Develop a comprehensive communications requirements list based on operational capabilities, local conditions, and anticipated duration of operations. <ul style="list-style-type: none"> 1. Number of Non-classified Internet Protocol Router Network (NIPR-NET)/SECRET Internet Protocol Router Network (SIPRNET) computer drops. 2. Number of Defense Switched Network (DSN)/plain old telephone service (POTS) or voice over Internet protocol (VOIP) phones. 3. Number of voice over secure Internet protocol (VOSIP) phones. 4. Number of morale phones and computers. 5. Comprehensive Airman Fitness wireless fidelity (Wi-Fi). • Ensure adequate vehicles available for services work centers (for pick-up/delivery of rations, laundry, field exchange resupplies; transportation to outlying work sites; requirements for refrigeration trucks and forklifts). • Coordinate with contracting to determine contingency procedures for contracting for supplies/equipment/services. Contracting support is vital during contingencies; maintain close relationship to ensure effective support. • Effective, proactive communications with customers/unit commanders is important to ensure they have realistic expectations of services capabilities. • Prepare information packages for key stakeholder deployed personnel to include information on services activities, locations, policies/procedures, hours of operation, safety, and <i>rules of conduct</i>. • Brief incoming unit commanders, first sergeants, and superintendents on facilities and services available during the contingency. • Set up bulletin boards in high traffic locations to publicize daily activities, menus, safety, force protection conditions (FPCON), alarm conditions, mission-oriented protective postures (MOPP), and attack response procedures.
Services Command and Control (C2)	<ul style="list-style-type: none"> • Establish chain of command for services within the expeditionary force support squadron (EFSS). Ensure personnel from all deployed units know they are part of a single team. • Conduct regular staff updates (daily at onset). • Establish unit control center (UCC). <ul style="list-style-type: none"> 1. Ensure checklists, maps, and status boards available to track/control supply levels, critical equipment/vehicles, and actions for major accident response, airfield attack, and other contingency responses. 2. Ensure control center personnel are identified and trained.

Table A2.5. Services Operational Planning (2 of 8)

Services Operational Planning	
Planning Factors	Details/Comments
Food Operations	<ul style="list-style-type: none"> • Develop food service plans and procedures. <ol style="list-style-type: none"> 1. Layout of dining and kitchen shelters, and support facilities. 2. Sanitation and safety considerations. 3. Meal schedules, menus, and standards. 4. Work assignments, shift schedules, and workload. 5. Flight meals-menus, ordering and issue procedures. 6. Mess attendant requirements/availability of contract mess attendants (or kitchen personnel [KP] roster). 7. Rations requirements, sources of supply, ordering procedures, lead-times. 8. Water supply. 9. Refrigeration. 10. Power (e.g., generators/fuel; types/capacities). 11. Sewage disposal. 12. Additional kitchen/dining area equipment to improve meal quality. 13. Fuel requirements for Single Pallet Expeditionary Kitchen (SPEK) equipment. 14. Safety (clear marking of fueling/lighting areas; customer safety; kitchen safety). 15. Subsistence control/security/accounting. 16. Sanitation procedures. 17. Garbage disposal. • Establish procedure for bulk issue of meals, ready to eat (MRE), bottled water, and enhancements (if available) to outlying work areas. Keep it simple to minimize red tape, but track issues by unit. • Develop sources of supply for A-rations to supplement or replace MREs and Unitized group rations (UGR). <ol style="list-style-type: none"> 1. Coordinate with theater planners for Defense Logistics Agency (DLA) sources. 2. Coordinate with military public health and contracting to approve local sources of supply.

Table A2.5. Services Operational Planning (3 of 8)

Services Operational Planning	
Planning Factors	Details/Comments
Contingency Quarters	<ul style="list-style-type: none"> • Develop billeting plans and procedures: <ol style="list-style-type: none"> 1. Unit managed or central bedspace management. 2. Locations for aircrews, females, officers, senior officers, and senior noncommissioned officers (SNCO). 3. Registration system. 4. Reception plan for large group deployments. 5. Locator system (by individual and by tent). 6. Map of cantonment area(s) with tent numbers and unit areas marked. 7. Issue of supplies: cots, cleaning supplies, light bulbs, trash bags, brooms, and toilet paper. 8. Transient quarters (should be located close to billeting tent for frequent inspection). 9. Work order system. 10. Housekeeping/tent area clean-up procedures. 11. Individual occupant responsibilities. 12. Safety rules. • Establish procedures to secure cots, tent lighting kits, etc., during construction phase to prevent theft. Issue to first sergeants/unit housing representatives (UHR) or tent occupants upon assignment. • Develop tent city sanitation/clean-up plans with civil engineers (CE) and first sergeants/UHRs (first sergeants/UHRs should enforce). • Develop/distribute contingency quarters policy letter (signed by installation commander). Include numbers assigned per tent, unit responsibilities, individual responsibilities, safety, and housekeeping. • Establish reserve supply of cots, sleeping bags, blankets, pillows, and sheets, if possible. • Develop/maintain contacts with first sergeants/UHRs from each deployed unit.
Laundry	<ul style="list-style-type: none"> • Determine laundry capabilities and procedures. <ol style="list-style-type: none"> 1. Obtain contract laundry service if possible. 2. Commercial-type washers/dryers. 3. Tactical field laundry units (as a last resort). 4. Procedures for drop-off/pick-up points, schedules, and laundry bag marking. • Plan for facilities for individuals to do own laundry (sufficient self-help washers/dryers if possible; faucets/sinks/buckets and drying racks if not).

Table A2.5. Services Operational Planning (4 of 8)

Services Operational Planning	
Planning Factors	Details/Comments
Mortuary Affairs	<ul style="list-style-type: none"> • Develop plans/procedures for both individual deaths and mass fatalities. Ensure checklists are accurate/complete. • Set-up mortuary facility. • Ensure adequate supplies/equipment are available (e.g., processing tables, gurneys, litters, forms, human remain pouches, plastic bags, surgical gloves, surgical masks, plastic aprons, refer units, supplies for ice). • Determine mortuary processing as well as search and recovery team members and conduct training to ensure all understand procedures (recommend including mental health and chaplain in the training).

Table A2.5. Services Operational Planning (5 of 8)

Services Operational Planning	
Planning Factors	Details/Comments
Fitness and Recreation	<ul style="list-style-type: none"> Verify the location and layout of the contingency quarters complex, dining facilities, and proposed tactical field exchange (TFE) activities. Site locations for recreation and fitness facilities and determine the type of shelters, protective cover, and open-air services that can be supported both initially and as authorized for the site population. On a map, plot out the master plan for quality of life facilities showing: <ol style="list-style-type: none"> Primary contingency quarters community facilities (e.g., contingency quarters tents/shelters, latrines/shower and shave, services contingency quarters office, dining complex). Initial TFE, recreation, and fitness facilities. Approximate sized blocks to represent the final authorized TFE complex (i.e., all Army and Air Force Exchange Service [AAFES] functions), recreation, fitness, education, morale telephone/e-mail location, movie theater, and equipment checkout. Meet with CE, communications (COMM), and security forces to determine if there are any problems with the proposed layout. CE needs the plan to use when establishing utility corridors to support the contingency quarters community's initial recreation and fitness facilities, as well as the near future growth (usually in the late operate and early Robust the Airbase phases). Begin erecting smaller recreation facility tent(s) sized to support early recreation activities such as card and small video games, paperback book library, large television (TV) and medium TV/digital video discs (DVD) setups. Determine the pace of beddown and the requirement for a fitness facility. <ol style="list-style-type: none"> All fitness and recreation equipment will need to be purchased on-site. There are no UTCs for fitness or recreation assets. Determine what simple equipment may be available by contract. Erect a shelter or cover for use as an interim fitness area. Coordinate for larger shelters and purchase, contract, or arrange for primary fitness equipment. Fitness equipment planning factors: <ol style="list-style-type: none"> Cardiovascular Equipment: <ul style="list-style-type: none"> 1:35 (1 piece for every 35 persons). Upright stationary cycles, recumbent stationary cycles, stair steppers, and treadmills. Computerized feedback of heart rate. Calories burned. Time. Preprogrammed routine options.

Table A2.5. Services Operational Planning (6 of 8)

Services Operational Planning	
Planning Factors	Details/Comments
Fitness and Recreation (continued)	<p>2. Strength Training:</p> <ul style="list-style-type: none"> • Two pieces per 100 people. • Free weights or selectorized equipment. <p>• Sustainability (spare parts/maintenance) is crucial and should be considered when purchasing equipment.</p> <p>• Develop basic fitness and recreation program as a minimum.</p> <ol style="list-style-type: none"> 1. Programs will be mostly self-directed until sufficient Prime Readiness in Base Services (RIBS) forces and equipment can be resourced to robust programming. <p>• Recommend including:</p> <ol style="list-style-type: none"> 1. Large screen TVs (with cable/satellite and DVDs) in several locations, if possible. 2. Movie <i>theaters</i> using large screen TVs with DVDs—post movie schedules. 3. Video games. 4. Paperback book library. 5. Card/board games available. 6. <i>Quiet</i> room for reading. 7. Jogging/walking course(s). 8. Basketball and volleyball courts, if possible. 9. Weight training equipment, if possible. 10. Intramurals (for long duration contingencies). <p>• If resources allow, develop a resale operation.</p> <p>• Determine if contracts can be implemented to robust fitness and recreation program offerings. Consider the following services:</p> <ol style="list-style-type: none"> 1. Custodial. 2. Fitness programs (e.g., personal trainers, aerobics, martial arts). 3. Sports officials. 4. Customer service. 5. Resale sales. 6. Equipment maintenance.

Table A2.5. Services Operational Planning (7 of 8)

Services Operational Planning	
Planning Factors	Details/Comments
Learning Resource Center (LRC)	<ul style="list-style-type: none"> Determine if library and testing center will be collocated. <ul style="list-style-type: none"> There are specific facility requirements for test control environments. Monthly Paperback Books/Periodical Kits (by base population). <ul style="list-style-type: none"> Paperback Kit A = 15 titles (50% fiction/50% nonfiction). Paperback Kit B = 15 titles (50% fiction/50% nonfiction). Paperback Kit C = 10 titles (best sellers). Paperback Kit. <ul style="list-style-type: none"> 1 to 50 adults = 1 C kit (10 titles). 51 to 100 adults = 1 C+A or B kit (25 titles). 101 to 200 adults = 1 C+A+B kit (40 titles). Each additional 100 adults = 10 to 15 additional titles. Periodicals Kit. <ul style="list-style-type: none"> The following titles are included in the kit: <ul style="list-style-type: none"> Air Force Times, Newsweek, PC Magazine, People, Sports Illustrated, US News and World Report. 1 to 100 adults = 1 kit (six titles). 101 to 200 adults = 2 kits (two copies of six titles). 201 to 300 adults = 3 kits (three copies of six titles). 301+ adults = 1 kit for each additional 100. Multimedia. <ul style="list-style-type: none"> Video or DVDs—20 per 100 people. Music CDs—10 per 100 people. Core References for Education Support—22 titles.
Initial NAF Establishment	<ul style="list-style-type: none"> Create and implement the initial nonappropriated funds (NAF) administrative function and field accounting procedures. Establish unit funds custodians. Develop cash handling procedures. Have funds storage limits approved by appropriate agencies. Acquire General Services Administration (GSA) approved safe(s) and cash registers. Initiate a start-up imprest fund. Initiate inventory and property records. Determine sources of purchase and delivery frequency. Determine product mix and compute sales prices. Develop operating instruction. Establish a resale operation. Establish prize policies.

Table A2.5. Services Operational Planning (8 of 8)

Services Operational Planning	
Planning Factors	Details/Comments
Exchange Support	<ul style="list-style-type: none"> Request AAFES support to establish an exchange operation. If AAFES cannot support, determine whether to establish a TFE or NAF resale operation to provide basic life support and enhancements to the deployed population. Coordinate with area/regional AAFES manager to determine methods/sources of supply for AAFES stocks. Advise of number of deployed females for proper stock assortment. Request AAFES provide concessionaire services to include barber/beautician services. Establish a <i>two-person</i> accounting/cash control system to safeguard funds at field exchanges. If necessary, request a staff assistance visit (SAV) from the finance office to develop accounting/cash control procedures.

A2.1.6. Contingency Quarters. See [Table A2.6](#), Contingency Quarters.

Table A2.6. Contingency Quarters (1 of 7)

Contingency Quarters	
Planning Factors	Details/Comments
Verify Site Conditions	<ul style="list-style-type: none"> • Is the area relatively flat, high, dry, and has good drainage? <ol style="list-style-type: none"> 1. Slope of terrain is < 18 inches over entire floor plan. • Is the area away from primary vehicle traffic, noise sources, offensive smells, and intense security lighting? <ol style="list-style-type: none"> 1. Are prevailing winds expected? • Is the area accessible to foot, delivery, and emergency vehicle traffic? • Check to ensure that there have been no changes to threat or if there are any force protection problems? If the situation has changed from initial plans, consider relocation, rearrangement, or using dispersed facilities. • Check to see if latrine shelters and shower/shave units can be located in the optimum services-positions (along contingency quarters primary access routes to field feeding operations). • Latrines should be down wind and down slope from quarters and field feeding operations. • Meet with civil engineering (CE) to correct problems and determine if there are any utility support problems (e.g., too rocky or soft soil; being too remote for adequate water, electrical, or sewerage service). • Is there adequate area for future expansion? If not, meet with security forces and CE to determine if using other areas nearby is feasible. • Are there any existing facilities that are adequate for permanent or temporary contingency quarters? • Adequate space for future expansion and future conversion to more permanent contingency quarters.
Contingency Quarters Structures	<ul style="list-style-type: none"> • War Reserve Materiel (WRM): <ol style="list-style-type: none"> 1. Tent-based shelter systems. Used primarily for initial operations and to support population increases beyond the capacity of semi-permanent and permanent facilities. • Small Shelter System (SSS): <ol style="list-style-type: none"> 1. Sleeps 12 persons in open/operate ops, 6 to 8 persons in sustainment, and 16 persons in surge. Requires 6 persons to erect. Measures 32.5 feet long, by 20 feet wide, by 10 feet high (650 square feet [ft^2]), and multiple shelters can be interconnected. It can withstand steady 50-knot winds and gusts up to 60 knots. Requires at least 35 feet by 50 feet. • Medium Shelter System (MSS): <ol style="list-style-type: none"> 1. Sleeps up to 30 persons for rotational ops and 40 persons in surge. Requires 6 persons to erect. Used primarily for transient contingency quarters to minimize structures required/maximize available space. Can be used as a warehouse. Measures 52 feet long by 30 feet wide and 15 feet high (1,560 ft^2). It can withstand steady 60-knot winds and gusts up to 90 knots. The site should be at least 40 feet by 60 feet.

Table A2.6. Contingency Quarters (2 of 7)

Contingency Quarters	
Planning Factors	Details/Comments
Planning Factors	<ul style="list-style-type: none"> • Manpower—Two Prime Readiness in Base Services (RIBS) members to support the first 275 personnel and then one additional Prime RIBS member for each population increase of 275 personnel. <ul style="list-style-type: none"> 1. Consider mission and transient requirements when determining the manning required to support the operation. 2. Second, contingency quarters may require more manpower than initial planning factors during open and operate the base as the cantonment area is being constructed. • The recommended minimum spacing is 12 feet between shelters and 30 feet between rows of shelters. <ul style="list-style-type: none"> 1. To make it easier for occupants to locate their facility, it is recommended that the rows be named or numbered. • Try to beddown squadron commanders with squadron commanders. • Crew Rest—Prime RIBS should ensure crew rest and crew integrity is maintained for Air Force Specialty Codes (AFSC) that require crew rest. <ul style="list-style-type: none"> 1. Similar type career fields, aircrews, and aircrews scheduled on the same flights, should be kept together. 2. Set up crew-rest quarters in an area adequately separated from noise, lighting, traffic, and other disruptions that would interfere with crew rest. 3. Consider the use of existing permanent structures instead of tents to reduce noise levels and allow for the maximum amount of crew rest. • Female Officers and Enlisted—During the planning phase, attempt to obtain from unit housing representatives (UHR) or personnel support for contingency operations (PERSCO) the number of females that are inbound. The planning factor for females is approximately 20 percent of the beddown population. <ul style="list-style-type: none"> 1. When space is limited, ask the installation commander if it is permissible to lodge officers and enlisted females in the same shelter. 2. Lodge all females close to female latrines and showers. Be aware that during emergency conditions, temporary partitions in sleeping shelters and time-sharing of latrine and shower facilities by males and females may be necessary and must be approved by the installation commander. • Senior Noncommissioned Officers (SNCO)—The planning factor for all SNCOs is approximately 13 percent. <ul style="list-style-type: none"> 1. Chief Master Sergeants should be beddown together. 2. SNCOs should be beddown together within the same unit when practical. • Department of Defense (DOD) civilian employees should be beddown at the same standard as their military counterparts. For contractors, beddown will be accomplished in accordance with their contract or based on installation commander guidance. Contract personnel should be beddown within the same facilities.

Table A2.6. Contingency Quarters (3 of 7)

Contingency Quarters	
Planning Factors	Details/Comments
Population Break-Outs	<ul style="list-style-type: none"> • Break out the numbers of personnel by types of groups to be supported. The following are primary categories to be considered: <ul style="list-style-type: none"> • Flight crews (e.g., by type of aircraft, expected number of aircraft, crew numbers). • Officer and senior officers. • Enlisted and SNCOs. • Men and women. • Civilians. • Foreign military/visitors. • Transient and permanent personnel. • Any special shift crews (e.g., fire station firefighters). • Any quarters with requirements for higher security (e.g., special mission or very important persons [VIP]). • Provide CE with group breakout listings and identify any groups that must be within contiguous contingency quarters blocks (e.g., flight crews, officers, females, foreign military). • Provide CE with a list of existing facilities that will be used for beddown contingency quarters to allow CE to provide hygiene facilities as necessary. • Determine if there are any adequate existing or contract quarters available in the area. • Inspect them and the location with security forces, CE, fire department, medical, and logistics readiness (if transportation is required). • Establish the timeline for beddown and arrival of personnel. • Services is responsible for the locator system, but it will not work without strong backing of the first sergeants and/or UHRs. Finalize with first sergeants/UHRs the breakout of personnel, who they are responsible for, and how to make changes to assigned spaces without busting the locator system. • Develop detailed maps (with CE) of the contingency quarters community (e.g., contingency quarters, latrines, shower/shave, dining facilities, laundry, fitness center[s], recreation facilities, field exchange, morale communications and/or learning resource center[s]), fire lanes, utility corridors).

Table A2.6. Contingency Quarters (4 of 7)

Contingency Quarters	
Planning Factors	Details/Comments
Establish Square Footage Standards	<ul style="list-style-type: none"> If there is a theater contingency quarters standard for Joint special operations command (JSOC) units or the theater's Air Force component, use it as necessary. If this is not a JSOC requirement and there are no theater standards, develop a proposed site/installation contingency quarters standard for the AEW commander. The standard contingency quarters UTC provides 12 shelters and cots to support 144 personnel. Determine if the number of personnel per type of contingency quarters facility must be increased during the initial beddown. Surge requirements may be implemented allowing for only 40 square feet per person to increase tent capacity. As more contingency quarters space is obtained or built, the Joint Chiefs of Staff (JCS) planning factors should be met or exceeded (minimum of 50 ft² per person). Plan for 50 square feet per person during initial operations (Establish and Operate the Airbase) and increase square footage per person when conditions and assets allow. <p>CAUTION: When faced with the situation on whether to increase the number of personnel per facility (i.e., decrease the allotted square feet per person), check with medical. During the initial days of the deployment, personnel are often exposed to conditions that cause respiratory infections. Decreasing square footage could contribute to more rapid spread of airborne bronchial infections. Limiting the number of personnel per shelter may be required for health reasons unless masks are provided and used.</p> <p>EXAMPLE: For Basic Expeditionary Airfield Resources (BEAR) assets (based on a standard small shelter system tent):</p> <p># TENT—Square Feet</p> <ul style="list-style-type: none"> 12 — 53 ft² (normal). 8 — 80 ft² (flight crews, for health conditions, theater directed [e.g., storage of additional equipment]). 16 — 40 ft² (very short term [e.g., Establish the Base, emergency situations]). <ul style="list-style-type: none"> Try to provide minimum 72 ft²/enlisted and 100 ft²/officer. During the initial beddown surge, when personnel are on extended 12 to 18-hour shifts (i.e., only a few personnel are actually sleeping at one time), the number of personnel per shelter may decrease available space to about 32 ft² per person. First check with medical and CE. Recommended Robust the Airbase minimum net square footage (NSF) per person standards: <ol style="list-style-type: none"> E-1 through E-8, WO-1 through WO-4, O-1 through O-3, civilian (WG-01 through GS-11) equals 80 NSF per person. E-9; WO-5; O-4 through O-6; civilian equivalent (GS-12 through GS-15) equals 160 NSF per person. O-7 and above, senior executive service (SES), NF-6, and distinguished visitors (DV) equals 256 NSF per person. Special mission populations (e.g., DV, crew rest, senior officers) will require greater square feet per person and are not accounted for in equipment UTCs.

Table A2.6. Contingency Quarters (5 of 7)

Contingency Quarters	
Planning Factors	Details/Comments
Determine and Develop Standards	<ul style="list-style-type: none"> Net square footage standards. Type furnishings, amenities (e.g., TV, refrigerator), approved/banned appliances. Finalize the standards and procedures and brief commanders, first sergeants, and all arrivals during reception. Provide them with information pamphlets and postable packets describing: <ol style="list-style-type: none"> Services activities. Locations. Policies/procedures. Hours of operation. Safety. Rules of conduct. Post the information in/at services facilities. If primary bedding was sleeping bags on cots, identify when/if there will be a transition to linen/blankets/mattress/bed frames. Coordinate establishment of UHRs to better manage bedspace assignments.
Inventory and Securing Assets	<ul style="list-style-type: none"> Track inventory, secure it as best possible, and identify items that are more prone to disappear (e.g., cots, tent lighting). Project linen, pillow, and mattress requirements and coordinate with linen control (LC). Identify and secure higher value items (e.g., microwaves, small appliances). Determine requirements for contract replacement with like items of compatible electrical power. Meet with CE and logistics readiness for any changes in use of BEAR assets as well as unique needs.
Verify Personnel Support Plans and Implement a 24-7 Contingency Quarters Operation	<ul style="list-style-type: none"> Check to see that services UTC forces is at least matching the flow of incoming personnel and equipment. Identify critical shortfalls. Begin establishing the 24-hour contingency quarters operation for reception of forces. Meet arriving personnel and identify permanent location parties and transients who must stay over. Work with PERSCO to develop an accurate head count of permanent party personnel. Brief arriving passengers as a group and issue contingency quarters assignments, linens, and deal with luggage issues. Work individual issues as time permits. Brief safety and quarters responsibilities. Turn permanent party personnel over to first sergeants/UHRs when possible for additional processing questions.

Table A2.6. Contingency Quarters (6 of 7)

Contingency Quarters	
Planning Factors	Details/Comments
Beddown	<ul style="list-style-type: none"> When sites have been selected and established by CE site planning teams, begin erecting tents/shelters. Check on tent/shelter erection teams. <ul style="list-style-type: none"> Is there adequate manpower within CE and Prime RIBS teams to meet erection schedules, or are additional personnel needed? If needed, identify who the augmenting personnel should report to and for how long will they be available. Work with CE to train augmenters. Designate the shelters by numbering each facility and mark these and unit areas on a map of the base. <ul style="list-style-type: none"> CE and fire department should agree on numbering system. Designations will be important for emergency and fire responses. Carefully control the locator system and cross reference by individual and facility number. Order or purchase major supplies (e.g., transitioning from sleeping bags to beds). Begin issuing supplies (e.g., cots, cleaning supplies, light bulbs, trash bags, brooms) and initiate restocking/replacing supplies. Locate transient contingency quarters near the contingency quarters tent to provide for frequent inspections. <ul style="list-style-type: none"> Consider locating sleeping quarters for contingency quarters operation personnel either near the contingency quarters operations tent or within the tent. Establish work order and a work order tracking systems for CE and communications support (CS). Spot check to ensure that shelters are orderly and the locator system is accurate. First sergeants/UHRs should be ensuring this already. As necessary, provide replacement pamphlets for posting procedures, safety, and occupant responsibilities. Work with CE to obtain and locate adequate trash dumpsters within the contingency quarters community, as well as daily use trash cans at the contingency quarters tents/shelters. Ensure occupants are emptying daily use trash cans, if this is not provided for under a service contract. Spot check the areas during the first few days for cleanliness (e.g., candy wrappers and other litter, loose food and drinks, open cups/bottles) and safety (e.g., extension cords, overused plugs, evidence of smoking materials inside, careless disposal of smoking materials outside, use of unapproved appliances). <ul style="list-style-type: none"> Bring unacceptable conditions to the attention of first sergeants/UHRs. Encourage commanders, officers in charge (OIC)/ noncommissioned officers in charge (NCOIC), and first sergeants/UHRs to visit their unit's areas if they are beddown somewhere else. For higher threat areas, ensure that bunkers or other collective protection facilities are being provided. <ul style="list-style-type: none"> Publicize the force protection condition (FPCON) warning systems and required responses within the contingency quarters community.

Table A2.6. Contingency Quarters (7 of 7)

Contingency Quarters	
Planning Factors	Details/Comments
Quarters Assignment Relook	<ul style="list-style-type: none"> • Flight Crews—Are crew rest and crew integrity being maintained and are efforts adequate? <ul style="list-style-type: none"> 1. Are like type and scheduled crews kept together for crew rest reasons? 2. Is aircrew area adequately separated from noise, lighting, traffic, and other disruptions that would interfere with crew rest? • Officers—Determine if there are adequate quarters for senior ranking officers during the site visit. Officers are usually housed in a separate area, but if clusters/dispersed layouts are used, officers may be integrated with other personnel. • SNCOs—Housed similar to officers. • Females—Is there a stated policy on separation/integration? The site commander develops the policy on whether there is distinct separation by area, tent, or partition within shelters. Use of all female latrines and showers is dictated by numbers and resources, where specific hours of use may also have to apply. • Married Personnel—If deployed to the same location, they may be housed together with site commander approval. • Transient: <ul style="list-style-type: none"> 1. Is there a transient population? 2. Are there adequate quarters established for them? 3. Is there the need to support an area for use by transients, who must remain together and separated (e.g., special forces units)? • Other Nation's Military—If supporting military members from other nations, do they have different standards and factors or the number of personnel per tent/shelter? • DOD Civilians—Housed similar to military forces based on equivalent civilian to military grade. • US Contractors—Typically housed based on the requirements of their contract after consideration of contingency quarters capacity.

A2.1.7. Feeding Operations. See [Table A2.7](#), Feeding Operations.

Table A2.7. Feeding Operations (1 of 10)

Feeding Operations	
Planning Factors	Details/Comments
Verify Site Conditions	<ul style="list-style-type: none"> • Is the area large enough to contain the kitchen facility functional layout? • Is the area relatively flat, high, dry, and has good drainage? Is the area away from noise sources and offensive smells? • Is the area accessible to foot, delivery, and emergency vehicle traffic without creating dusty conditions? • Threat versus siting. Take action based on the following questions. <ul style="list-style-type: none"> 1. What are the expected threats to this high use facility? 2. Will the threat require physical protection such as sandbag revetments? 3. Will protective bunkers be required nearby? 4. Do the separation distances from parking, trash containers and other sources of possible terrorist attack comply with facility protection policy? • Are the latrine shelters and wash stations far enough away from the dining facilities to prevent attracting flies (to the dining area), but still along the main paths of travel to allow users to wash their hands/use the latrine? Meet with civil engineer (CE) entomologist and medical group (MG) bio-environmental engineer. • Is there adequate area for future expansion for a nearby dining facility and a field exchange (FE)? Always plan on the chance that surge expansion may be required. • Is the site accessible to utilities? • Are there any known public health hazards evident at the location?

Table A2.7. Feeding Operations (2 of 10)

Feeding Operations	
Planning Factors	Details/Comments
Receipt of Resources	<ul style="list-style-type: none"> • Determine what Basic Expeditionary Airfield Resources (BEAR) kitchen unit type codes (UTC) have arrived and are the UTCs complete? • If UTCs are not complete, check when they are due in? • Have initial meals, ready to eat (MRE) and unitized group rations (UGR) rations arrived and are they complete? Are they sufficient based on known populations and present flow of personnel? • Are other rations and subsistence on order and in the pipeline? When can they be expected? • Are there any existing storage locations available that can be used at the initial dining facility and/or for centralized control? If not, erect tents/shelters for centralized storage and daily use/issue. • Inspect the rations for their condition and conduct a cursory check for freshness by checking the packaging dates on UGRs. Do not break open packaged UGRs just to inspect them, if there are no indications of damage and there is no intention to use them during the beddown surge. • Move MREs and UGRs off the hot ramp. <ul style="list-style-type: none"> 1. Place them under shade or within covered storage with adequate circulation to prevent loss to excess heat (or cold). 2. Elevate above ground when necessary for protection from vermin, dampness, or extreme temperatures. 3. Work with logistics readiness squadron (LRS) for delivery and vehicle transportation requirements for delivery and storage locations. 4. If the temperatures at the location routinely exceed 100 degrees Fahrenheit, temperature controls may be required for MREs and UGRs. 5. When supply deliveries require infrequent, large bulk delivery, meet with CE to obtain environmental control units to control areas for the more perishable items.
Subsistence Days of Sustainability Calculation	<p>Step 1—Calculate total dollar value of dining facility stocks.</p> <p>Step 2—Add total dollar value of any war reserve material (WRM) rations other than MREs.</p> <p>Step 3—Divide the total by basic daily food allowance (BDFA) or divide by meal allowance times three.</p> <p>Step 4—Multiply total cases of MREs by four (three-meals per person, per day).</p> <p>Step 5—Add value from step 3 and step 4.</p> <p>Step 6—Divide by base population.</p>

Table A2.7. Feeding Operations (3 of 10)

Feeding Operations	
Planning Factors	Details/Comments
Rotation of MRE	<ul style="list-style-type: none"> Not climate-controlled storage—one third of inventory each year. Climate-controlled storage—one seventh of inventory each year.
Important Food Operations Planning Factors	<ul style="list-style-type: none"> Cook to feeding population ratio—1:50. Generic Feeding Capacity: Two guests per seat, per hour, multiplied by the number of meal hours. <p>EXAMPLE: 100 seating capacity equals 200 per hour, multiplies by number of meal hours (e.g., 3) equals 600.</p> Wartime feeding population—90 percent of time phased force deployment data (TPFDD) population. Patient feeding: <ol style="list-style-type: none"> 90 percent of patients in medical treatment facilities. 100 percent of convalescent patients. 100 percent of aeromedical staging facility patients. Initial feeding platform provides a combination of MREs and UGRs with food service transition to three hot meals per day by Day 30. <ol style="list-style-type: none"> Target ration-mix by days: <ul style="list-style-type: none"> Days 1 to 4: Three MREs. Days 5 to 14: One MRE and two UGRs supplemented with A-ration components, if available (fresh fruits and vegetables [FF&V]). Days 15 to 29: UGRs supplemented with A-ration components if available (FF&V). Days 30+: Expand to four meals a day, as required. The 463L pallet will be loaded with eight wooden pallets each containing 48-cases of MREs. Each case contains 12-individual meals for a total of 3,456 MRE per UTC or 288 cases. This UTC will feed a population of 1,100 people two-meals per day for one and one-half days. Supplements. Offer supplements based off the monetary difference (within the respective meal period) from the current BDFA and current calendar year (CY) Department of Defense (DOD) meal rate prices. <p>NOTE: BDFA-CY meal rate meal period = supplement allowance.</p> <ul style="list-style-type: none"> Menu planning and subsistence ordering are based on meal preparations to serve 100 percent of the base population. The minimum day-meal requirements are: one meat entrée, two vegetables, one starch, one soup, one dessert, and three beverages. The size of the DFAC should be based on Air Force Handbook (AFH) 32-1084, <i>Facility Requirements</i>, as well as DFAC storage planning factors. Calculate requirements based on a population summary (POPSUM).

Table A2.7. Feeding Operations (4 of 10)

Feeding Operations	
Planning Factors	Details/Comments
Establish Initial Kitchen Capability	<ul style="list-style-type: none">• Will an initial deployment kitchen facility (e.g., single pallet)• Expeditionary kitchen [SPEK], expeditionary electric kitchen [EEK]) be used for on-site food preparations of UGRs? If so, set it up, but do not let the siting interfere with erecting the primary kitchen(s).• Establish a ration pick-up point and issuing procedures for MREs and bottled water if bottled water is required.• Establish a schedule for transition to UGR meals.• Post and brief the initial feeding plan.

Table A2.7. Feeding Operations (5 of 10)

Feeding Operations	
Planning Factors	Details/Comments
Establish Primary Kitchen	<ul style="list-style-type: none"> When initial feeding is underway, establish locations and orientation for the major kitchen components and erect the primary kitchen/dining facility with CE. Have CE familiarize Prime Readiness in Base Services (RIBS) staff with the critical support components for electrical, mechanical, water, and waste systems and explain what to watch for if there are problems. <ul style="list-style-type: none"> Obtain a list of the key CE points of contact (POC) for facility support. Based on the equipment confirmed to be on site, determine if there are in-theater or regional capabilities for obtaining repairs/parts. Prime RIBS and CE should contact their home station reachback POCs to identify any changes in supported systems. Determine what types of hard surfaces that can be provided for the various kitchen areas (e.g., storage, preparation, serving). <ul style="list-style-type: none"> Concrete surfaces may be possible in short term, but not during the initial beddown. Be flexible and try to site the facilities with enough space to allow picking up and moving kitchen tent components onto the concrete surfaces. Do not site the facility originally such that there is no place to move it without also having to move a drain field, grease pit, or nearby latrines. Conduct a complete inventory of all field kitchen components and rations/subsistence. Identify any missing or broken critical parts. Meet with contracting squadron (CONS) to initiate services contracts for dining facility personnel services and supply support. <ul style="list-style-type: none"> Obtain an interpreter at the same time if non-English speaking labor is used. If Air Force CONS is not available, check with other armed forces contracting officers at the location or nearby—they may have authority to help. Check on the ability to obtain services using the government purchase card (GPC) card, Check on theater-authorized contract augmentation program (CAP), whether Air Force Contract Augmentation Program (AFCAP) or Logistics Civil Augmentation Program (LOGCAP). Check on the availability of any theater centralized contract for food services support. Brief and post the operational feeding plan and any planned major transitions, such as going from UGRs to regular subsistence, dropping MREs, adding an additional shift. Meet with operations group representatives to finalize requirements for flight meals based on missions. Determine whether the primary kitchen will prepare meals or a separate flightline facility will be needed.

Table A2.7. Feeding Operations (6 of 10)

Feeding Operations	
Planning Factors	Details/Comments
Determine Options for Obtaining Food	<ul style="list-style-type: none"> Check with theater, major command (MAJCOM), services agency, and Defense Supply Center Philadelphia (DSCP) technical experts and managers for information on ration ordering, logistics, and historical data for similar deployments in the region. Army Veterinary Services or Air Force Medical Group Public Health personnel must approve all local food sources. Finalize plans for obtaining rations. <ol style="list-style-type: none"> Meet with CONS to enter into any local or regional contracts or for approved sources. Use the GPC card as necessary. Work with LRS for arrangements on transfer of rations/subsistence from delivery point to storage locations.
Food Storage	<ul style="list-style-type: none"> Determine total requirements for rations and subsistence based on: <ol style="list-style-type: none"> Population and rate of use. Determine actual participation rates as soon as possible. Restocking (time from order to arrival by type of ration/subsistence). Local purchase capability. Determine total requirements for rations and subsistence storage at the primary kitchen(s) and the need for centralized storage (if required). <ol style="list-style-type: none"> Finalize kitchen storage (e.g., dry, refrigerated, frozen) and erect shelters. Determine types and size of storage at centralized storage area. Install or build any required flooring and shelving. Transfer food assets to facilities and finalize administration for accountability and tracking. Meet with CE to identify any refrigeration unit or environmental control demands that are necessary for the storage of subsistence.

Table A2.7. Feeding Operations (7 of 10)

Feeding Operations	
Planning Factors	Details/Comments
Storage Planning Factors	<ul style="list-style-type: none"> • Cold Storage Requirements: <ol style="list-style-type: none"> 1. Seven cubic foot (cu ft)/per person. EXAMPLE: 8,000 population summary (POPSUM) = 56,000 cubic foot (1,585 cubic meter). <ul style="list-style-type: none"> • @ 2 meter rack height = 792 square meter (2,560 square [sq.] feet [ft.]). • Add 20% circulation = 950 square meter (3,116 sq. ft.). 2. Chill/produce/thaw box will be minimum of 600 cu ft in size or 50 percent of the refrigeration planning factor for the mean POPSUM if the installation does not have a rations break down warehouse. 3. Freeze box will be minimum of 600 cu ft in size or 50% of the refrigeration planning factor for the mean POPSUM. 4. Exterior area adjacent to the structure and truck access will be prepared to hold additional outdoor refrigerated storage. 5. There should be lockable exterior doors to freeze and chill storage areas with a smooth threshold allowing for the use of pallet jacks. 6. Exterior cold storage doors should be no less than 4 foot wide. • Dry Storage Facility Requirements: <ol style="list-style-type: none"> 1. Three cubic foot/per person. EXAMPLE: 8,000 POPSUM = 24,000 cubic foot (679 cubic meter). 2. @ 2 meter rack height = 339 square meter (1,113 sq. ft.). 3. Add 20% circulation = 407 square meter (1,336 sq. ft.). 4. Exterior dry storage access should have a roll up door. Minimum door clearance should be 6ft W x 10ft H. • Within Dining Facility (DFAC) Dry Goods Storage Requirements: <ol style="list-style-type: none"> 1. Should be integrated with the DFAC and adjacent to the kitchen area and will be minimum of 600 cu ft in size or 100% of the dry storage planning factor for the mean POPSUM if the installation does not have a rations break down warehouse. 2. Double doors or roll-up doors that should be accessible via forklift. • Exterior/Colocated Dry Storage Structure(s): <ol style="list-style-type: none"> 1. Should have a 4K forklift, an electric-pallet jack, climate control, concrete floor, and warehousing shelves. 2. Miscellaneous storage space 12 ft W x 20 ft L will be provided for cleaning supplies and expendable items storage (e.g., paper plates, napkins). 3. Heavy duty commercial grade shelving will be included. 4. Colocate this facility with the dining facility, dry, and cold storage.

Table A2.7. Feeding Operations (8 of 10)

Feeding Operations	
Planning Factors	Details/Comments
Prepare the Resources	<ul style="list-style-type: none">• After accounting for all equipment/resources, rations, and subsistence, clean or sanitize everything.

Table A2.7. Feeding Operations (9 of 10)

Feeding Operations	
Planning Factors	Details/Comments
Water Usage	<ul style="list-style-type: none"> Calculate the expected water usage rates based on planning factors (normally ~50 gallons/day/person, except use ~21.5 gallons/day/person for (arid) areas that require rationing). The primary planning factor for field kitchens is 3.3 gallons/person/day. Further break out the requirements by potable, non-palatable, and non-potable water. <ul style="list-style-type: none"> 1. Non-Potable Water: <ul style="list-style-type: none"> Non-potable water is water that has not been examined and declared safe for human consumption. It is generally not used except for dust control around the area site. It can be used for cleaning equipment that will not touch food products or food handling equipment. Non-palatable water is water that is safe to drink, but is not palatable (i.e., it tastes bad). It can be used in mess kit cleaning stations, kitchen cleaning, and possibly some steam or hot water tables. It may have higher amounts (parts per million) of chlorination, lower amounts of chlorination if used as hot water, or increased dissolved solids or gases (above levels for palatability). It is usually found when storage bladders have been exposed to higher heat or when chlorinators or reverse osmosis water purification units (ROWPU) are not properly adjusted. Use as necessary. 2. Potable Water: <ul style="list-style-type: none"> Potable water is required for consumption and cooking/food preparation. For drinking, approximately 6-liters cooled water per person per day required in addition to kitchen beverage. Requirements for kitchen use are based on an arid environment; kitchens are planned for 3.3 gallons/person/day (based on a 3-meal day, but this can vary with the type of rations used). Kitchen Cleaning. The amount required is determined by the kitchen and meals served, but consider 2.35 gallons/person/day. Kitchen Beverages. 0.5 gallons/day/person as beverage and 0.09 gallons/day/person as ice. MREs require 0.06 gallons/meal. Meet with CE to discuss water requirements for the kitchens. <ul style="list-style-type: none"> Determine if there is adequate water production capacity to support planned operations. During initial operations, it may be necessary to use rations that require less water, if conservation methods are required. While CE takes steps to increase water production, get with CONS and medical to consider the availability of any contract water sources for initial use. Coordinate with theater planners to purchase via DOD activity address code (DODAAC) through Defense Logistics Agency (DLA).

Table A2.7. Feeding Operations (10 of 10)

Feeding Operations	
Planning Factors	Details/Comments
Reassess the Threat	<ul style="list-style-type: none">• Meet with security forces, CONS, medical, and CE to assess vulnerabilities to terrorist attack, poisoning, sabotage, theft, and so forth, based on final decisions for siting utilities (water and electric), use of food sources, location(s) for food storage, and obtaining support contracts.• With each responsible party, establish tactics, techniques, and procedures to address each area of vulnerability.

A2.1.8. Laundry Operations. See **Table A2.8**, Laundry Operations.

Table A2.8. Laundry Operations (1 of 6)

Laundry Operations	
Planning Factors	Details/Comments
Planning Factors	<ul style="list-style-type: none"> The self-help laundry (SHL) system (UTC XFWLS) provides austere base with self-help laundry capability for up to 550 personnel. Includes 1 small shelter, 10 washers, 20 dryers, and mobility spares readiness package (MSRP). Commercial off-the-shelf (COTS) units are locally procured units for cleaning personal laundry and certain organizational linen. <ul style="list-style-type: none"> Coordinate with civil engineer (CE) to provide facilities and utilities. If possible, equipment maintenance should be included in the purchase agreement or through a separate maintenance contract. Contract linen service can be a full contract service or a partial contract service that just cleans organizational items, including medical laundry. <ul style="list-style-type: none"> When using a partial contract, provide SHL facilities to perform personal laundry. Consult with Theater Services Planners and the contracting officer to determine available methods (e.g., local contract, central theater contract, contractor augmentation program). It is highly recommended to double the number of SHL systems. <ul style="list-style-type: none"> While the planning factor is 10 washers and 20 dryers for 550 personnel, recommend two UTCs or 20 washers and 40 dryers to support 550 personnel to reduce customer wait times and build residual capacity as washers and dryers become inoperable. Immediately begin sourcing to purchase commercial washers and dryers to replace the WRM assets. Laundry operations planning factors: <ul style="list-style-type: none"> NOTE: See Table A2.8 Laundry Operations—Planning Factors (continued) (2 of 6). Medical planning factors: <ul style="list-style-type: none"> NOTE: See Table A2.8 Laundry Operations—Medical Planning Factors (continued) (3 of 6).

Table A2.8. Laundry Operations (2 of 6)

Laundry Operations—Planning Factors (continued)		
Laundry Operations Planning Factors	Per Person - Per Week	Description
Personal Laundry	17 pounds	
Medical Personnel and Patients	32 pounds	
Organizational Bulk	10 pounds	
Self-Help		10 Washers / 20 Dryers per 550 Personnel

Table A2.8. Laundry Operations (3 of 6)

Laundry Operations—Medical Planning Factors (continued)	
Expeditionary Medical Support (EMEDS) Designation	Amount of Laundry (pounds per week)
EMEDS Basic + 4 Beds	1,000
EMEDS + 10 = 10 beds	2,000
EMEDS + 25 = 25 beds	3,600
EMEDS + 50 = 50 beds	9,000
EMEDS + 114 = 114 beds	20,920

Table A2.8. Laundry Operations (4 of 6)

Laundry Operations	
Planning Factors	Details/Comments
Determine Overall Laundry Requirements	<ul style="list-style-type: none"> Use planning factors to determine the personal, organizational, lodging (blankets/linen/sleeping bags), and medical laundry/dry cleaning demands. Determine what contract laundry services are available to meet these demands. <ul style="list-style-type: none"> Determine with security forces if the threat will allow use of contract laundry services. If there is a possible security threat, determine what restrictions are necessary to include in contracts, such as escorts or restricting contractors to certain areas and hours on site. Determine the best mix of contract, organizational, and SHL support that should be provided. <ul style="list-style-type: none"> Meet with CE to review setting up on-site laundry requirements for each on-site system and for any shelters used by contractors for laundry support. <ul style="list-style-type: none"> If palletized or container laundry systems were in the plans, establish siting and determine when they will be ready (e.g., equipment, water, power, drainage, lighting, overhead cover, shade). If systems must be ordered or components purchased to set up laundries, establish siting and determine when they will be ready. Determine the type of water that CE can provide for support. Potable or non-potable, unless medical determines that some non-potable water is acceptable. Obtain list of CE points of contact (POC) for contact in case of electrical, water, drainage, or mechanical problems. If self-help laundries are required, determine with linen control (LC) if a contractor can provide self-serve units and support. Identify methods to obtain repair parts (e.g., logistics support [LS], contract, reach-back support) and service (e.g., CE, contract). Identify where linen (bedding) exchange activities will take place (e.g., main lodging office, separate location). <ul style="list-style-type: none"> Ensure that the area has roadway access and is centrally located within the lodging complex. Get with medical group (MG) and CE entomology and make provisions to handle and isolate linens that have been exposed to insect infestations (e.g., lice) to prevent spreading infestations and medical problems.

Table A2.8. Laundry Operations (5 of 6)

Laundry Operations	
Planning Factors	Details/Comments
Contract Services	<ul style="list-style-type: none"> • Before awarding support contracts, visit the local contractors' sites to confirm their capabilities to meet standards for performance. Ensure each contract covers accountability. • Determine what groups will be served and determine funding. • Establish drop-off and pick-up points (if different), bag and tag requirements (ensure requirements are possible for users to meet and include bags and any marking capability in contract, if marking is not routine marking by users), hours of operation, and other equipment required (e.g., containers for bulk items). • For contract self-serve units, identify any special requirements or instructions for machine use. Provide users (within contract or by services) with free normal laundry products (detergent, bleach/stain remover, softeners) that are compatible (and may be necessary) for use with the wash water.
Personal SHL	<ul style="list-style-type: none"> • For SHLs located within the lodging complex, provide for adequate numbers of SHL systems or laundry systems composed of COTS components. • Provide users with: <ol style="list-style-type: none"> 1. Familiarization training (at least brochures). 2. Post operating instructions, rules for area cleanliness, and any restrictions for use (e.g., late night noise, attire, food, drinks, smoking). 3. Provide a list of CE, services, and first sergeant POCs for issues or problems. 4. General-use laundry products compatible with the machines and water (e.g., detergent, water softener if required, stain removers or bleach, if required). If there are other washing requirements, users can provide their own products (if the Field Exchange stocks these items). 5. Areas to sit and fold/hang clothes while doing laundry. • Meet with CE to ensure they have a maintenance plan for the equipment and support systems. • Work with first sergeants to develop a list of personnel to monitor the machines, the areas for cleanliness, check on machine operation, and provide for availability of products.

Table A2.8. Laundry Operations (6 of 6)

Laundry Operations	
Planning Factors	Details/Comments
Organizational Laundry	<ul style="list-style-type: none"> For user run organizational self-help laundries, which are located near work areas, provide for adequate numbers of laundry systems (compatible with the users cleaning demands), and ensure that they provide for adequate shelter. Provide users with: <ol style="list-style-type: none"> 1. Familiarization training (at least brochures). 2. Post operating instructions. 3. Ensure that POCs are appointed from the using organizations to monitor use, area cleanliness, and any restrictions for use. 4. Provide a list of CE, services, and organizational POCs for issues or problems. 5. Provide for or ensure that organizations can also obtain laundry products that are compatible with the machines and water. 6. Meet with CE to ensure they have a maintenance plan for the equipment and support systems. 7. Work with first sergeants to develop a list of personnel to monitor the machines, the areas for cleanliness, check on machine operation, and provide for availability of products.
Medical Laundry	<ul style="list-style-type: none"> If medical laundry support is required, determine the demand and equipment requirements. Site the facility and equipment after coordinating location with medical and CE. Provide supplies. Establish any necessary accounting requirements (e.g., medical support to Air Force, joint special operations command unit operations, support to others).

A2.1.9. Mortuary Affairs. See [Table A2.9](#), Mortuary Affairs.

Table A2.9. Mortuary Affairs (1 of 5)

Mortuary Affairs (MA)	
Planning Factors	Details/Comments
Verify Site Conditions	<ul style="list-style-type: none"> • Ensure area meets requirements for size, protection from view by remoteness from personnel or with natural cover, drainage and runoff, and flood protection. • Ensure that civil engineering (CE) can support the requirements for: <ol style="list-style-type: none"> 1. Limited potable and non-potable water. 2. Electrical and/or generator power. 3. Lighting. 4. Medical biohazard wastewater (control and storage, if necessary). 5. Chemical and biological waste handling. 6. Environmental control units (ECU) if necessary, and support for refrigeration.
Prepare the Site	<ul style="list-style-type: none"> • Clear the site as necessary for the equipment, roadways, open storage, refrigerators, and water bladders. • Erect the shelter and position major equipment, refrigeration units, and pallets for breakout. • Inventory the supplies and secure. If security is a threat, store pallets at another location but develop plans to rapidly move them to the mortuary affairs collection point (MACP). • Pre-coordinate requirements for vehicles, ice, water coolers, meals, and insure that the expeditionary force support squadron (EFSS) commander has plans and access to resources. • Confirm that CE has installed utility support in place. If not, is there a plan and assets for rapid support (e.g., generator, exterior lighting, water bladders/pipes/pumps, ECU, site preparation for above ground waste-water recovery/storage, hook up for refrigeration). • If site is generally not observable, establish with security forces any necessary site access controls (e.g., concertina or barbed wire barriers) and coordinate services monitoring with security force patrols. • Identify areas with CE that could be used for temporary (trench) interment.

Table A2.9. Mortuary Affairs (2 of 5)

Mortuary Affairs (MA)	
Planning Factors	Details/Comments
Notification	<ul style="list-style-type: none"> • Ensure that CE plots on the base map the location of the mortuary affairs collection point (MACP) site and identifies areas for temporary interment. • Coordinate with aerial port personnel, medical, CE explosive ordnance disposal, logistics readiness, and security forces to identify procedures for receiving or shipping remains. • Brief commanders on requirements for mortuary affairs, bag-tag-ship provisions, temporary storage, and provisions for temporary interment. Identify notification POCs for services and personnel support for contingency operation (PERSCO).
Communications Support	<ul style="list-style-type: none"> • Issue land mobile radios, charging stations, and a base station to enable communications with base operations. • Establish on-site network connectivity for use of mortuary affairs reporting and tracking system (MARTS) and information forwarding capabilities. • SECRET Internet Protocol Router Network (SIPRNET) capabilities to include tactical local area network encryptor (TACLANE), self-installation kit (SIK) key, monitors, central processing unit (CPU), keyboard.

Table A2.9. Mortuary Affairs (3 of 5)

Mortuary Affairs (MA)	
Planning Factors	Details/Comments
Civil Engineering Support	<ul style="list-style-type: none"> • Provides Basic Expeditionary Airfield Resources (BEAR) Asset: XFWXN—which is the Mortuary Affairs Collection Point (MACP) equipment UTC. • At a minimum, the dimensions of the MACP will be 52 feet (ft.) x 29.5 ft. x 15 ft. (1,534 square ft.). • Erect HESCO® Military (MIL) units or fencing with privacy screen material as a requirement to provide a barrier of protection around the MACP HESCO is preferred for decreasing inward visibility and blast protection for explosions or small arms fire (heavy equipment operators). • Set-up AM-2 matting around the exterior of the MACP to protect the environment from bioenvironmental waste and added measure of safety for medical and MACP personnel. • Set-up and conduct routine maintenance of all generator equipment (power production and electrical). • Install ice machines (electricians/utilities personnel). • Set-up and conduct routine maintenance of environmental control units for heating and air conditioning. • Set-up light carts or lighting systems for MACP night operations for increased visibility and safety (power production team). • Procure, set-up, and conduct routine maintenance of 3,000-gallon water bladder/buffalo both potable and non-potable for daily use along with black water bladders for bioenvironmental waste (utilities personnel). • Coordinate human remains (HR) stand-off distance and check remains when HR are suspected to have unexploded explosive ordnance (UXO) to ensure search and rescue (S&R) site clear prior to the start of S&R operations (EOD). • Ice Making Capabilities—needs to be coordinated with CE. • 3,000-gallon water bladder. • Water pump. • Power requirement. • Concertina wire. • HESCO® MIL barriers. • Jersey barriers.

Table A2.9. Mortuary Affairs (4 of 5)

Mortuary Affairs (MA)	
Planning Factors	Details/Comments
Logistics Support	<ul style="list-style-type: none"> Provide mobility chemical defense (C-Bags) include chemical warfare defense ensembles as personal protective equipment (PPE) for completing S&R operations in contaminated areas. Provide adequate vehicle support. When requesting vehicles, MA personnel should spell out exact vehicle codes and requirements listed below in order to receive the vehicle needed to complete the mission. An all-terrain crew-cab truck (5-person) with 4x4, an extended bed with truck cap, and tinted windows. 29 passenger bus and B118, 23 passenger van, for transportation of S&R teams. Eight passenger, seven passenger, and 15 passenger van, for transporting S&R teams or human remains. Box truck, to transport human remains. Refrigerated truck. Other vehicles that could be requested to robust MA operations include a light medium tactical vehicle or stake bed truck.
Medical Support	<ul style="list-style-type: none"> Establish medical bio-waste collection procedures and verify supply channels for waste collection products through local medical agencies. Ensure that all members that may come into contact with HR receive pre-exposure briefs. Identify key personnel from the traumatic stress response team to provide periodic mental health screening for MACP personnel, pre, and post screening for S&R operations, and screening for any outside agencies that support the MA program that may come into contact with HR. Receive contamination avoidance, hazardous materials handling and disposal, and blood-borne pathogens training from public health and bio-environmental offices. Establish lines of communication with the medical operations for Competent medical authority communications for declaration of death and generation of the DD Form 2064. Other operations that play key roles within the MACP program are security forces, airfield management, contracting, personnel, and public affairs. Air Force contract programs will not be utilized to augment MACP, S&R, or re-icing mission requirements. Based on unique training, qualification, and highly sensitive operational support, this is strictly a Prime Readiness in Base Services (RIBS) team requirement.

Table A2.9. Mortuary Affairs (5 of 5)

Mortuary Affairs (MA)	
Planning Factors	Details/Comments
Host Nation (HN) Support Office	<ul style="list-style-type: none"> • If primary jurisdiction rules are not established for within the status-of-forces agreement (SOFA), Prime RIBS members should work with the HN support office to establish an agreement with the host nation to grant the USAF primary jurisdiction over US and coalition nations' human remains when a death occurs on or off the installation within that country. <ol style="list-style-type: none"> 1. This is critically important to preserve evidence of death, positive means of identification, and to prevent deterioration of remains, ensuring an expeditious return of the fallen to their loved ones. 2. Without an agreement, the host nation may reserve the right of jurisdiction to the remains, conduct their own autopsy, and further delay the return of the fallen to their next-of-kin.

A2.1.10. Tactical Field Exchange Operations. See [Table A2.10](#), Tactical Field Exchange Operations.

Table A2.10. Tactical Field Exchange Operations

Tactical Field Exchange (TFE) Operations	
Planning Factors	Details/Comments
Barber Shop	<ul style="list-style-type: none"> Even before initiating contact with Army and Air Force Exchange Service (AAFES) for a barbershop, check on the ability to contract for primary barber services (e.g., haircuts). Use local hires or off-duty military. Provide for a small shelter with chairs, towels, water source, interior lighting, and electric, along with several barbershop kits.
Initial Tactical Field Exchange Operations (TFE)	<ul style="list-style-type: none"> Verify the size of the population that will be served and where located. For large deployments with several distinct contingency quarters communities, identify which may be primary and satellite operations. Identify sites near contingency quarters and dining facilities that can support a TFE. <ul style="list-style-type: none"> Consider using two or more (i.e., separate or combined) small shelters or one medium size shelter for primary locations. Determine if International Organization for Shipping (ISO) shelters/containers are available for secure storage. Satellite locations may be able to use ISO shelters and shipping containers for a TFE and secure stock control. Coordinate with the AAFES manager for: <ol style="list-style-type: none"> Stock. Barber/beautician services. Local vendor support. Name brand concessionaires. Establish accounting and cash control. Identify to first sergeants' requirements for labor pool, (e.g., injured personnel, who can operate as cashiers or stockers). Obtain refrigeration for beverages. Establish asset security measures with security forces and civil engineers. Check on any customs requirements. Meet each shipment as it arrives.

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AFTTP 3-4.34, Expeditionary Force Support Operations