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CHAPLAIN SERVICE READINESS

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This instruction implements AFPD 52-1, *Chaplain Service*. It directs procedures that ensure that the Chaplain Service, Air Force and Air Reserve Component, is structured and organized to meet mission requirements. Send comments and suggested improvements on AF Form 847, **Recommendation for Change of Publication**, through channels, to SAF/AAIP, 170 Luke Avenue, Suite 300, Bolling AFB DC 20332-5113. Any organization may supplement this volume. Major commands (MAJCOM), field operating agencies (FOA), and direct reporting units (DRU) send one copy of their supplement to SAF/AAIP, 170 Luke Avenue, Suite 300, Bolling AFB DC 20332-5113; other commands furnish one copy of each supplement to the next higher headquarters. Maintain and dispose of all records created as a result of prescribed processes in this AFI in accordance with AFMAN 37-139, *Records Disposition Schedule*.

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Chapter 1— CHAPLAIN SERVICE READINESS OVERVIEW 4

1.1. Mission and Operational Concepts: 4

1.2. Religious Support Team: 4

1.3. Chaplain Service Personnel: 5

1.4. Chaplain Service Readiness Training: 5

1.5. Chaplain Service Readiness Planning: 5

Table 1.1. Crisis Action and Deliberate Planning Comparison. 7

1.6. Chaplain Service Resourcing: 8

Chapter 2— JOINT AND/OR CONTINGENCY READINESS ENVIRONMENT 9

2.1. Deployed Chaplain Service Members: 9

2.2. The Joint Task Force (JTF) Chaplain/NCOIC 9

2.3. Air Force Forces Command Chaplain Forward and Air Force Forces
Command Chaplain NCOIC Forward: 9

2.4. Deployed AEF and/or AFFOR Senior Chaplain and Deployed
AEF/AFFOR NCOIC: 9

Chapter 3— HQ USAF HC READINESS ENVIRONMENT (STRATEGIC) 11

3.1. The Chief of the Chaplain Service (HQ USAF/HC): 11

3.2. Readiness FAM (HQ USAF/HCP): 11

3.3. OPlans and TPFDD Development: 11

Table 3.1. UTC Bed-Down Population Distribution. 12

3.4. Readiness Working Group (RWG): 13

3.5. Air Reserve Component (ARC): 13

3.6. Logistics: 14

3.7. Expeditionary Aerospace Force (EAF): 14

Chapter 4— MAJCOM/FOA/DRU HC READINESS ENVIRONMENT (OPERATIONAL) 15

4.1. Command Chaplain: 15

4.2. Readiness FAM: 15

Chapter 5— WING/INSTALLATION READINESS ENVIRONMENT (TACTICAL) 17

5.1. Wing/Installation Chaplain (Home-Base sustainment): 17

5.2. Readiness FAM: 17

5.3. Base Support Plan: 18

AFI52-104_AETCSUP1_I 17 NOVEMBER 2004	3
5.4. Manning Assistance for Contingency Operations (reference Attachment 3).	18
5.4. (AETC) Manning Assistance for Contingency Operations.	18
Chapter 6— CHAPLAIN SERVICE READINESS SUSTAINMENT (REFERENCE ATTACHMENT 2)	19
6.1. CS Readiness Training Phases:	19
6.2. Readiness Manning Assessment Tools.	19
6.3. Forms Prescribed.	19
Attachment 1— GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	20
Attachment 1—(AETC) GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	48
Attachment 2— CHAPLAIN SERVICE TRAINING PHASES	49
Attachment 3— AIR RESERVE COMPONENT HC MANNING PROCESS	52
Attachment 4— PRINCIPLES OF MINISTRY	55
Attachment 5— CS UTC MISSION CAPABILITIES STATEMENTS (MISCAPS)	56
Attachment 6— FORMAT FOR CHAPLAIN SERVICE AFTER-ACTION REPORT (AAR)	73
Attachment 7	74
Attachment 8— UNCLASSIFIED WAR AND MOBILIZATION PLAN (WMP) – 1 ANNEX X	88

Chapter 1

CHAPLAIN SERVICE READINESS OVERVIEW

1.1. Mission and Operational Concepts:

1.1.1. **Mission:** The Chaplain Service (CS) plans, organizes, trains, equips, and sustains a corps of chaplains and Chaplain Assistants in order to provide opportunities for the free exercise of religion through worship observance, pastoral care, and advice to leadership in a readiness environment.

1.1.1.1. **Chaplain Service in Joint Operations:** Joint Publication (JP) 1-05, *Religious Ministry Support in Joint Operations*, provides doctrine, and guidance for the Armed Forces of the United States regarding religion and religious support in joint force settings and operations and is the basis for joint training of AF CS personnel in deployed joint operations. The Chief of the Chaplain Service ensures that CS personnel are trained and ready to perform ministry in deployed joint operations.

1.1.1.2. **Operational Concepts (Principles of Ministry):** The CS, as a visible reminder of the Holy, operates under the ministry principles of Objectives, Unity of Effort, Flexibility, Simplicity, Center of Ministry Priority, Synergy, Centralized Control and Decentralized Execution, Mobility, and Security (see [Attachment 4](#)).

1.1.1.3. **World Religion:** The CS is familiar with and has access to information concerning the major world religions.

1.2. **Religious Support Team:** The AF CS provides for spiritual needs and for ethical leadership through utilizing the Religious Support Team (RST) structure. This concept is based on JP 1-05 and will be used by the CS in Aerospace Expeditionary Forces (AEFs), war, contingency operations, national emergencies, and exercises. This structure allows the CS to effectively transition to contingency ministry operations. RST is a deployed model of ministry, which to be effective must be trained at home station. Wing Chaplain/NCOIC leadership ensures members of their staff are prepared to perform as an RST when deployed. RSTs consist of various combinations of chaplains and Chaplain Assistants, depending on mission requirements.

1.2.1. RST Member Roles and Responsibilities:

1.2.1.1. **Chaplain:** Chaplains are non-combatants. The chaplain's role in the RST is leadership, ministry performance in worship observances, pastoral care, and advice to leadership. The Wing/Senior Chaplain is directly responsible for developing the ministry plan and assigning individual roles based on the plan.

1.2.1.2. **Chaplain Assistant:** As the primary "unit ministry support" the Chaplain Assistant is responsible for planning and programming unit ministry from the resourcing perspective. Unit Ministry Support includes obtaining equipment, supplies and services necessary for worship observances, force protection, pastoral care and advice to leadership. The Chaplain Assistant is the "eyes and ears," of the chaplain. Through unit involvement, Chaplain Assistants will utilize skills in observation, conversation, and listening. Chaplain Assistants are combatants, but will not be used to augment other units on a permanent basis. Removing the Chaplain Assistant from the RST for extended periods will severely hinder the CS mission (reference AFI 52-101, paragraph 2.2.).

1.2.1.3. **Ministry Plan:** The RST will develop a ministry plan and have a clear understanding of the roles RST members play in achieving the ministry plan. The ministry plan will be based on the commander's mission requirements and local needs assessment.

1.2.1.4. **After-Action Reporting:** The Wing/Senior Chaplain, with input from each RST member, is responsible for the after-action report (RCS: HAF-XOW [AR] 0109). The report will be submitted simultaneously to the AOR MAJCOM/HC, each team member's MAJCOM/HC, and HQ USAF/HCP. The Wing/Senior Chaplain may be required by the Unit Commander to make input to the JULLS and ARTS.

1.2.1.4. (AETC) Submit after-action reports to HQ AETC/HCR via e-mail to the AETC/HC Inbox, <mailto:aethc@randolph.af.mil> not later than 45 days after return from area of responsibility (AOR).

1.2.1.5. **AF Form 1270 and 1270A:** Deployed chaplains and Chaplain Assistants will complete Sections II and V of AF Form 1270a ("hours spent" only) and forward them to their permanently assigned MAJCOM/FOA/DRU. Only the Wing/Senior chaplain for the deployed period will complete section VI. MAJCOM/FOA/DRU will compile and consolidate deployed AF Form 1270a annually and submit them with non-deployed AF Form 1270a (reference AFI 52-101, paragraph 6.1.).

1.2.1.6. (Added-AETC) **AETC IMT 93, Chaplain Service Deployment Information Worksheet.** HQ AETC/HC and HQ USAF/HC personnel track, monitor and communicate with deployed chaplain service members and their family. Complete and forward AETC IMT 93 to HQ AETC/HCR via e-mail to the AETC/HC Inbox, <mailto:aethc@randolph.af.mil>, 45 days prior to deployment.

1.3. Chaplain Service Personnel:

1.3.1. **Chaplain Service War Planners (Prefix R):** The Chief of the Chaplain Service ensures that CS War Planners are trained for contingency operations. Prefix R is a personnel management tool designed to identify and track trained war planners, officer and enlisted. For Prefix R information, reference AFMAN 36-2105, Attachments 1 & 3 for officers and AFMAN 36-2108, Attachment 3 for enlisted.

1.3.2. **Chaplain Service Mission Capability:** CS Unit Type Codes (UTCs) are XFFC1, XFFC2, XFFC3, XFFC4, XFFC5, XFFC6, XFFC7, and XFFC9. CS AFSCs are also embedded in multi-functional UTCs (see [Attachment 5](#)).

1.4. Chaplain Service Readiness Training: The Chief of the Chaplain Service provides trained forces to support a worldwide spectrum of military missions. The means to train these forces is described in [Chapter 6](#), Chaplain Service Readiness Sustainment.

1.5. Chaplain Service Readiness Planning:

1.5.1. **Deliberate Planning:** Deliberate Planning is a Joint Operations Planning and Execution System (JOPES) and Deliberate/Crisis Action Planning and Execution Segment (DCAPES) process to develop joint plans for contingencies in Joint Strategic Planning System documents. This is primarily conducted by unified commands in peacetime in a prescribed cycle following the DoD planning cycle (reference AFMAN 10-401V1).

1.5.2. **Crisis Action Planning:** Crisis Action Planning (CAP) is a structured JOPES and DCAPEs process used to commit forces based on actual “real-world” crisis contingency where response is imminent.

Table 1.1. Crisis Action and Deliberate Planning Comparison.

	Crisis Action Planning	Deliberate Planning
Time available to plan	Hours or days	18-24 months
Joint Planning and Execution Community (JPEC) involvement	For security reasons, possibly very limited to close-hold procedures	Participates fully
Phases	6 Phases from situation development to execution	5 Phases from initiation to supporting plans
Document assigning task	Warning order to Combatant Commander: Combatant Commander assigns tasks with evaluation request message	Joint Strategic Capabilities Plan (JSCP) to Combatant Commander: Combatant Commander assigns tasks with planning or other written directive
Forces for Planning	Allocated in the Warning, Planning, Alert, or Execute order	Apportioned in JSCP
Early planning guidance to staff	Warning order from Chairman of the Joint Chiefs of Staff (CJCS); Combatant Commander's evaluation request	Planning Directive issued by Combatant Commander after planning guidance step of concept development phase
Commander's estimates	Communicates recommendations of Combatant Commander to the CJCS	Communicates the Combatant Commander's decision to staff and subordinate commanders
Decision of Course of Action (COA)	National Command Authorities (NCA) decides COA	Combatant Commander decides COA with review by CJCS
Execution Document	Execute order	When operation plan is implemented, it is converted to an Operation Order (OPORD), and executed with an Execute order
Products	Campaign Plan (if required) with supporting OPORDs or OPORD with supporting OPORDs	OPlan or CONPlan with supporting plan

1.5.3. Military Operations Other Than War (MOOTW): MOOTW are operations where military capabilities respond to global political changes other than war. Typical scenarios include: short notice, media sensitive, restrictive rules of engagement, joint and/or multinational involvement, ill-defined success, and noncombatant evacuation operations (NEO). Forces operate in low-intensity conflicts. MOOTW include: peace-making, peacekeeping, peace-enforcement, peace-building, Humanitarian Relief Operations (HUMROs), military and premilitary assistance, domestic support, disaster assistance, and NEO.

1.6. Chaplain Service Resourcing:

1.6.1. **Appropriated Funds:** The CS uses appropriated funds as the source for direct mission requirements established by the Chief of the Chaplain Service (reference AFI 52-103V1).

1.6.2. **Non-appropriated Funds at deployed location:** Deployed Wing/Senior Chaplain may request non-appropriated funds from the AOR MAJCOM/HC (reference guidance in AFI 52-103V2).

1.6.3. **Support to MAJCOM/FOA/DRU and Wing Resourcing:** The Air Force Chief of the Chaplain Service supports MAJCOM/FOA/DRU HC in equipping CS personnel to provide spiritual care and ethical leadership in contingency operations (real world and exercise). The MAJCOM/FOA/DRU HCs support local wing/installation HCs. Support is accomplished through organizing, training, and assisting in resourcing to meet mission requirements.

Chapter 2

JOINT AND/OR CONTINGENCY READINESS ENVIRONMENT

2.1. Deployed Chaplain Service Members:

- 2.1.1. Prepare for and perform deployment IAW AFI 10-403, Chapter 5; AFI 52-104; and the War and Mobilization Plan (WMP)-1, Annex X.
- 2.1.2. When an operation takes place in a joint environment, Joint Publication 1-05 provides guidance (Reference: http://www.dtic.mil/doctrine/jel/new_pubs/jp1_05.pdf).

2.2. The Joint Task Force (JTF) Chaplain/NCOIC (Reference: Joint Publication 5-00.2, http://www.dtic.mil/doctrine/jel/new_pubs/jp5_00_2.pdf).

- 2.2.1. Will be responsible to the commander.
- 2.2.2. Will implement directives designating mission, chain of command, and use of resources.

2.3. Air Force Forces Command Chaplain Forward and Air Force Forces Command Chaplain NCOIC Forward:

2.3.1. Air Force Forces Command Chaplain Forward (AFFOR/HC FWD):

- 2.3.1.1. Serves as principle adviser to the Air Force Forces Commander and provides religious support to all assigned military personnel.
- 2.3.1.2. Oversees aspects of CS operations in their theater. Establishes and maintains CS liaison with the JTF Chaplain.
- 2.3.1.3. Develops all inter-service support agreements supporting joint force plans and memorandums of understanding, which provide for CS support by the component command to organizations outside that command, and assigns CS personnel within the theater of operations to support mission requirements.

2.3.2. Air Force Forces Command Chaplain NCOIC Forward (AFFOR/HC NCOIC FWD):

- 2.3.2.1. Responsible for establishing AFFOR CS operation office, C4, logistical, and personnel requirements.
- 2.3.2.2. Maintains liaison and communications with the following functional chain of command: HQ USAF/HCP, AEF Center HC, Supporting Component Command (CS Readiness Staff), and each duty location.

2.4. Deployed AEF and/or AFFOR Senior Chaplain and Deployed AEF/AFFOR NCOIC:

2.4.1. Deployed AEF and/or AFFOR Senior Chaplain:

- 2.4.1.1. Supervises CS operations.
- 2.4.1.2. May be asked to serve on the deployed commander's staff.
- 2.4.1.3. Plans and executes worship observances, pastoral care, and advice to leadership based on needs assessment.

2.4.1.4. Maintains communication with all higher HC headquarters.

2.4.1.5. Submits after-action report (reference paragraph [1.2.1.4](#)).

2.4.2. Deployed AEF/AFFOR NCOIC:

2.4.2.1. Supervises Chaplain Assistants at the deployed location.

2.4.2.2. Coordinates/executes support for worship observances, pastoral care, and advice to leadership.

2.4.2.3. Ensures equipment, supplies, and services are available to meet mission requirements.

2.4.2.4. Maintains a point of contact (POC) list of key personnel and agencies.

2.4.2.5. Maintains liaison and communications with all higher HC headquarters.

2.4.2.6. Assists in completing after-action report (reference paragraph [1.2.1.4](#)).

Chapter 3

HQ USAF HC READINESS ENVIRONMENT (STRATEGIC)

3.1. The Chief of the Chaplain Service (HQ USAF/HC): HQ USAF/HC is responsible to the Air Force Chief of Staff for planning, organizing, training, equipping, and sustaining a corps of chaplains and Chaplain Assistants to provide spiritual care and ethical leadership anywhere, anytime.

3.2. Readiness FAM (HQ USAF/HCP):

3.2.1. Serves as the principle advisor to the Chief of the Chaplain Service and Deputy Chief of the Chaplain Service on Readiness issues involving contingency operations, policies, procedures, and any/all CS personnel and resources.

3.2.2. Serves as the ultimate authority concerning availability of CS function UTCs for potential OPlans and contingencies.

3.2.3. Serves as the primary CS Air Force Operations Group (AFOG) and Crisis Action Team (CAT) member: focal point for all contingency operations.

3.2.4. Coordinates on joint readiness publications and serves as the AF CS point of contact to the Joint Staff Chaplain.

3.2.5. Evaluates and updates WMP-1, TPFDD, and OPlans; coordinates requirements with MAJCOM/FOA/DRU HC Readiness FAM (works review in planning cycle); reviews JOPES and DCAPES documents; reviews Joint Strategic Capabilities Plan (JSPC) and functional annexes; and serves as the CS authority for Readiness publications developed at Air Staff.

3.2.6. Coordinates HQ USAF HC policy, procedures, and guidance with MAJCOM/FOA/DRUs.

3.2.7. Assigns Manpower and Equipment Force Packaging (MEFPAK) Systems to MAJCOMs.

3.2.8. Chairs and coordinates CS Readiness Working Group (RWG).

3.2.9. Attends and participates in the Worldwide War Planners Conference and the Air Force Wide Sourcing Conference.

3.2.10. Develops CS exercise Master Scenario Events List (MSEL) for CJCS, Air Force, MAJCOM/FOA/DRU sponsored exercises. Participates in the military exercise program and refers to MAJCOM/FOA/DRU exercise documents for specific guidance, responsibilities, MSEL format, MSEL samples, and staff training (reference AFI 10-204).

3.2.11. For FOA/DRUs, develops and distributes CS Total Force Assessment (TFA), Base Level Assessment (BLA), and Quadrennial Defense Review (QDR) guidance; provides oversight/monitor TFA/BLA/QDR processes with the base-level manpower offices; and ensures TFA/BLA/QDR submissions are reviewed, adjusted, documented, and validated based on results.

3.3. OPlans and TPFDD Development: The HQ USAF HC and MAJCOM HC FAMs will:

3.3.1. Determine CS requirements at each bed-down location in TPFDD. The method for determining CS personnel and equipment requirements includes the following steps:

3.3.1.1. Align CS personnel and equipment with estimated population at deployed location (reference [Table 3.1.](#)).

Table 3.1. UTC Bed-Down Population Distribution.

POPULATION	XFFC1	XFFC2	XFFC3	XFFC4	XFFC5	XFFC6	XFFC7	XFFC9	TOT
0-750	1	1							2
751 – 1500*	1	2	1						4
751 – 1500**		1	1	1					4
1501– 2250***	1	2	1						4
1501 – 2250**	1	2	1	1					6
2251– 3000***	2	3	1						6
2251 – 3000*	2	3	1	1					8
3001– 3750***	2	4	2						8
3751 - 4500	2	4	2	1					10
4501 - 5250	3	5	2	1					12
5251 - 6000	4	6	2	1					14
6001 - 6750	3	6	3	1	1				16
6751 - 7500	4	7	3	1	1				18
7501 - 8250	5	8	3	1	1				20
8251 - 9000	5	8	3	2	1				22
9001 - 9750	6	9	3	2	1	1	1	1	27

NOTES:

* Bare Base/Warm Base requirement for 12 hours operations (1) XFFC1, and (1) XFFC2 required; 24 hour operations (1) XFFC1, (2) XFFC2, and (1) XFFC3 required.

** Use this breakout for “Bare Base/Warm Base.”

*** Use this breakout for “Main Base” bed-down locations.

EMEDS – Contingency and Stand Alone Hospital requirements see [Attachment 8](#), page X-12.

3.3.1.2. Ensure Core UTCs not required at bed-down locations are coded “On-Call” in TPFDD.

3.3.1.3. Source CS requirements in TPFDD IAW WMP-1, Annex X, UTC MISCAP Statement, and AFMAN 10-401V1.

3.3.1.4. Air Mobility Command HC (AMC) incorporates CS mission requirements into the unified command and Global Reach Laydown TPFDD.

3.3.1.5. AF Special Operations Command (AFSOC) HC incorporates CS mission requirements into the unified command TPFDD.

3.4. Readiness Working Group (RWG):

- 3.4.1. Serves as the advisory body for policy to the Chief of the Chaplain Service and as a planning forum for resolving issues on present and future requirements.
- 3.4.2. Serves as the AEF tasking and sourcing body for the CS.
- 3.4.3. Updates the CS readiness community on initiatives, issues, policy, processes, procedures, and programs.
- 3.4.4. Stays knowledgeable on all aspects and doctrine (policy) on readiness.

3.4.5. RWG members:

- HQ USAF/HCP Division Chief (Ex-Officio member)
- HQ USAF/HCP Readiness Officer (Chairperson)
- HQ USAF/HC Senior Enlisted Manager
- AEF Center Chaplain/NCO (only at ACC or AF/HCP's invitation)
- MAJCOM/FOA/DRU Readiness Officers and NCOs
- HQ ANG HC Readiness Officer/NCO

HQ ARPC HC Readiness Officer/NCO

HQ AFRC HC Readiness Officer/NCO

CSI Readiness Chaplain and NCO (only at AETC or AF/HCP's invitation)

Phoenix Readiness Chaplain and NCO (only at AMC or AF/HCP's invitation)

Expeditionary Readiness Training (ExpERT) Chaplain and NCO (only at ACC or AF/HCP's invitation)

Other advisors appointed/invited by AF/HCP Readiness Officer

3.5. Air Reserve Component (ARC): includes Air National Guard (ANG) and Air Force Reserve Command (AFRC) personnel.

- 3.5.1. National Guard Bureau (NGB) HC coordinates with all Adjutants General to provide CS support for ANG units.
- 3.5.2. HQ AFRC/HC is responsible for CS support to all AFRC units.
- 3.5.3. ANG and AFRC Category A unit assets generally deploy with their units during peacetime and contingency/war.
 - 3.5.3.1. Units will support deployed operations, peacetime, and contingency/war with the appropriate HQ USAF/HC and supported MAJCOM/HC coordination. Units will provide limited Home-Base sustainment needed per request of HQ ARPC/HC.
- 3.5.4. HQ ARPC/HC is responsible for the Individual Mobilization Augmentee (IMA), the Stand-by Reserve Recall and the Retired Active Duty and Reserve programs.

3.5.4.1. The CS uses IMAs to meet mission requirements. The following responsibilities apply:

- 3.5.4.1.1. HQ USAF/HC, MAJCOM/DRU/HCs will plan, organize, and train IMAs IAW AFI 10-403. IMAs are deployed IAW AFH 10-416.

3.5.4.1.2. The CS will coordinate the deployment of all IMA personnel with HQ ARPC/HCP for administrative tracking, to insure all are properly trained and prepared, and to ensure IMAs are not the first wave forward deployed.

3.5.4.2. HQ AFRC/HC in coordination with HQ ARPC/HC will:

3.5.4.2.1. Sustain an IMA force to meet CS mission requirements.

3.5.4.2.2. Provide guidance to MAJCOM/DRU, Wing/Installation HC and the RWG on IMA use and training.

3.5.4.3. Wing Chaplains will ensure IMAs are Phase 2 trained and training is documented.

3.6. Logistics: CS logistics include the procuring and distribution of all resources required to meet CS readiness mission requirements at the strategic, tactical, and operational levels.

3.6.1. **Tables of Allowance:** HQ USAF/HC will submit inputs for maintaining each of the following Tables of Allowance (TA) to authorize resources to meet CS readiness requirements:

TA001, *Master Equipment Management Index*

TA002, *Allowance Notice Monthly Update*

TA006, *Organizational and Administrative Equipment*

TA009, *Small Computer Systems*

TA411, *Chaplain, Chapel, and Religious Education Facilities*

3.7. Expeditionary Aerospace Force (EAF): The USAF is organized into 10 Aerospace Expeditionary Forces (AEFs), 2 Aerospace Expeditionary Wings (AEWs), and 2 Lead Mobility Wings (LMWs). Reference AFMAN 10-401V1, paragraph 28.7. for CS support to the AEF.

Chapter 4

MAJCOM/FOA/DRU HC READINESS ENVIRONMENT (OPERATIONAL)

4.1. Command Chaplain:

- 4.1.1. Appoints a Chaplain Service Readiness Officer and/or NCO who will serve as the Functional Area Manager (FAM). Ensures appointees are enrolled and complete the Contingency Wartime Planning Course.
- 4.1.2. Provides command policy to all subordinate CS units on CS readiness, and ensures CS personnel meet training.
- 4.1.3. Ensures subordinate CS units comply with WMP policy, OPlan taskings, and other applicable directives.
- 4.1.4. Approves MAJCOM/FOA/DRU supplements, instructions, plans, and annexes for command readiness documents.
- 4.1.5. Ensures MAJCOM HC Inspector General (IG) evaluates CS units IAW AF Series 52 publications and command supplements.
- 4.1.6. Ensures CS IMAs receive Level 1 and 2 readiness training.

4.2. Readiness FAM:

- 4.2.1. Provides the basic requirements (WMP-1, Annex X) for AF deployment planning and execution to support contingency operations. Ensure subordinate CS units comply with WMP policy, OPlan taskings and other applicable directives.
- 4.2.2. Develops CS MAJCOM/FOA/DRU supplements, instructions, plans, and annexes for command readiness documents.
- 4.2.3. Must be familiar with JOPES/DCAPES and Global Combat Support System (GCSS). Recommends JOPES/DECAPES changes to MAJCOM/FOA/DRU XP.
- 4.2.4. Reviews and coordinates MEFFPAK Summary Report and MISCAP with other MAJCOM/FOA/DRU HCs to meet capabilities. Recommends changes to HQ USAF/HCP.
- 4.2.5. Develops CS exercise MSEL for exercises sponsored by CJCS and Air Force MAJCOM/FOA/DRUs. Participates in the military exercise program and refers to MAJCOM/FOA/DRU exercise documents for specific guidance, responsibilities, MSEL format, MSEL samples, and staff training (reference AFI 10-204).
- 4.2.6. Ensures maximum CS UTCs (all assigned personnel) are available for contingency planning and inclusion in the AFWUS, AEF libraries, and WMP-3, Part 2. Use appropriate coding to identify Major Theater War/AEF/sustainability. Reviews UTC availability and updates semiannually.
- 4.2.7. Complies with AEF Center guidance for contingency operations and exercises.
- 4.2.8. Reports readiness, equipment, and training status IAW Reporting Status of Aerospace Expeditionary Forces (AFI 10-244) and maintains a roster of CS personnel who are on profile to include get-well date.

- 4.2.9. Coordinates CS readiness requirements with other MAJCOM readiness FAMs on all AEF contingencies/wartime taskings IAW AFI 10-403.
- 4.2.10. Tasks CS personnel against Time Phased Force and Deployment Data (TPFDD) requirements.
- 4.2.11. Develops and distributes CS Total Force Assessment (TFA), Base Level Assessment (BLA), and Quadrennial Defense Review (QDR) guidance; provides oversight/monitors TFA/BLA/QDR processes with the wing/installation manpower office; and ensures TFA/BLA/QDR submissions are reviewed, adjusted, documented, and validated, based on results.
- 4.2.12. Participates in AF World Wide War Planners Conference and TPFDD sourcing conference(s).
- 4.2.13. Provides and validates functional input into OPlans.
- 4.2.14. Ensures that all attached command CS IMAs receive required readiness training. Does not mobilize or forward deploy IMAs without coordination with, and approval by HQ USAF CAT Chaplain. Follow guidance in AFH 10-416, reference paragraph [4.1.6](#) and 3.4.4.1.1.

Chapter 5

WING/INSTALLATION READINESS ENVIRONMENT (TACTICAL)

5.1. Wing/Installation Chaplain (Home-Base sustainment):

- 5.1.1. Establishes a readiness training environment. Refer to [Attachment 2](#), Phase 2 for unit level training requirements.
- 5.1.2. Provides CS support to personnel, families, and base population during contingency operations.
- 5.1.3. Develops and coordinates plans, annexes, and operating instructions for base contingency operations. Prepares CS input to the Base Support Plan (reference paragraph [5.3](#)).
- 5.1.4. Equips CS personnel to meet readiness requirements (including C4).
- 5.1.5. Establishes a Chapel Control Center (CCC) and alternate for contingency requirements.
- 5.1.6. Evaluates all aspects of CS unit readiness training and maintains required documents (individual training records, mobility folders, etc.).
- 5.1.7. Establishes and coordinates the Chapel Contingency Support Operating Instructions with MAJCOM; exercises the established OI annually; and maintains liaison with civilian clergy for support during contingencies. Overseas locations use host nation support agreements.
- 5.1.7. (AETC) Forward chapel contingency support operating instructions (OI) for coordination to HQ AETC/HCR via e-mail to the AETC/HC Inbox, <mailto:aetchc@randolph.af.mil>. Coordination will take place no later than six months prior to a projected wing operational readiness inspection (ORI).
- 5.1.8. Appoints a Readiness FAM.

5.2. Readiness FAM:

- 5.2.1. Advises Wing/Installation Chaplain on readiness and provides CS readiness expertise.
- 5.2.2. Responsible for the base CS readiness program and provides documented training IAW AFMAN 10-100.
- 5.2.3. Reports readiness, equipment and training status IAW Reporting Status of Aerospace Expeditionary Forces (AFI 10-244) and maintains a roster of CS personnel who are on profile to include get-well date.
- 5.2.3. (AETC) Provide nondeployable medical profile updates to HQ AETC/HCR via e-mail to the AETC/HC Inbox, <mailto:aetchc@randolph.af.mil> by the first Monday of each month, Subject: Medical Profiles Update for "Month." Ensure monthly wing AEF UTC reporting tool (ART) report reflects the same information on individuals postured against each UTC.
 - 5.2.3.1. (Added-AETC) Forward member's nondeployable medical profile that prevents them from being world-wide qualified to HQ AETC/HCR within 48 hours of member being placed on profile via e-mail to the AETC/HC Inbox, <mailto:aetchc@randolph.af.mil>.
 - 5.2.3.2. (Added-AETC) AETC/CV requires a briefing if a tasked UTC status change occurs that directly impacts a deployment. The wing chaplain will provide a written explanation, and provide

supporting documentation to HQ AETC/HCR via e-mail to the AETC/HC Inbox, <mailto:aetche@randolph.af.mil> within 24 hours if a change occurs.

5.2.4. Conducts the CS portion of the Base Level Assessment (BLA), Total Force Assessment (TFA), and Quadrennial Defense Review (QDR).

5.2.5. Maintain liaison with the Installation Deployment Officer (IDO), Unit Deployment Manager (UDM), base plans office (XP), medical readiness (SG), disaster preparedness (CEX) and MAJCOM/FOA/DRU CS readiness FAM.

5.3. Base Support Plan: The Base Support Plan (BSP) is the installation-level planning accomplished to support unified command wartime operations plans, and MAJCOM supporting plans. It encompasses all functional support areas, installation mission requirements, capabilities, and limitation factors. It also directs actions and resources supporting war or contingency operations; pre-deployment, deployment, employment, and re-deployment.

5.3.1. The Wing/Installation Chaplain/NCOIC will include the CS portion of BSP in a Chapel Contingency Support Operating Instruction (OI), which describes how coordination/integration with ARC HC personnel assigned and how ARPC HC IMA personnel will be utilized. The CS portion of the BSP will be exercised at least annually or to meet unit requirements.

5.3.2. In developing the CS portion of the BSP, reference AFI 10-404 and Attachment 40 for sample BSP.

5.4. Manning Assistance for Contingency Operations (reference Attachment 3).

5.4. (AETC) Manning Assistance for Contingency Operations. Upon notification of deployment tasking, the wing chaplain will review the chapel contingency support OI, manpower and mission requirements, and submit for approval and coordination any manning request with unit fund cite to HQ AETC/HCR via e-mail to the AETC/HC Inbox, <mailto:aetche@randolph.af.mil> not later than 90 days prior to the required in place date.

Chapter 6

CHAPLAIN SERVICE READINESS SUSTAINMENT (REFERENCE [ATTACHMENT 2](#))

6.1. CS Readiness Training Phases:

6.1.1. **Phase 1 CS Readiness Training:** The Chaplain Service Institute (CSI) will provide all Phase 1 readiness training.

6.1.2. **Phase 2 CS Readiness Training:** The Wing/Installation Chaplain will provide documented Phase 2 readiness training.

6.1.3. **Phase 3 CS Readiness Training:** All Phase 3 readiness training is conducted at the MAJCOM level or higher. MAJCOM/FOA/DRU HC is authorized to develop and conduct readiness training programs to fulfill command-unique requirements. The ACC Expeditionary Readiness Training (ExpeRT) and the Air Mobility Warfare Center (AMWC) Phoenix Readiness are Phase 3 CS approved readiness training venues.

6.2. Readiness Manning Assessment Tools. DoD and AF leaders use the tools of Force Sizing Exercise, BLA, and TFA to determine readiness force requirements. HQ USAF/HC and MAJCOM/HCs are required to write overarching guidance.

6.3. Forms Prescribed. Global ministry strategies are measured, and become a matter of record, at all levels using these forms.

6.3.1. **Air Force Form 1270, Chaplain Service Satisfaction Survey**

6.3.2. **Air Force Form 1270a, Chaplain Service Statistical Report.**

6.3.3. **(Added-AETC) AETC IMT 93, Chaplain Service Deployment Information Worksheet.**

LORRAINE K. POTTER, Chaplain, Maj General, USAF
Chief of the Chaplain Service

(AETC)

JOHN W. STEFERO, Chaplain, Colonel, USAF
Command Chaplain

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

DoD Regulation 5200.1, DoD Information Security Program

Joint Publications

CJCSM 3122.01, Joint Operation Planning and Execution System, Volume 1 (Planning Policies and Procedures)

CJCSM 3122.02A, Crisis Action TPFDD Development and Deployment Execution

CJCSM 3122.03A, Joint Operation Planning and Execution System, Volume 2 (Planning Formats and Guidance)

Users Guide for JOPES, 1 May 1995

JP 1-02, DoD Dictionary of Military and Associated Terms

JP 1-05, Religious Ministry Support for Joint Operations, 26 Aug 1996

Air Force Publications

USAF War and Mobilization Plan, Volumes 1-5

AFDD 1, Air Force Basic Doctrine, 01 Sep 1997

AFDD 1-2, Air Force Glossary, 09 Jul 1999

AFDD 2, Organization and Employment of Aerospace Power, 17 Feb 2000

AFDD 2-3, Military Operations Other Than War (MOOTW), 03 Jul 2000

AFDD 2-4, Combat Support, 22 Nov 1999

AFPD 10-1, Mission Directives, 21 Jun 2002

AFPD 10-2, Readiness, 01 Mar 1997

AFPD 10-4, Operations Planning, 01 Oct 1996

AFPD 38-1, Organization, 01 Jun 1996

AFPD 52-1, Chaplain Service, 01 Jul 1999

AFI 10-204, Readiness Exercises and After-Action Reporting Program, 12 Jul 2002

AFI 10-215, Personnel Support for Contingency Operations (PERSCO), 15 Nov 2002

AFI 10-244, Reporting Status of Aerospace Expeditionary Forces, 19 February 2002

AFI 10-400, Aerospace Expeditionary Forces Planning, 16 Oct 2002

AFI 10-402, Mobilization Planning, 01 Jan 1997

AFI 10-403, Deployment Planning and Execution, 09 Mar 2001

AFI 10-404, Base Support and Expeditionary Site Planning, 26 Nov 2001
AFI 10-410, Mobility for Air Force Special Operations Command (AFSOC) Forces, 27 Jul 1994
AFI 10-2501, Full Spectrum Threat Response (FSTR), Planning and Operations, 24 Dec 2002
AFI 25-201, Support Agreements Procedures, 01 Dec 1996
AFI 31-207, Arming and Use of Force by Air Force Personnel, 1 Sept 1999
AFI 31-501, Personnel Security Program Management, 1 Aug 2000
AFI 32-4001, Disaster Preparedness Planning and Operations, 01 May 1998
AFI 36-2238, Self-Aid and Buddy Care Training, 01 Sep 1996
AFI 36-2619, Military Personnel Appropriation (MPA) Man-Day Program, 22 Jul 1994
AFI 38-205, Manpower & Quality Readiness and Contingency Management, 18 Jun 2002
AFI 41-106, Medical Readiness Planning and Training, 05 Sep 2000
AFI 44-153, Critical Incident Stress Management, 01 Jul 1999
AFI 51-401, Training and Reporting to Ensure Compliance with the Law of Armed Conflict, 19 Jul 1994
AFI 52-101, Planning and Organizing, 21 Jun 2002
AFI 52-102, Professional Development, 20 Nov 2002
AFI 52-103V1, Chaplain Service Resourcing, Appropriated Funds (under revision)
AFI 52-103V2, Chaplain Service Resourcing, Non-appropriated Funds (under revision)
AFMAN 10-100, Airman's Manual, 01 Aug 1999
AFMAN 10-401 Volume 1, Operation Plan and Concept Plan Development and Implementation, 01 May 1998 [See especially Chapter 28, "Chaplain Planning"]
AFMAN 10-401 Volume 2, Planning Formats and Guidance, 01 May 1998
AFMAN 36-2105, Officer Classification, 30 Apr 2001
AFMAN 36-2108, Enlisted Classification, 30 Apr 2001
AFMAN 37-123, Management of Records, 31 Aug 1994
AFH 10-416, Personnel Readiness and Mobilization, 22 Dec 1994
AFH 32-4014V4, USAF Ability to Survive and Operate Procedures in a Nuclear, Biological and Chemical (NBC) Environment, 1 Mar 1998

Miscellaneous Publications

Armed Forces Staff College Publication 1, Joint Staff Officers Guide 2000
Base-Level Manpower Planning and Execution Guide, 8 Feb 1994
NGB/CF Letter, "Chaplain Readiness Teams," dated 14 October 1994

ABBREVIATIONS AND ACRONYMS

AAR —After-Action Report

AB—Air Base (Overseas Only)
ACC—Air Combat Command
ACO —Airspace Control Order
ACS—Agile Combat Support
ADCON—Administrative Control
AEF—Air and Space Expeditionary Force
AEFB—Air and Space Expeditionary Force Battlelab
AEFC—Air and Space Expeditionary Force Center
AEG—Air and Space Expeditionary Group
AES—Air And Space Expeditionary Squadron
AETC—Air Education and Training Command
AETF—Air and Space Expeditionary Task Force
AEW—Air and Space Expeditionary Wing
AFCC—Air Force Component Command
AFDD—Air Force Doctrine Document
AFEO—Air Force Experimentation Office
ADVON—Advanced Echelon
AFB—Air Force Base
AFCOS—Air Force Combat Operations Staff
AFFOR—Air Force Forces, Component of Unified Command
AFH—Air Force Handbook
AFI—Air Force Instruction
AFIIP—Air Force Instructional Input Program
AFM—Air Force Manual
AFMAN—Air Force Manual
AFMC—Air Force Materiel Command
AFMEA—Air Force Management Engineering Agency
AFMS—Air Force Manpower Standard
AFPD—Air Force Policy Directive
AFRC—Air Force Reserve Command
AFSC—Air Force Specialty Code
AFSPC—Air Force Space Command

AFSOC—Air Force Special Operations Command

AFWUS—Air Force War Utilization System

AIG—Address Indicator Group

ALCC—Airlift Control Center

AMC—Air Mobility Command

AMWC—Air Mobility Warfare Center

ANG—Air National Guard

ANGRC—Air National Guard Readiness Center

AOC—Air Operations Center

AOR—Area of Responsibility

AOS—Air Operations Squadron

APOD—Aerial Port of Debarkation

APOE—Aerial Port of Embarkation

APT—Air Passenger Terminal

ARC—Air Reserve Component

ARPC—Air Reserve Personnel Center

ART—AEF UTC Reporting Tool

ATC—Air Traffic Control

ATH—Air Transportable Hospital

ATO—Air Tasking Order

ATSO—Ability to Survive and Operate

AUTODIN—Automatic Digital Network

BB—Bare Base

BDU—Battle Dress Uniform

BLA—Base-Level Assessment

BOS—Base Operating Support

BSD—Battle Staff Director

BSP—Base Support Plan

C2—Command and Control

C3—Command, Control, Communications

C4—Command, Control, Communications, Computers

CA/CRL—Custodian Authorization/Custodian Receipt Listing

CAF—Combat Air Forces
CAP—Crisis Action Planning
CAT—Crisis Action Team
CCC—Chapel Control Center
CEM—Contingency Exercise, Mobility
CESSE—Communications-Electronics Staff Support Element
CFETP—Career Field Education and Training Plan
CHPMSK—Contingency High Priority Mission Support Kits
CIC—Combat Intelligence Center
CJCS—Chairman, Joint Chiefs of Staff
COA—Course of Action
COB—Collocated Operating Base
COC—Chaplain Orientation Course
COCOM—Combatant Command
COMAFFOR—Commander of Air Force Forces
COMPES—Contingency Operation/Mobility Planning and Execution
CONOPS—Concept of Operations
CONPLAN—Concept Plan
CONUS—Continental United States
CPO—Consolidated Planning Order
CPX—Command Post Exercise
CRH—Casualty Receiving Hospital
CS—Chaplain Service
CSAF—Chief Staff of the Air Force
CSC—Combat Support Center
CSE—Combat Support Element
CSOI—Contingency Support Operating Instruction
CSRD—Chaplain Service Readiness Documents
CSRM—Chaplain Service Readiness Manual
CSS—Combat Service Support
CSTF—Combat Support Task Force
CWDE—Chemical Warfare Defense Equipment

CWDT—Chemical Warfare Defense Training
CWPC—Contingency Wartime Planning Course
DAFSC—Duty Air Force Specialty Code
DCAPES—Deliberate/Crisis Action Planning and Execution Segment
DIRLAUTH—Direct Liaison Authorized
DIRMOBFOR—Director of Mobility Forces
DLOC—Duty Location Code
DOC—Designed Operational Capability
DOD—Department of Defense
DPG—Defense Planning Guidance
DPT—Data Pattern Traffic
DPU—Deployment Processing Unit
DRI—Date Required In-Place
DRMD—Deployment Requirements Manning Document
DRU—Direct Reporting Unit
EAD—Earliest Arrival Date
EAF—Expeditionary Aerospace Force
ECS—Expeditionary Combat Support
ECS IPTECS—Integrated Process Team
EMEDS—Expeditionary Medical Support
EOR—Explosive Ordnance Reconnaissance
ESP—Emergency Special Project
ETL—Estimated TDY Length
ExpeRT—Expeditionary Readiness Training, (former Silver Flag Alpha)
FAC—Function Account Code
FAM—Functional Area Manager
FGOS—Flag and General Officer Seminar (on Joint Planning)
FOA—Field Operating Agency
FOIA—Freedom of Information Act
FOL—Forward Operating Location
FORSIZE—Force Sizing Exercise
FPCON—Force Protection Condition

FRAG—Fragmentation
FTX—Field Training Exercise
GATM—Global Air Traffic Management
GCCS—Global Command and Control System
GEOLOC—Geographic Location Code
GMFP—Global Military Force Policy
GRL—Global Reach Laydown
GSORTS—Global Status of Resources and Training System
GSU—Geographically Separated Units
HN—Host Nation
HNS—Host Nation Support
HQ—Headquarters
HUMRO—Humanitarian Relief Operations
IA—Individual Augmentation
IDO—Installation Deployment Officer
IMA—Individual Mobilization Augmentee
IPBS—Intelligence Preparation of the Battle Space
IPT—Integrated Process Team
ISR—Intelligence, Surveillance, and Reconnaissance
ITV—In-Transit Visibility
JCS—Joint Chiefs of Staff
JFACC—Joint Force Air Component Commander
JFC—Joint Force Commander
JOPES—Joint Operation Planning and Execution System
JP—Joint Publication
JPEC—Joint Planning and Execution Community
JOPC—Joint Operation Planning Course
JOC—Joint Operation Center
JOSC—Joint Operations Support Center
JULLS—Joint Universal Lessons Learned System
JFACC—Joint Forces Air Component Commander
JSPS—Joint Strategic Planning System

JSCP—Joint Strategic Capabilities Plan

JTF—Joint Task Force

KIA—Killed In Action

LAD—Latest Arrival Date

LB—Limited Base

LD/HD—Low Density/High Demand

LCCK—Lightweight Chaplain Combat Kit

LIC—Low Intensity Conflict

LIMFAC—Limiting Factor

LMW—Lead Mobility Wing

LOC—Lines of Communication

LOGDET—Logistics Detail

LOGFOR—Logistics Force Packaging System

LOGMOD-B—Logistics Module (B-Base Level)

LRC—Lesser Regional Contingency

LRP—Limited Reaction Package

MAF—Mobility Air Forces

MAJCOM—Major Command

MANFOR—Manpower Force Packaging

MANPER-B/I/H/M—Manpower and Personnel Module (B-Base Level, I-Intermediate Level, H-Headquarters USAF, M-MAJCOM Level)

MB—Main Base

MCC—Mobility Control Center

MDS—Manpower Data System

MEFPAK—Manpower and Equipment Force Packaging

METT-T—Mission, Enemy, Terrain, Troops and Support Available, Time Available

MIA—Missing In Action

MISCAP—Mission Capability Statement

MOG—Maximum (aircraft) on Ground

MOOTW—Military Operations Other Than War

MPF—Military Personnel Flight

MPRC—Manpower and Personnel Readiness Center

MSEL—Master Scenario Events Listing

MSN—Mission

MST—Mission Support Team

MTMC—Military Traffic Management Command

MTF—Medical Treatment Facility

MTW—Major Theater War

MURT—Medical Unit Readiness Training

NAF—Numbered Air Force

NBCC—Nuclear, Biological, Chemical and Conventional

NCA—National Command Authority

NCOIC—Non-commissioned Officer in Charge

NDMS—National Disaster Medical System

NGB—National Guard Bureau

NHB—Outside of WMP-3 Part 2 UTC construct

NIPRNET—Unclassified but Sensitive Internet Protocol Router Network

NEO—Noncombatant Evacuation Operation (Order)

NMW—Non-MTW (for steady state only)

NOFORN—Not Releasable to Foreign Nationals

NSC—National Security Council

NSN—Nation Stock Number

OPCON—Operational Control

OPLAN—Operation Plan

OPORD—Operation Order

OPSEC—Operations Security

OPTEMPO—Operations Tempo

ORI—Operational Readiness Inspection

PAA—Primary Aircraft Authorization

PACAF—Pacific Air Forces

PAS—Personnel Accounting Symbol

PAX—Passengers

PDS—Personnel Data System

PERSCO—Personnel Support for Contingency Operations

PID—Plan Identification

PIM—Pre-trained Individual Manpower
POC—Point of Contact
POW—Prisoner of War
PRC—Personnel Readiness Center
PSRC—Presidential Select ReCall
PTPERSCO—Team
QDR—Quadrennial Defense Review
QRP—Quick Reaction Package
RC—Reserve Component
RCR—Requirements Change Request
RDD—Required Delivery Date
READY—Resource Augmentation Duty
RecNum—Record Number
RMIS—Risk Management Information System
RST—Religious Support Team
RWG—Readiness Working Group
ROE—Rules of Engagement
SAF—Secretary of the Air Force
SAR—Search and Rescue
SARAH—Standard Automated Remote to Autodin Host
SB—Standby Base
SCI—Sensitive Compartmental Information
SECDEF—Secretary of Defense
SEI—Special Experience Identifier
SFG—Security Forces Group
SIPRNET—SECRET Internet Protocol Router Network
SIPT—Scheduling Integrated Process Team
SITREP—Situation Report
SOF—Special Operations Forces
SORTS—Status of Resources and Training System
SPRAM—Special Purpose Recoverable Authorized Maintenance
SRR—Search, Recovery and Reconstitution

SSC—Small Scale Contingency
STO—Space Tasking Order
STU-III—Secure Telephone Unit
TA—Table of Allowance
TACC—Tanker Airlift Control Center
TACON—Tactical Control
TALCE—Tanker Airlift Control Element
TFA—Total Force Assessment
TPFDD—Time-Phased Force and Deployment Data
TPFDL—Time-Phased Force and Deployment List
TQRI—Training Requirement Identifier
TUCHA—Type Unit Characteristics File
UCMJ—Uniformed Code of Military Justice
UHF—Ultra High Frequency
UIC—Unit Identification Code
ULN—Unit Line Number
USAF—United States Air Force
USAFE—United States Air Forces in Europe
USCENTCOM—United States Central Command
USJFCOM—United States Joint Forces Command
USSPACECOM—United States Space Command
USTRANSCOM—US Transportation Command
UMM—Unit Mobility Manager
UMT—Unit Mobility Tasking
USAFR—United States Air Force Reserve
UTC—Unit Type Code
WAA—Wartime Aircraft Activity
WIA—Wounded In Action
WINW—WMCCS Inter-Computer Network
WMP—War and Mobilization Plan
WRM—War – Reserve Materiel
WRSK—War Readiness Spares Kit

Refer to JP 1-02, *DoD Dictionary of Military and Associated Terms*, and AFDD 1-2, *Air Force Glossary*, for a complete listing of abbreviations and acronyms and definitions of terms.

Terms

Advanced Echelon (ADVON)—A team of airlift control element members deployed in advance of the main airlift control element to coordinate requirements at the arrival airfield. The ADVON deploy equipment to establish communications with command and control agencies and to establish the airlift operations center before the main airlift control element arrives (reference AFI 10-401).

Aeromedical Evacuation—The movement of patients under medical supervision to and between medical treatment facilities by air transportation (JP 1-02).

Aerial Port of Debarkation (APOD)—A station which serves as an authorized port to process and clear aircraft (scheduled, tactical, and ferried) and traffic for entrance to the country in which it is located. For AEFs, this will usually be the forward operating location (FOL).

Aerial Port of Embarkation (APOE)—A station which serves as an authorized port to process and clear aircraft (scheduled, tactical, and ferried) and traffic for departure from the country in which it is located.

Aerospace Expeditionary Force (AEF)—An AEF is a composite organization of aerospace capabilities from which a tailored AETF, composed of AEWs, AEGs, and AESs, is created to provide forces to meet theater Combatant Commanders' requirements. An AEF is not a discrete war-fighting unit.

Aerospace Expeditionary Force Center (AEFC)—Is a cross-functional, centralized management team designed to facilitate EAF operations that include AEF force package preparation for contingency steady state rotations and on-call AEW operational requirements, and integrating trained aerospace forces to meet theater Combatant Commanders' requirements across the full spectrum of operations. The AEFC facilitates AEF/AEW management and administrative tasks to include: AEF/AEW preparation for a given tasking and location; providing AEF/AEW continuity; assisting the sourcing of forces (UTCs/individuals) for AF component requirements using MAJCOM-approved schedules; developing unit preparation and training templates; guiding all aspects of AEF/AEW planning, to include facilitating TPFDD refinement and DRMD preparation; and monitoring AEF/AEW readiness. The AEFC provides continuity during crisis action planning, escalation to surge or full-scale MTW operations, and the return to steady-state operational levels. This includes responsibility for working with the AF Operations Group during crisis action planning, and with HQ USAF/XO for force reconstitution planning.

Aerospace Expeditionary Group (AEG)—An AEG is an independent group assigned or attached to an AETF or an in-place NAF by MAJCOM G-series orders. Normally, the AETF or in-place NAF commander also exercises OPCON of AEGs. An AEG is composed of the group command element and one or more squadrons. The AEG, depending on the size and structure of the AEF, is the lowest command echelon of AEFs that may report directly to a COMAFFOR.

AEF Reporting Tool (ARTS)—Unit commander assessments reported in ART present the status of each UTC in the AEF library, and provide higher levels of command the necessary information to make force and resource allocation decisions to effectively support theater commanders. Within the AEF construct, the UTC assessments are used to determine the most effective force tasking. Effective management of Air Force resources requires accurate information at all levels. For these reasons integrity in reporting an accurate status is paramount. ART is not a report card, but a method of identifying a UTCs ability to perform its MISCAP and identify shortages of resources; therefore, commanders must "tell it like it is." ART is a web-based, non-intrusive, html-environment tool with associated databases to support

collection, collation, and report generation of unit and aggregate UTC readiness data. It resides on the SIPRNET (<http://aefcenter.langley.af.smil.mil>) for secure access. Units that are allocated UTC taskings under AEF, view and report their status against these taskings directly on the ART website. See Reporting Status of Aerospace Expeditionary Forces (AFI 10-244).

Aerospace Expeditionary Task Force (AETF)—Is a tailored, task-organized aerospace force presented to a joint force commander (JFC) consisting of a deployed NAF headquarters, or command echelon subordinate to a NAF headquarters, and assigned and attached operating forces (command element plus operating forces). An AETF can be sized according to the level and nature of the conflict and the size of the aerospace component required. The AETF is commanded by the designated Commander, Air Force Forces (COMAFFOR) and is activated by MAJCOM G Series orders.

Aerospace Expeditionary Wing (AEW)—Is a wing or a wing slice assigned or attached to an AETF or an in-place NAF by MAJCOM G-series orders. Normally, the AETF or in-place NAF commander also exercises OPCON of AEWs. An AEW is composed of the wing command element and groups. The AEW commander reports to a COMAFFOR.

Agile Combat Support (ACS)—Underpins Global Engagement and provides the foundation for the other Air Force Core Competencies. It includes the processes with which the Air Force creates, sustains, and protects all aerospace capabilities to accomplish mission objectives across the spectrum of military operations. ACS supports the capabilities that distinguish aerospace power; speed, flexibility, and global perspective.

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

Airlift—Operations to transport and deliver forces and materiel through the air in support of strategic, operational, or tactical objectives (AFDD 1-2).

Air Operations Center (AOC)—The principal air operations installation from which aircraft and air warning functions of combat air operations are directed, controlled, and executed. It is the senior agency of the Air Force Component Commander from which command and control of air operations are coordinated with other components and Services (JP 1-02).

Air Reserve Component (ARC)—Is composed of units and individuals of the Air National Guard of the United States (ANG) and the United States Air Force Reserve (AFRC) (AFI 10-402).

Air Refueling—The capability to refuel aircraft in flight, which extends presence, increases range, and allows air forces to bypass areas of potential trouble (AFDD 1-2).

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

Allocation—The resources furnished to the commander of a unified command by the NCA with the advice from the Chairman, Joint Chiefs of Staff, in consultation with other members of the Joint Chiefs of Staff, for execution planning or actual execution (JP 5-03.1).

Apportion (Planning)—The resources made available to the commander of a unified command for deliberate planning. Apportioned resources are used in the development of operation plans and may be more or less than those allocated for execution planning or actual execution (JP 5-03.1).

Assigned Forces—Forces under the combatant command or operational control of a commander (JP 1-02).

Attached—The condition of being present for duty at a unit other than the one to which permanently assigned as a result of valid military orders (AFM 30-130, Vol. II).

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

Available-to-Load Date (ALD)—A date specified for each unit in a TPFDD indicating when that unit will be ready to move from the port of embarkation (JP 5-03.2).

Bare Base/Warm Base—A base having a runway, taxiway(s), and parking area(s) which are adequate for the deployed force and possessing an adequate source of water that can be made potable (AFI 38-205).

Base Level Assessment (BLA)—The process of determining wartime base support requirements after deployments and receptions have taken place (AFI 38-205).

Base Support Plan (BSP)—The installation-level planning accomplished to support unified command wartime operations plans, as well as MAJCOM supporting plans. It cuts across all functional support areas in a consolidated view of installation missions, requirements, capabilities and limitations to plan for actions and resources supporting war or contingency operations, including deployment, post-deployment, and employment activities (AFMAN 10-403).

Bed-down—Location to which a unit or force employs.

C-Day—The unnamed day on which a deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements utilizing any or all types of transport.

C-Level—Category level for overall unit and each of the four measured resource areas within SORTS.

Chairman's Guidance (CG)—A CJCS document providing guidance to the Joint Staff and information to the CINCs, Services, and Secretary of Defense regarding the framework for building the National Military Strategy Document (NMSD). Serves as a bridge between initial assessments and conclusions reached by the JCS during the Joint Strategy Review and the process that builds the NMSD.

Chaplain Service Readiness Documents (CSRD)—The compendium of Instructions, Publications, and Documents which governs the functioning of the Air Force Chaplain Service in any environment. This includes Higher Headquarters Directives, AF directives related to readiness, and all AF 52 series documents (see References).

Combatant Commander's Required Date (CRD)—The original date specified by the Combatant Commander for arrival of forces or cargo at the destination; shown in the TPFDD to access the impact of later arrival (JP 5-03.1).

Collocated Operating Base (COB)—An allied base designated for joint or unilateral use by US wartime tactical augmentation forces or for the wartime relocation of in-place US forces. US use of such a base for contingencies or exercises is desirable. War Reserve Materiel (WRM) may be for use by these forces. A COB may be a Main, Standby, or Limited Base (WMP-1, Vol. 1).

Combat Service Support Elements—Those elements whose primary mission is to provide service support to combat forces and which are a part, or prepared to become a part, of a theater command or task force formed for combat operations (JP 1-02).

Combat Unit—A military organization that is expected to be offensively employed to fire weapons, conduct reconnaissance, or engage in other operational activity directly related to combat and is likely to receive hostile fire (AFMAN 10-401).

Combatant Commander—A commander of one of the unified combatant commands established by the President (JP 1-02).

Combined Command—A force, under a single commander, that consists of sizable assigned or attached elements of two or more allied nations.

Command and Control (C2)—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission (JP 1-02).

Component Command—The component commander and all those individuals, units, detachments, organizations, or installations under his command that have been assigned to the unified command (JP 0-2).

Concept of Operations (CONOPS)—Frequently referred to as Commander's Concept: A verbal or graphic statement, in broad outline, of a commander's assumptions or intent in regard to an operation or series of operations. The concept is designed to give an overall picture of the operation (JP 1-02).

Concept Plan (CONPLAN)—An operation plan in an abbreviated format that would require considerable expansion or alteration to convert it into an OPLAN or OPORD. A CONPLAN contains the Combatant Commander's Strategic Concept and those annexes and appendices deemed necessary by the Combatant Commander to complete planning. Generally, detailed support requirements are not calculated and TPFDD files are not prepared (JP 5-03.1).

Concept Summary (CONSUM)—A concept of operations in JOPES VOL II (plan summary) format which addresses JSCP or other CJCS planning taskings in CONPLAN or OPLAN. It is primarily used in the JSCP to address consequences, requirements, constraints, and shortfalls of executing the second of two Major Theater Wars (MTWs) (JSCP CY 93-95).

Contingency or Contingency Operations—Operations with limited objectives less than general or limited war (AFMAN 10-401).

Contingency Operation/Mobility Planning and Execution System (COMPES)—The Air Force standard automated data processing subsystem of the Joint Operation Planning and Execution System (JOPES), which is used by operations, logistics, manpower and personnel planners at all levels to develop and maintain force packages and task requirements for operation plan Time-Phased Force and Deployment Data (TPFDD) (AFMAN 10-401).

Core UTC Package (CUP)—Represents a linking of UTCs to meet a larger capability. Two types of CUPs include Aviation and Support. Aviation CUPs systematically bring together all required resources needed to sustain operations of a particular MDS at a standard location. Support CUPs represent

capabilities ranging from humanitarian missions to combat support requirements at generic location. Utilization of CUPs can facilitate the rapid development of a TPFDD.

Counterair—USAF term for air operations conducted to attain and maintain a desired degree of air superiority by the destruction or neutralization of enemy forces. Both air offensive and air defensive actions are involved. The former range throughout enemy territory and are generally conducted at the initiative of the friendly forces. The latter are conducted near or over friendly territory and are generally reactive to the initiative of the enemy air forces (JP 1-02). Counterair integrates and exploits the mutually beneficial effects of offensive and defensive operations by fixed- and rotary-wing aircraft, surface-to-air and air-to-air missiles, antiaircraft guns, artillery, and electronic warfare to destroy or neutralize enemy aircraft and missile forces both before and after launch (AFDD 1-2).

Counterinformation—Counter information seeks to establish a desired degree of control in information functions that permits friendly forces to operate at a given time or place without prohibitive interference by the opposing force (AFDD 1-2).

Counterland—Operations conducted to attain and maintain a desired degree of superiority over surface operations by the destruction, disrupting, delaying, diverting, or other neutralization of enemy forces. The main objectives of Counterland operations are to dominate the surface environment and prevent the opponent from doing the same (AFDD 1-2).

Countersea—Operations conducted to attain and maintain a desired degree of superiority over maritime operations by the destruction, disrupting, delaying, diverting, or other neutralization of enemy naval forces. The main objectives of countersea operations are to dominate the maritime environment and prevent the opponent from doing the same (AFDD 1-2).

Counterspace—Those offensive and defensive operations conducted by air, land, sea, space, special operations, and information forces with the objective of gaining and maintaining control of activities conducted in or through the space environment (AFDD 1-2).

Crisis—A crisis is an incident or situation involving a threat to the United States, its territories, citizens, military forces, and possessions or vital interests that develops rapidly and creates a condition of such importance that commitment of US military forces and resources is contemplated to achieve national objectives.

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

D-Day—The unnamed day on which a particular operation (i.e., land assault, air strike, naval bombardment, parachute assault, or amphibious assault) commences or is to commence.

Deliberate Planning—The JOPES process involving the development of joint OPlans for contingencies identified in joint strategic planning documents. Conducted principally in peacetime, deliberate planning is accomplished in prescribed cycles and in accordance with the formally established Joint Strategic Planning System (JP 5-03.1).

Deployment Requirements and Manning Document (DRMD)—A product reflecting the manpower requirements and unit tasking for a contingency or exercise deployment.

Designed Operational Capability (DOC)—A summary of a unit's mission and resources for which it has been organized, designed, and equipped.

Direct Liaison Authorized (DIRLAUTH)—That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Direct liaison authorized is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting direct liaison authorized informed. Direct liaison authorized is a coordination relationship, not an authority through which command may be exercised (JP 1-02).

Earliest Arrival Date (EAD)—A day, relative to C-Day, that is specified by a planner as the earliest date when a unit, a re-supply shipment, or replacement personnel can be accepted at a port of debarkation during a deployment. Used with the latest arrival date (LAD), it defines a delivery window for transportation planning (JP 5-03.3).

Employment—The tactical use of aircraft or forces in a desired area of operation. The actual use of forces within a combat zone or an objective area. Forces may be either deployed already in-place, or both (JP 1).

Employment Requirements Document (ERD)—A product providing total manpower requirements to be employed at a TDY location.

Execute Order (EXORD)—An order issued by the Chairman, Joint Chiefs of Staff, by the authority and at the direction of the Secretary of Defense, to implement an NCA decision to initiate military operations (JP 5-03.1).

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

Expeditionary Combat Support (ECS)—A tailored ACS capability deployed to expeditionary sites to provide for AEFs employed in global engagement operations. This capability is produced by rapidly deployable, tailored forces executing ACS processes to bed-down, employ, maintain, protect, and re-deploy tactical components of aerospace power and production.

F-Hour—The effective time of announcement by the Secretary of Defense to the military department of a decision to mobilize Reserve units.

Feasible Arrival Date (FAD)—In a JOPES Joint Flow Analysis System for Transportation (JFAST), the earliest computer-forecast date after the designated earliest arrival date (EAD) that each movement requirement would be unloaded at the port of debarkation (POD). When the FAD is later than the latest arrival date (LAD), a transportation shortfall exists (JP 5-03.3).

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

Force Identification—Assignment or reassignment of a Force Requirement Number (FRN) to each unit level entry in the TPFDD to distinguish units with identical UTCs. This assignment is completed by a specific module of the FRG.

Force Module—A gouging of combat, combat support, and combat service support forces, with their accompanying supplies and the required non-unit resupply and personnel necessary to sustain forces for a

minimum of 30 days. The element of force modules are linked together or are uniquely identified so that they may be extracted from or adjusted as an entity in the Joint Operations Planning and Execution System data base to enhance flexibility and usefulness of the operation plan during a crisis.

Force Module Package—A force module with a specific functional orientation (e.g. air superiority, close air support, reconnaissance, ground defense) that includes combat, associated combat support, and combat service support forces. Additionally, force module packages will contain sustainment in accordance with logistic policy contained in Joint Strategic Capabilities Plan Annex B.

Force Package—A predefined, standardized grouping of manpower and/or equipment to provide a specific wartime capability, commonly called a UTC.

Force Package A—Force Package is the basic unit designator of a unit type code (UTC) and is used as a planning tool to tailor an AEF.

Force Requirement Generator (FRG)—The JOPES ADP application program that is used by the planner to build a time-phased force list. It is used during the Force Planning step of the Plan Development Phase of deliberate planning. A planner can add, delete, or modify force data using different modules of the FRG. The force and deployment information from the FRG begins the development of the TPFDD. The FRG also produces summary reports for analysis (JP 5-02.3).

Force Shortfall—A deficiency in the number or type of units available for planning within the time required for the performance of an assigned task (AFMAN 10-401).

Force Sourcing—The identification of the actual units, their origins, ports of embarkation and movement characteristics to satisfy the time-phased force requirements of a supported commander (JP 1-02).

Force Tailoring—The process of altering or tailoring the UTC packages that are described in the TUCHA to meet specific requirements.

Force Sizing Exercise (FORSIZE)—The Air Force method of determining total wartime support force requirements (AFI 38-205).

Full Mobilization—Expansion of the active armed forces resulting from action by Congress and the President to mobilize all reserve component units, individual reservists, retired military personnel, and the resources needed for their support to meet the total requirements of a war or other national emergency involving an external threat to the national security (JP 1-02).

Global Military Force Policy (GMFP)—CJCS policy that determines Air Force ability to provide full distribution of Command and Control (C2), Intelligence Surveillance and Reconnaissance (ISR), and Combat Search and Rescue (CSAR) assets.

Global Reach Laydown (GRL)—Refers to the assets of a robust global air mobility support system and strategy for ensuring effective employment. The backbone of GRL is the en route system, a worldwide network of personnel, material, equipment, and facilities providing command and control, logistics, maintenance, and aerial port services to air mobility forces. The system is flexible, capable of expanding or contracting according to operational requirements in peacetime, contingency, or war. It may expand to new locations to provide services, or increase the level of support at existing locations. Global Reach Laydown permits continuous global command and control of air mobility forces regardless of their location, providing commanders real-time information regarding the status of missions and assets, as well as the location and disposition of transported personnel and materiel cargo -- in-transit visibility (ITV).

H-Hour—The specific time at which an operation or exercise commences or is due to commence.

Harvest BARE—An air transportable package of hard wall shelters and equipment designed to support Air Force operations and personnel in bare base situations.

Harvest EAGLE—An air transportable package of housekeeping equipment, spare parts, and supplies required to support Air Force general-purpose forces and personnel under bare base conditions. Each kit is designed to provide soft-wall housekeeping support for 1100 personnel.

Harvest FALCON—An air transportable package of hard-wall shelters, soft-wall tents, and equipment required for base and personnel housekeeping sets and aircraft support sets in bare base conditions.

Home-Base Sustainment—Ministry provided at bases for military members, family members and civilians. Not to be confused with deployed locations.

Humanitarian Assistance (HA)—Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Humanitarian assistance provided by US forces is limited in scope and duration. The assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing humanitarian assistance (JP 1-02).

Individual Mobilization Augmentee (IMA)—An Air Force Ready Reservist assigned to a specific position within the active force, which would be assumed upon mobilization (AFI 36-2629).

Individual Ready Reserve (IRR)—Members of the Ready Reserve who are not assigned to the Selected Reserve and are not on active duty (AFI 10-402).

Initial Combat Capability (ICC)—The point in time during the deployment when enough resources are available to maintain AEF operations employment for 7 days.

Intelligence—The product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas and the information and knowledge about an adversary obtained through observation, investigation, analysis, or understanding (JP 1-02).

In-place Force—An assigned force that conducts its wartime mission from its peacetime location.

In-Transit Visibility (ITV)—The ability to track the identity, status, and location of DOD unit and non-unit cargo (excluding bulk petroleum, oils, and lubricants); medical patients; and personal property from origin to consignee or destination established by the Combatant Commander, the services, or DOD agencies during peace, contingencies, and war (USTRANSCOM Handbook 24-2).

Installation Deployment Officer (IDO)—The individual acting for the installation commander in the overall direction and control of deployments from a base.

Joint Flow and Analysis System for Transportation (JFAST)—Determines the transportation feasibility of a course of action or OPlan; provides daily lift assets needed to move forces and re-supply; advises logistics planners of channel and port inefficiencies; and interprets shortfalls from various flow possibilities.

Joint Force Air Component Commander (JFACC)—The joint force air component commander derives authority from the joint force commander who has the authority to exercise operational control, assign missions, direct coordination among subordinate commanders, and redirect and organize forces to ensure unity of effort in the accomplishment of the overall mission. The joint force commander will

normally designate a joint force air component commander. The joint force air component commander's responsibilities will be assigned by the joint force commander (normally these would include, but not be limited to, planning, coordination, allocation, and tasking based on the joint force commander's apportionment decision). Using the joint force commander's guidance and authority, and in coordination with other Service component commanders and other assigned or supporting commanders, the joint force air component commander will recommend to the joint force commander apportionment of air sorties to various missions or geographic areas (JP 1-02).

Joint Force Commander (JFC)—A general term applied to a combatant commander, sub-unified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force (JP 1-02).

Joint Operations Planning and Execution System (JOPES)—A continuously evolving system that is being developed through the integration and enhancement of earlier planning and execution systems: Joint Operation Planning System and Joint Deployment System. It provides the foundation for conventional command and control by national- and theater- commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. Joint Operation Planning and Execution System (JOPES) includes joint operation planning policies, procedures, and reporting structures by communications and automated data processing systems. JOPES is used to monitor, plan, and execute mobilization, deployment employment, and sustainment activities associated with joint operations (JP 1-02).

Joint Planning Document (JPD)—A document that provides concise programming priorities, requirements, or advice to the Secretary of Defense for considerations during the preparation of the Defense Planning Guidance (DPG).

Joint Strategic Capabilities Plan (JSCP)—Contains the strategic concept to support the national security objective and military objectives and gives guidance to the Combatant Commander and the Chiefs of the Services for accomplishing military tasks, based on projected military capabilities and conditions during the short-range period. It apportions forces and lift assets available for planning (AFMAN 10-401).

Joint Task Force (JTF)—A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a sub-unified commander, or an existing joint task force commander (JP 1-02).

Joint Universal Lessons Learned System (JULLS)—A lesson learned is defined as a technique, procedure or work-around that allowed a task to be completed despite an identified shortcoming or deficiency. If an observation is not a lesson learned but identifies a problem or deficiency without a solution, it should be reported as a lesson learned (see AFI 10-204). There are two web sites <http://www.knowledge.langlev.af.mil> and knowledge.langlev.af.smil.mil.

L-Hour—The specific hour on C-Day at which a deployment operation commences or is to commence.

Latest Arrival Date (LAD)—A day, relative to C-Day, that is specified by a planner as the latest date when a unit, a re-supply shipment, or replacement personnel can arrive at the port of debarkation and support the concept of operations. Used with the earliest arrival date (EAD), it defines a delivery window for transportation planning (JP 5-02.3).

Lead Unit—MAJCOM will designate a lead unit when the forces placed on call come from more than one location. The Lead Unit works closely with the parent MAJCOM, which directs the planning and

coordination efforts of designated AEF units to determine operational, logistics, and support requirements to meet mission objectives.

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

Limiting Factor (LIMFAC)—A factor or condition that, either temporarily or permanently, impedes mission accomplishment. Illustrative examples are transportation network deficiencies, lack of in-place facilities, pre-positioned forces or materiel, extreme climatic conditions, distance, transit or over-flight rights, political conditions, etc., (JP 1-02).

Low Density/High Demand (LD/HD)—Limited assets/forces with unique mission capabilities stressed by continual high OPTEMPO because of Combatant Commander requirements. Often referred to as forces assigned to the GMFP.

M-Day—The term used to designate the day on which mobilization commences or is due to commence.

Main Base (MB)—A base on which all essential buildings and facilities are erected. Total organizational and intermediate maintenance capability exists for assigned weapon systems. The intermediate maintenance capability may be expanded to support specific weapon systems deployed to the MB (AFM 11-1, Vol. I).

Manpower Force (MANFOR) Packaging—A system of the manpower and equipment force packaging (MEFPAK) system. Defines the manpower characteristics of standard Air Force UTC (AFMAN 10-401).

Manpower and Equipment Force Packaging (MEFPAK) System—A data system designed to support contingency and general war planning with predefined and standardized manpower and equipment force packages. MEFPAK, which operates in the command and control environment, is composed of two subsystems: the manpower force (MANFOR) packaging system and the logistics force (LOGFOR) packaging system (AFMAN 10-401).

Maximum (aircraft) on the Ground (MOG)—The maximum number of aircraft that can be accommodated at one time at a specific location due to limitations of ramp space, servicing capabilities, cargo handling, or other considerations.

Mini-record (TIC 40E)—The TDY mini-record is a small (approximately 200 characters) individual data record used for tracking and managing TDY individuals for manning assistance, exercise, rotational, and contingency purposes. Data in the record is updated as changes and corrections occur. The mini-record is generated by the MANPER-B system when an individual departs or is projected to depart for a TDY (AFM 30-3, Vol. I).

Mission Capability (MISCAP)—A short paragraph that describes the capability a specific unit type code is expected to have at execution. The statement usually contains pertinent information such as type base to be deployed to, functions included, and other augmentation requirements necessary to conduct specific missions (AFM 11-1, Vol. I).

Mission Support Teams (MST)S—smaller TALCE-like organizations that are generally capable of the same support TALCE provide, only on a much smaller scale. They are generally led by a non-commissioned officer, and provide a level of C2, aerial port, and maintenance services capable of supporting MOG of one aircraft.

Mobilization—The act of assembling and organizing national resources to support national objectives in time of war or other emergencies (JP 1-02).

N-Day—In deliberate planning, N-Day signifies a negative C-Day or the number of days preceding C-Day. In execution or time-sensitive planning, N-Day signifies the day a unit is notified for deployment or redeployment.

National Military Strategy Document (NMSD)—Provides the advice of the Chairman, Joint Chiefs of Staff, in consultation with other members of the JCS and the Combatant Commanders, to the President, Secretary of Defense, and National Security Council as to the recommended national military strategy and fiscally constrained force structure required to attain the national security objectives. The NMS, along with the JPD, is designed to assist the Secretary of Defense in the preparation of the DPG, and to guide development of the JSCP.

National Objectives—The aims, derived from national goals and interests, toward which a national policy or strategy is directed and efforts and resources of the nation are applied (JP 1-02).

National Policy—A broad course of action or statements of guidance adopted by the government at the national level in pursuit of national objectives (JP 1-02).

National Security—A collective term encompassing both national defense and foreign relations of the United States. Specifically, the condition provided by a military or defense advantage over any foreign nation or group of nations, or a favorable foreign relations position, or a defense posture capable of successfully resisting hostile or destructive action from within or without, overt or covert (JP 1-02).

National Security Strategy (NSS)—The art and science of developing, applying, and coordinating the instruments of national power (diplomatic, economic, military, and informational) to achieve objectives that contribute to national security. Also called national strategy or grand strategy (JP 1-02).

Navigation and Positioning—Operations that provide accurate location and time of reference in support of strategic, operational, and tactical missions (AFDD 1-2).

Noncombatant Evacuation Operation (NEO)—Operations directed by the Department of State, the Department of Defense, or other appropriate authority whereby noncombatants are evacuated from areas of danger overseas to safe havens or to the United States (WMP-I).

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

Operation Order (OpOrd)—A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation (JP 1-02).

Operation Plan (OPlan)—Any plan, except for the Single Integrated Operation Plan, for the conduct of military operations. Plans are prepared by combatant commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff, and by commanders of subordinate commands in response to requirements tasked by the establishing unified commander. Operation plans are prepared in either a complete format (OPLAN) or as a concept plan (CONPLAN). The CONPLAN can be published with or

without a time-phased force deployment data (TPFDD) file. **a. OPLAN** -- An operation plan for the conduct of joint operations that can be used as a basis for development of an operation order (OPORD). An OPLAN identifies the forces and supplies required to execute the CINC's Strategic Concept and movement schedule of these resources to the theater of operations. The forces and supplies are identified in TPFDD files. OPlans will include all phases of the tasked operation. The plan is prepared with the appropriate annexes, appendixes, and TPFDD files as described in the Joint Operation Planning and Execution System manuals containing planning policies, procedures, and formats. **b. CONPLAN** -- An operation plan in an abbreviated format that would require considerable expansion or alteration to convert it into an OPLAN or OPORD. A CONPLAN contains the Combatant Commander's Strategic Concept and those annexes and appendixes deemed necessary by the combatant commander to complete planning. Generally, detailed support requirements are not calculated and TPFDD files are not prepared. **c. CONPLAN with TPFDD** -- A CONPLAN with TPFDD is the same as a CONPLAN except that it requires more detailed planning for phased deployment of forces (JP 1-02).

Operations Tempo (OPSTEMPO)—A readiness term referring to the number of hours personnel are working in support of military operations.

Partial Mobilization (PM)—Expansion of the active Armed Forces resulting from action by Congress (up to full mobilization) or by the President (not more than 1,000,000 for not more than 24 consecutive months) to mobilize Ready Reserve Component units, individual reservists, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security (JP 1-02).

Peace-making—The process of using mediation, conciliation, arbitration, or diplomatic initiatives to peacefully resolve a conflict.

Peacekeeping—Military operations undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (cease fire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement (JP 1-02).

Peace-Enforcement—Application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order (JP 1-02).

Peace-Building—Post-conflict actions, predominately diplomatic and economic, that strengthen and rebuild governmental infrastructure and institutions in order to avoid a relapse into conflict (JP 1-02).

Personnel Reclama—When a wing/tasked unit/installation cannot meet an individual augmentee tasking, they will request relief by submitting a personnel reclama through the local manpower and military personnel flight to their parent MAJCOM personnel readiness office.

Personnel Tempo (PERSTEMPO)—A readiness term referring to length of time personnel are TDY from their home base in support of military operations.

Pilot Unit—A unit tasked to develop the standard manpower and/or logistics (MFEL and LOGDET) portion of a UTC package for use by all units (non-pilot) with the same functional tasking or the same weapon system (AFMAN 10-401).

Port of Debarkation (POD)—The geographic point at which cargo or personnel are discharged. May be a seaport or aerial port of debarkation. For unit requirements, it may or may not coincide with the destination (JP 1-02).

Port of Embarkation (POE)—The geographic point in a routing scheme from which cargo or personnel depart. May be a seaport or aerial port from which personnel and equipment flow to port of debarkation. For unit and non-unit requirements, it may or may not coincide with the origin (JP 1-02).

Port of Support—The geographic point (port or airport) in an objective area that may be used as a distribution point for non-unit-related supplies and replacement personnel. The port of support is the terminal point in the routing scheme for strategic deployment (JP 5-02.3).

Pre-position—To place military units, equipment, or supplies at or near the point of planned use, or at a designated location in order to reduce reaction time, and to ensure timely support of a specific force during initial phases of an operation (JP 1-02).

Pre-positioned War Reserve Materiel (WRM)—That portion of the WRM which are dedicated by approved plans to be positioned before hostilities, to ensure timely support of a specific project or designated force during the initial phase of a war or contingency, pending re-supply (AFI 25-101).

Pre-Positioning—Pre-positioning refers to movements that take place prior to receipt of a CJCS Warning/Alert Order. Pre-positioning normally refers to equipment and supplies. Exception: The HQ AMC TACC commander may (pre) position air refueling forces (aircraft and crews) in anticipation of a Warning/Alert Order. Depending on the nature of the contingency, this will facilitate the timely movement of other positioning/deploying forces.

Positioning—Positioning refers to movements that take place after receipt of a Warning/Alert Order, but prior to the Execute Order. Positioning normally refers to aircraft, aircrews, and MST.

Q-Hour—The hour mobility operations start in preparation for deployment.

R-Day—Redeployment day. The day on which redeployment of major combat (CS and CSS) forces begins in an operation.

Rainbowed Equipment—Non-pre-positioned equipment that is sourced from multiple units, left in place, and utilized by multiple units over time to enable the best support of vulnerable AEFs while minimizing home station impact on supporting units.

Reachback—The process of obtaining products, services, and applications or forces, equipment, or materiel from Air Force organizations that are not forward deployed (AFDD 2, AFDD 1-2). This capability allows commanders to obtain or coordinate support from units not physically located with the forward force. By leveraging advances in communications technology, reachback capabilities make it possible to utilize CONUS and/or rear-based assets and organizations to perform various functions in support of AEF operations. Effective use of reachback will reduce the number of personnel and amount of equipment which deploys to the AOR, reduce airlift and support requirements, and will positively impact a commander's ability to protect the deployed force. Reachback is predicated on global communications, rapid global mobility, and time-definite resupply capabilities.

Reach-between—Reach-between, or enroute communication, provides services and capabilities to ensure continuous command and control and information support for deploying forces. For deploying forces, enroute communication starts upon departure from garrison field, and continues until arrival in the AOR or at the FOL. For power projection and supporting missions, enroute communication starts upon departure from garrison or FOL, and continues until return to the respective recovery base. The goal of enroute communication is to provide timely information updates for improved situational awareness and command and control from deployment to employment.

Reconnaissance—A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or potential enemy, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area (JP 1-02).

Ready Reserve—The Selected Reserve, Individual Ready Reserve, and Inactive National Guard liable for active duty as prescribed by law (US Code, title 10 (DOD), sections 10142, 12301, and 12302) (JP 1-02).

Ready to Load Date (RLD)—The date when a unit will be ready to move from its origin (AFMAN 10-401).

Redeployment—The transfer of a unit, an individual, or supplies deployed in one area to another area, or to another location within the area, or to the zone of interior for the purpose of further employment (JP 1-02).

Religious Support Team (RST)—A team that is composed of a chaplain and an Army Chaplain Assistant or Navy Religious Program Specialist or Marine Corps Chaplain Assistant or Air Force Chaplain Assistant and/or Coast Guard assigned personnel. The team works together in designing, implementing, and executing the command religious program (JP 1-05).

Required Delivery Date (RDD)—A date, relative to C-day, when a unit must arrive at its destination and complete off-loading to properly support the concept of operations (JP 1-02).

Reserve Components—Reserve components of the Armed Forces of the United States are: the Army National Guard of the United States, the Army Reserve, the Naval Reserve, the Marine Corps Reserve, Air National Guard of the United States, the Air Force Reserve, and the Coast Guard Reserve (JP 1-02).

Safe Haven—Designated area(s) to which noncombatants under the United States Government's responsibility, commercial vehicles, and materiel may be evacuated during a domestic or other valid emergency (JP 1-02).

Search and Rescue (SAR)—The use of aircraft, surface craft, submarines, specialized rescue teams, and equipment to search for and rescue personnel in distress on land or at sea.

Selective Mobilization—Expansion of the active Armed Forces resulting from action by Congress and/or the President to mobilize Reserve Component units, Individual Ready Reservists, and the resources needed for their support to meet the requirements of a domestic emergency that is not the result of an enemy attack (AFI 10-402).

Shortfall—The lack of forces, equipment, personnel, materiel, or capability identified as a plan requirement that would adversely affect a command's ability to accomplish its mission, and that is not immediately available to satisfy mission requirements (JP 5-03.1).

Short Ton (STON or S/T)—The unit of measure (2000 lbs) for equipment or supplies (AFMAN 10-401).

Sourcing—The identification of the actual units, their origins, and POE to satisfy the notional force requirements in the TPFDD.

Special Operations (SO)—Operations conducted by specially organized, trained, and equipped military and paramilitary forces to achieve military, political, economic, or informational objectives by unconventional military means in hostile, denied, or politically sensitive areas. These operations are conducted across the full range of military operations, independently or in coordination with operations of

conventional, non-special operations forces. Political military considerations frequently shape special operations, requiring clandestine, covert, or low visibility techniques and oversight at the national level. Special operations differ from conventional operations in degree of physical and political risk, operational techniques, mode of employment, independence from friendly support, and dependence on detailed operational intelligence and indigenous assets (JP 1-02).

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

Standby Reserve—Those units and members of the Reserve Components (other than those in the Ready Reserve or Retired Reserve) who are liable for active duty only, as provided in the US Code, title 10 (DOD), sections 10151, 12301, and 12306 (JP 1-02).

Strategic Attack—Military action carried out against an enemy's center(s) of gravity or other vital target sets, including command elements, war-production assets, and key supporting infrastructure in order to effect a level of destruction and disintegration of the enemy's military capacity to the point where the enemy no longer retains the ability or will to wage war or carry out aggressive activity (AFDD 1).

Support Forces—Non-flying forces such as those contained in the USAF WMP-3, Part 2, which normally operate in a combat area and must maintain a deployment capability.

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

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

Surveillance—The systematic observation of aerospace, surface or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. See also air surveillance, satellite, and missile and sea surveillance (JP 1-02).

Tactical Control (TACOM)—The detailed and usually local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned (JP 1-02).

Tanker Airlift Control Center (TACC)—The AMC direct reporting unit responsible for tasking and controlling operational missions for all activities involving forces supporting USTRANSCOM's global air mobility mission. The TACC is comprised of the following functions: current operations, command and control, logistics operations, aerial port operations, aeromedical evacuation, flight planning, diplomatic clearances, weather, and intelligence (JP 1-02). The TACC is AMC's single link between customers and operational units. The TACC plans all AEF inter-theater mobility missions through HQ AMC TACC/XOX and XOOK, and provides C2 within 24 hours of scheduled takeoff through HQ AMC TACC/XOC. (Following receipt of an AEF Warning or Alert Order, TACC becomes the sole point of contact for AEF deployment coordination.) See also Tanker Airlift Control Element.

Tanker Airlift Control Elements (TALCEs)—A mobile command and control organization deployed to support strategic and theater air mobility operations at fixed, enroute, and deployed locations where air

mobility operational support is nonexistent or insufficient. The TALCE provides on-site management of air mobility airfield operations including command and control, communications, aerial port services, maintenance, security, transportation, weather, intelligence, and other support functions as necessary. The TALCE is composed of mission support elements (MSEs) from various units and deploys in support of peacetime, contingency, and emergency relief operations on both planning and “no notice” basis. TALCEs are tailored, based on projected requirements. For sustainment operations, personnel sourced from mobility units should replace the TALCE.

Task Force (DOD, NATO)—A temporary grouping of units, under one commander, formed for the purpose of carrying out a specific operation or mission or a semi-permanent organization of units, under one commander, formed for the purpose of carrying out a continuing specific task (JP 1-02).

Time-Phased Force and Deployment Data (TPFDD)—The JOPES data base portion of an operation plan contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operational plan, including: in-place units, units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation, routing of forces to be deployed, movement data associated with deploying forces, estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces, and estimate of transportation requirements that must be fulfilled by common-user lift resources as well.

Time Phased Force and Deployment Data (TPFDD) Shell—Database with ULN that contains UTC level data, but no time phasing or UIC.

TPFDD Maintenance—The process that allows a supported commander to incorporate changes to TPFDD that occur after the TPFDD becomes effective for execution. TPFDD maintenance is conducted by the supported Combatant Commander in coordination with supporting Combatant Commanders, Service components, USTRANSCOM, and other agencies as required.

Total Mobilization—Expansion of the active Armed Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel, beyond the existing force structure, and the resources needed for requirements of a war or other national emergency involving an external threat to the national security.

Type Unit Characteristics Data File (TUCHA)—Provides standard planning data and movement characteristics of personnel, cargo, and accompanying supplies associated with deployable type units of fixed composition. The TUCHA file contains the weight and volume of selected cargo categories, physical characteristics of the cargo, and the number of personnel requiring non-organic transportation (JP 5-02.3).

Unified Command—A command with a broad continuing mission under a single commander, and composed of significant assigned components of two or more Military Departments, and which is established and so designated by the President, through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Also called unified combatant command (JP 1-02).

Unit Identification Code (UIC)—A six-character alphanumeric code that uniquely identifies each Active, Reserve, and National Guard unit of the Armed Forces (JP 1-02).

Unit Level Code (ULN)—A TPFDD data element indicating the level of command of the force requirement (AFMAN 10-401).

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

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

UTC Shortfall—When a wing/installation tasked does not possess sufficient qualified personnel to support a UTC tasking, they will request relief by submitting a UTC shortfall request from the installation deployment office to their MAJCOM operation plans or deployment office. This request will be coordinated with the local manpower office and MPF. There are two types of personnel UTC shortfalls: a wing/installation cannot support the entire UTC and a wing/installation can support part of the tasked UTC, but cannot fill one or more of the AFSC requirements within the UTC.

War and Mobilization Plan (WMP)—Provides the Air Staff and Air Force commanders with current policies and planning factors for conducting and supporting wartime operations. It establishes requirements for developing mobilization and planning programs for industrial production to support sustained contingency operations of the programmed forces (WMP-1).

Warm Base—See Bare Base

Weather Services—A specialized task performed by aerospace forces to provide timely and accurate environmental information to support strategic, operational, and tactical military operations (AFDD 1-2).

Wing Chaplain—The inclusive term for the senior chaplain assigned to an installation.

X-Hour—The effective beginning time of an exercise.

Attachment 1 (AETC)**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFMAN 37-123, *Management of Records*

Abbreviations and Acronyms

AOR—area of responsibility

ORI—operational readiness inspection

Attachment 2

CHAPLAIN SERVICE TRAINING PHASES

Phase 1 CS Readiness Training

All new Chaplain Service accessions (including Air Reserve Component) will receive Phase 1, Chaplain Service Silver Flag, readiness training while attending either the Basic Chaplain Course or the Chaplain Assistant Apprentice Course, CSI, Maxwell AFB, AL. This training orients students to the military readiness environment through classroom instruction and a field training exercise at the Silver Flag Training Site, Tyndall AFB, FL.

- During formal readiness training, students comprehend, respond to, and/or apply the following, at minimum:

- CS roles and missions
- The importance of Command, Control, Communications, and Computers (C4)
- The Law of Armed Conflict (LOAC) and its impact on CS personnel
- Basic concepts of contingency operations; Aerospace Expeditionary Wing (AEW) and Aerospace Expeditionary Force (AEF)
- The unique ministries in a readiness environment
- CS involvement in deployment planning
- The purpose of preparing and presenting religious/culture briefings
- The use of needs assessment in a readiness environment
- The aspects of pre-deployment, deployment, employment, re-deployment, and after-action reporting
- Correct emergency/ministry responses
- Response to death and dying issues
- Ministry in a surgical or mortuary environment
- Worship observances, pastoral care, and advice to leadership in a readiness environment
- Hospital visitation with a CS partner
- Operations in a chemical warfare environment -- Chemical/Biological Warfare Defense Training (CWDT)
- Ministry of Presence--a visible reminder of the Holy
- Critical Incident Stress Management (CISM)
- Weapon qualification (Chaplain Assistants only)

Phase 2 CS Readiness Training

This training is critical to CS success and the primary training tool will be the "Chaplain Service Readiness CD-ROM," produced by the USAF Chaplain Service Institute. The Wing/Installation Chaplain will

ensure all CS members are prepared to participate in and practice readiness principles during local wing/installation exercises. He/She will coordinate with Medical Services personnel on their installation to ensure CS personnel are integrated into local Continuing Medical Readiness Training programs (reference AFI 41-106, *Medical Readiness Planning and Training*).

- Training requirements performed and recorded by Unit Training Monitor:

- Geneva Convention
- LOAC (annual), *IAW AFI 51-401, paragraph 3.1.*
- Self-Aid and Buddy Care, Initial and Refresher, *IAW AFI 36-2238, paragraph 6 & 7*
- Disaster response procedures, *IAW AFI 32-4001, Table 6.3. (see Notes 3 & 4)*
- CWDT (annual)
- Explosive Ordnance Reconnaissance (annual)
- Wing/Installation alarm signals (annual)
- Combat Arms, *IAW AFI 31-207, paragraph 2.4. and 2.10., Arming and Use of Force by Air Force Personnel*
- Refresher Suicide Intervention (annual)

- Training requirements performed and recorded by Wing/Installation Readiness FAM:

- CISM, *IAW AFI 44-153, paragraph 2.3.*
- Chapel Contingency Support OI
- Religious Support Team Training
- Readiness Planning documents
- Driving manual transmission vehicles
- Operations Security and Communications Security
- Religious Accommodation, Advice to Commander, World Religions, Pluralism, and Faith/Cultural Sensitivities
- Command, Control, Communications, and Computers (C4) (include Hand Held and Land Mobile Radios)
- Physical Fitness Training requirement, 1 hour daily per normal duty week

Phase 3 CS Readiness Training

- Air Mobility Warfare Center, Phoenix Readiness and Air Combat Command, ExpeRT are Phase 3 CS approved command specific readiness training venues. Requirements include, at minimum:

- Command, Control, Communications, and Computers (C4) (includes Hand Held and Land Mobile Radios)
- Unit Ministry at Deployed Site
- Team Ministry and Role of Chaplain Assistant
- Anti-Terrorism Awareness and Continuum of Force

- Force Protection
- Field Craft and Sanitation
- Religious Faith/Culture Sensitivity Briefings
- Field Communications
- Convoy Procedures
- Critical Incident Stress Ministry (CISM) Refresher
- Camouflage, Cover, and Concealment (CCC)
- Appropriate use of Force in a High Threat Area
- Ground Movement, Formations, and Techniques
- Map, Compass, and Global Positioning System

Attachment 3

AIR RESERVE COMPONENT HC MANNING PROCESS

ARPC/HC

1. Peacetime/Home-Base Sustainment is supported through the Military Personnel Appropriation (MPA) Man-Day program. HQ ARPC/HC is the Air Force manager for the Chaplain Service Air Reserve Component MPA program (AFI 36-2619). The MPA process for requesting ARC support is as follows:

- Wing /HC will:
 - Identify mission need based on skill level, AFSC, denominational preference, and rank
 - Request funding from the wing commander to support travel and per diem
 - Submit manning request per AFI 36-2619 paragraph 7 to MAJCOM/HC
- Justification statement must include reference to Wing HC Total Force Assessment (TFA) requirements
- MAJCOM/HC will:
 - Validate manning needs and ensure requirement cannot be supported from active duty resource
 - Approve manning request and forward to HQ ARPC/HC for sourcing
 - Disapproved manning requests will be returned to Wing/HC
- HQ ARPC/HC will:
 - Determine priority IAW AFI 36-2619 paragraph 5. AEF/contingencies have highest priority, followed by emergency staffing issues, then general manning assist not supporting PCS, school, and TDYs
 - Source MPA requests primarily with Individual Mobilization Augmentees (IMAs)
 - Request HQ AFRC/HC to fill the requirement with Category A personnel if HQ ARPC/HC cannot source requirement with IMAs
 - Contact NGB/HC and request sourcing with ANG unit personnel if neither HQ ARPC/HC or HQ AFRC/HC can source the requirement
 - Notify the requesting MAJCOM that the request cannot be filled if NGB/HC, HQ AFRC/HC or HQ ARPC/HC cannot fill the request

2. Contingency/Wartime Home-Base Sustainment level of recall is determined by the President and/or other appropriate command authority, based on Title 10 USC. Actions will be completed IAW AFH 10-416 and other appropriate guidance. Support could come from MPA days. The following process is used under all mobilization orders:

- Wing/HC will:
 - Identify the short and long-term ministry needs based on staff deployments and additional ministry requirements
 - Identify requirements for Home-Base Sustainment using Total Force Assessment (TFA).

Any justification must include reference to Wing HC Total Force Assessment requirements

-- Review AFH 10-416 Chapter 9 for travel and per diem funding requirements

--- Must ensure that funds are available to sustain mobilization/recall

- MAJCOM/HC will:

-- Review/approve request based on the Wing HC approved MAJCOM TFA requirements

-- Forward the requirements to the MAJCOM CAT or MAJCOM office that is designated to submit requirements to the USAF/CAT WMP Desk for mobilization or demobilization.

Note: MAJCOM CAT (or designated office) will forward the requirements to the USAF/CAT WMP Desk

-- Submit courtesy copy of requirements to the AF/CAT HC and HQ ARPC/HC

- AF/CAT HC will:

-- Coordinate with AF/CAT DPFJ to insure MAJCOM requirements have been received

-- Contact HQ ARPC/HC with requirements once final approval has been received

- HQ ARPC/HC will source approved requirements IAW AFH 10-416

NOTE 1: Only HQ ARPC/HC will activate, place on stand-by, or communicate deployment information with IMAs. Wing Chaplains are not authorized to give verbal orders to IMAs to report for duty.

NOTE 2: Funds for ARC personnel may be reimbursed from Emergency Special Project (ESP) coded funds if established by appropriate authority.

AFRC/HC (Category "A")

MPA Man-Day support of Home-Base Sustainment:

1. Peacetime/Home-Base Sustainment is supported through the Military Personnel Appropriation (MPA) Man-Day program (AFI 36-2619)

- Unit CC will:

-- Determine need for BOS (Base Operating Support) at local unit

--- AFRC/HC recommends one chaplain, one Chaplain Assistant when mobilized unit members total 500 or more

--- Home-Base Sustainment needs exist whether members deploy CONUS or OCONUS

-- Submit MPA request to gaining major command (GMAJCOM) utilizing the Contingency Manpower Allocation System (CMAS)

- GMAJCOM/HC will:

-- Validate manning needs and ensure requirements cannot be met from active duty resources. (e.g. Category A units co-located on active duty Air Force bases)

-- Approve manning request and forward to unit with info copies to NAF CAT and AFRC/HC CAT

- AFRC/HC will:

-- Provide coordination as needed between unit and GMAJCOM

Partial Mobilization (PM) support of Home-Base Sustainment:

2. Contingency/Wartime Home-Base Sustainment is supported through the Military Personnel Appropriation (MPA) Man-Day program (AFI 36-2619) or Partial Mobilization

- Unit CC will:
 - Determine need for PM requirements of BOS if not in existing Oplan
 - Submit request thru NAF to HQ AFRC to GMAJCOM
- NAF will:
 - Validate need and forward approval through appropriated channels
- HQ AFRC will:
 - Validate need and forward to GMAJCOM
- GMAJCOM/HC will:
 - Validate and forward to USAF/CAT for approval by AF/DP

Note 1: Unit may submit request for immediate MPA support while waiting for mobilization process to be completed

Attachment 4

PRINCIPLES OF MINISTRY

“A Visible Reminder of the Holy”

Objectives:

1. Objective -- Directing CS ministry operations toward defined objectives that contribute to the total team ministry. Once CS objectives are developed, they must be constantly reviewed to assure they reflect the overarching CS team mission.
2. Unity of Effort -- Ensuring unity of effort for CS ministry operations under the responsible Wing/Senior chaplain. This principle emphasizes that all efforts are directed and coordinated to maximize a positive impact on the military mission.
3. Flexibility -- Adapting to the ministry setting to achieve maximum CS cohesiveness and ministry objectives. The Chaplain Service is the only Air Force function that provides for the spiritual needs of military personnel.
4. Simplicity -- Developing simple, straight forward, understandable, and meaningful ministry goals. Simplicity of plans, tasks, responsibilities, and instructions contribute to effective ministry.
5. Center of Ministry -- Targeting key areas of ministry first to support maximum readiness and combat effectiveness of the troops. Key areas of ministry are: worship opportunities, visitation, professional pastoral care, and advice to leaders regarding spiritual, religious, ethical and moral issues.
6. Priority -- Establishing priorities to ensure resources are directed to vital areas of ministry, emphasizing quality rather than quantity.
7. Synergy -- To optimize effectiveness requires the very best from chaplains and Chaplain Assistants in the performance of their professional roles responding to the unique aspects of each location.
8. Centralized Control/Decentralized Execution -- Determining the strategy, priorities, and objectives, and in turn communicating them effectively and clearly to all CS personnel. It is essential that all members understand specific goals outlined by the Wing/Senior Chaplain. Decentralized execution empowers and allows subordinates to draw upon their creativity and abilities in carrying out job requirements determined by senior leadership.
9. Mobility -- Communication, transportation, and coordination are essential to agile combat support ministry.
10. Security -- Maintain measures to protect CS personnel and resources; establish an effective C4 network for CS operations.

Attachment 5**CS UTC MISSION CAPABILITIES STATEMENTS (MISCAPS)****CHAPLAIN SERVICE READINESS TEAM COMPOSITION/MISCAP MANPOWER DETAILS****MISSION CAPABILITY STATEMENTS****UTC XFEC1 - PROTESTANT CHAPLAIN**

UTC CLASSIFICATION (U) – This UTC provides Protestant chaplain support at any type base, EMEDS, or contingency hospital. Source: Active, Reserve, and Guard. This UTC may deploy as part of a Chaplain Service (CS) team or follow-on core UTC package. This UTC is also embedded in the following core UTCs and should be taken into consideration when building a force structure: CTJPQ, CTJSC, FFEC1, HFNR7, HFNR8, 9AALW, and 9AAPB.

CS Planners may:

- Use this UTC as a stand-alone capability
- Add other CS UTCs to this UTC to build a CS team
- Add this UTC to a chaplain readiness function

AUTHORIZED SUBSTITUTIONS: Grades 02 through 05 are authorized. Refer to AFI 10-403 and AFMAN 10-401 for other substitution criteria.

MANNING: CS planners use this UTC with AFSC 52R3A (with suffix) to ensure appropriate chaplain faith group tasking supports mission requirements.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs
- Lightweight Chaplain Combat Kit
- **EXCEPTION:** The supporting command, with approval from the supported command, directs otherwise.

TRAINING: Mandatory training includes:

- CWDT
- LOAC
- Level 1 Force Protection
- Explosive Ordnance Reconnaissance (EOR)
- Self-Aid and Buddy Care
- CISM

PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	PROTESTANT CHAPLAIN	52R3	CAPTAIN
RECAPITULATION: OFFICER -1		ENLISTED - 0	CIVILIAN - 0	TOTAL - 1

UTC XFFC2 - CHAPLAIN ASSISTANT

UTC CLASSIFICATION (U) – This UTC provides support functions for CS operations. Deployable to any type base EMEDS, or contingency hospital. Source: Active, Reserve, and Guard. This UTC may also deploy as part of a Chaplain Service (CS) team or core UTC package. This UTC is also embedded in the following core UTCs and should be taken into consideration when building a force structure: CTJPQ, CTJSC, FFEC1, HFNR7, HFNR8, 9AALW, and 9AAPB.

CS planners may:

- Use this UTC as a stand-alone capability
- Add other CS UTCs to this UTC to build a CS team

AUTHORIZED SUBSTITUTIONS: Skill Level 3 through 7 is authorized. Refer to AFI 10-403 and AFMAN 10-401 for other substitution criteria.

MANNING: CS use AFSC 5R031 through 5R071 to support mission requirements.

EQUIPMENT:

- Professional equipment not to exceed 70 lbs
- EXCEPTION: The supporting command, with approval from the supported command, directs otherwise

TRAINING: Mandatory training includes:

- CWDT
- LOAC
- Level 1 Force Protection
- Explosive Ordnance Reconnaissance (EOR)
- Self-Aid and Buddy Care
- Small arms
- CISM

PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN ASSISTANT	5R051	
RECAPITULATION: OFFICER - 0		ENLISTED - 1	CIVILIAN - 0	TOTAL - 1

UTC XFFC3 - CATHOLIC CHAPLAIN

UTC CLASSIFICATION (U) – This UTC provides Catholic Chaplain support at any type base, EMEDS, or contingency hospital. Source: Active, Reserve, and Guard. This UTC may deploy as part of a Chaplain Service (CS) team follow-on core package FFEC1.

CS planners may:

- Use this UTC as a stand-alone capability
- Add this UTC to a chaplain readiness function

AUTHORIZED SUBSTITUTIONS: Grades 02 through 05 are authorized. Refer to AFI 10-403 and AFMAN 10-401 for other substitution criteria.

MANNING: CS use this UTC with AFSC 52R3C (with suffix) to ensure appropriate chaplain faith group tasking support mission requirements.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs
- Lightweight Chaplain Combat Kit
- EXCEPTION: The supporting command, with approval from the supported command, directs otherwise

TRAINING: Mandatory training includes:

- CWDT
- LOAC
- Level 1 Force Protection
- Explosive Ordnance Reconnaissance (EOR)
- Self-Aid and Buddy Care
- CISM

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CATHOLIC CHAPLAIN	52R3	CAPTAIN
RECAPITULATION: OFFICER - 1		ENLISTED - 0	CIVILIAN - 0	TOTAL - 1

UTC XFFC4 - CHAPLAIN SUPERVISORY OVERHEAD

UTC CLASSIFICATION (U) – This UTC provides overhead supervision for CS operations. Deployable to any type base, EMEDS or contingency hospital. Source: Active, Reserve, and Guard. Manpower includes Chaplain Assistant with AFSC 5R071. This UTC may deploy as part of a CS team or lead core UTC package. This UTC is also embedded in the following core UTCs and should be taken into consideration when building a force structure: 9AAB2, 9AAGB, 9AART, CTJCC, CTJLA, CTJSC, and CTJSE. CS planners may:

- Use this as a stand-alone capability
- Add this UTC to a chaplain readiness function

AUTHORIZED SUBSTITUTIONS: Grades 06 if UTC is embedded in core UTC and Wing Chaplain is not an 05; 5R051 Chaplain Assistant with the rank of staff sergeant if 5R071 is not available.

MANNING: CS may use this UTC with AFSC 52R3A, 52R3C, 52R3D, 52R3E and 52R3F (with suffix) to ensure appropriate chaplain faith group tasking support location specific requirements.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs per person
- Lightweight Chaplain Combat Kit
- EXCEPTION: The supporting command, with approval from the supported command, directs otherwise.

TRAINING: Mandatory training includes:

- CWDT
- LOAC
- Level 1 Force Protection
- Explosive Ordnance Reconnaissance (EOR)
- Self-Aid and Buddy Care
- Small arms (enlisted only)
- CISM

OTHER: This team must deploy at 100 percent of the required strength the DRMD specifies.

- EXCEPTION: The supporting command with approval from the supported command directs otherwise

PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	SUPERVISORY OVERHEAD	52R3	LIEUTENANT COLONEL
1	105A	CH ASSIST SUPERINTENDENT 5R071		

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC XFFC5 - STAFF CHAPLAIN SUPPORT

UTC CLASSIFICATION (U) – This UTC provides CS staff management to support all mission types. This UTC is designed for tasking where grade O6 and AFSC 5R091 staff supervision is required. This UTC is subject to deploy to MB, COB, LB, SB, BB, and contingency hospital. Source: Active, Reserve, and Guard. This UTC may deploy as part of an AEF or a lead core UTC package or in conjunction with the following UTCs to comprise the manpower package to staff medical UTC FFEC1 500 and 750-bed contingency hospitals ADVON team: 1 - XFFC3, 2 - XFFC2 and 1- XFFC1. This UTC is also embedded in the following core UTCs and should be considered when building a force structure: CTJLA, 9AAB1, 9ABAK, and 9AFWD.

CS planners may:

- Use this UTC as a stand-alone capability
- Add this UTC to a chaplain readiness function

AUTHORIZED SUBSTITUTIONS: No substitution allowed for the chaplain and no substitution below grade E7 with AFSC 5R071 for the Chaplain Assistant.

MANNING: CS planners may use this UTC with AFSC 52R3A, 52R3C, 52R3D, 52R3E and 52R3F (with suffix) to ensure appropriate chaplain faith group tasking supports specific mission requirements.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs per person
- Lightweight Chaplain Combat Kit
- EXCEPTION: The supporting command, with approval from the supported command, directs otherwise

TRAINING: Mandatory training includes:

- CWDT
- LOAC
- Level 1 Force Protection
- Explosive Ordnance Reconnaissance (EOR)
- Self-Aid and Buddy Care
- Small arms (enlisted only)
- CISM

OTHER: This team must deploy at 100 percent of the required strength the DRMD specifies.

- EXCEPTION: The supporting command with the approval from the supported component directs otherwise

PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	STAFF CHAPLAIN	52R3	COLONEL

1 105A SUPERINTENDENT 5R091

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC XFFC6 - JEWISH CHAPLAIN

UTC CLASSIFICATION (U) – This UTC provides Jewish Chaplain support in response to military operations. Deployable to any type base, EMEDS, or contingency hospital. Source: Active, Reserve, and Guard. This UTC is tasked in special situations to support location specific faith group mission requirements.

CS planners may:

- Use this UTC as a stand-alone capability
- Add other CS UTCs to this UTC to build a CS team

AUTHORIZATION SUBSTITUTIONS: Grades O2 through O5. Refer to AFI 10-403 and AFMAN 10-401 for other substitution criteria.

MANNING: CS planners use this UTC with AFSC 52R3D (with Suffix) to ensure appropriate chaplain faith group tasking supports mission requirement.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs
- Lightweight Chaplain Combat Kit
- EXCEPTION: The supporting command, with the approval from the supported command, directs otherwise

TRAINING: Mandatory training includes:

- CWDT
- LOAC
- Level 1 Force Protection
- Explosive Ordnance Reconnaissance (EOR)
- Self-Aid and Buddy Care
- CISM

PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	JEWISH CHAPLAIN	52R3	CAPTAIN

RECAPITULATION: OFFICER - 1 ENLISTED - 0 CIVILIAN - 0 TOTAL - 1

UTC XFFC7 - ORTHODOX CHAPLAIN

UTC CLASSIFICATION (U) – This UTC provides Orthodox Chaplain support in response to military operations. Deployable to any type base, EMEDS, or contingency hospital. Source: Active, Reserve, and Guard.

CS planners may:

- Use this UTC as a stand-alone capability
- Add other CS UTCs to this UTC to build a CS team

AUTHORIZED SUBSTITUTIONS: Grades O2 through O5. Refer to AFI 10-403 and AFMAN 10-401 for other substitution criteria.

MANNING: CS planners use this UTC with AFSC 52R3E (with suffix) to ensure appropriate chaplain faith group tasking supports mission requirements.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs
- Lightweight Chaplain Combat Kit
- EXCEPTION: The supporting command, with approval from the supported command, directs otherwise

TRAINING: Mandatory training includes:

- CWDT
- LOAC
- Level I Force Protection
- Explosive Ordnance Reconnaissance (EOR)
- Self-Aid and Buddy Care
- CISM

PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	ORTHODOX CHAPLAIN	52R3	CAPTAIN

RECAPITULATION: OFFICER - 1 ENLISTED - 0 CIVILIAN - 0 TOTAL - 1

UTC XFFC9 - MUSLIM CHAPLAIN

UTC CLASSIFICATION (U) – This UTC provides Muslim Chaplain support in response to military operations. Deployable to any type base, EMEDS, or contingency hospital. Source: Active, Reserve, and Guard. This UTC is tasked in special situations to support locations specific unique faith group mission requirements.

CS planners may:

- Use this UTC as a stand-alone capability
- Add other CS UTCs to this UTC to build a CS team

AUTHORIZATION SUBSTITUTIONS: Grades O2 through O5. Refer to AFI 10-403 and AFMAN 10-401 for other substitution criteria.

MANNING: CS planners use this UTC with AFSC 52R3F (with Suffix) to ensure appropriate chaplain faith group tasking supports mission requirement.

EQUIPMENT: This UTC deploys with the following:

- Professional equipment not to exceed 70 lbs
- Lightweight Chaplain Combat Kit
- EXCEPTION: The supporting command, with the approval from the supported command, directs otherwise

TRAINING: Mandatory training includes:

- CWDT
- LOAC
- Level 1 Force Protection
- Explosive Ordnance Reconnaissance (EOR)
- Self-Aid and Buddy Care
- CISM

PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	MUSLIM CHAPLAIN	52R3	CAPTAIN

RECAPITULATION: OFFICER - 1	ENLISTED - 0	CIVILIAN - 0	TOTAL - 1
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CORE PACKAGES WITH EMBEDDED CS UTCs

UTC 9AAB1 - HQS AFFORWARD ADVON QUICK RESPONSE PACKAGE

UTC CLASSIFICATION (U) – This UTC provides the Air Force Forces Commander (COMAFFOR) a headquarters staff (personnel and equipment) to support up to 10 geographically separated locations generating up to 500 missions per day. Manpower requirements are based upon 24 hour/7 days per week operations for 30 days. The staff includes an A-staff structure and a special staff function in support of the COMAFFOR. Will normally deploy with or be collocated with an AOC, UTC 7FVX1. If the COMAFFOR is not the JFACC and/or the AOC is not deployed or collocated, additional support may be required. May deploy to MB, SB, LB, COB, and BB locations. Shelter and BOS is required. AFSC substitutions are authorized.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	STAFF SUPPORT CHAPLAIN	52R4	COLONEL
1	105A	SUPERINTENDENT	5R091	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC 9AAB2 - HOS AFFORWARD AUGMENTED LIMITED RESPONSE PACKAGE

UTC CLASSIFICATION (U) – This UTC provides the Air Force Forces Commander (COMAFFOR) an additive to the Quick Response Force HQS, UTC 9AAB1, for command/control and to sustain Air Force forces. Principal elements are combat, combat support, and rescue units to engage in NCA. Deploys to MB, SB, LB, COB, and BB. BOS is required. May deploy with AOC, UTC 7FVX2. Manpower requirements are based upon 24 hr operations, 6-day work week, 12 hrs per day (72 hr wks) to support (8) geographically separated bases, 1000 total sorties per day. AFSC substitutions are authorized.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R4	LIEUTENANT COLONEL
1	105A	CHAPLAIN ASSISTANT CRAFTSMAN	5R071	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC 9AAGB - HOS WING STAFF (LEAD)

UTC CLASSIFICATION (U) – This UTC provides the lead wing staff, to include manpower and equipment, to support up to 34 aircraft at one bed-down location. Wing staff functions include: commander, history, public affairs, legal, chaplain, safety, manpower, command post, and MOC. Requires augmentation (9AAGC) when additional aircraft or squadrons arrive at same bed-down location. Since this is a generic wing staff, AFSC mix (defined by the AFSC suffix for various weapon systems) can substitute when authorized, as long as the functionality is not compromised. In the command post function, a 011A3Y/012A3Y or a 1C391 may substitute for the 086PO requirement. MOC requirements may be tailored down when less aircraft are being deployed or the support function population deviates. For bomber wings: FAC 38B1 (3C1X1 – AFSC) may substitute for the MOC requirements to provide proper manpower mix. Protocol position may be sourced from any officer AFSC, if required. In addition, the position may be filled by a civilian asset if the individual meets mobility requirements.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R3	LIEUTENANT COLONEL

1 105A CHAPLAIN ASSISTANT CRAFTSMAN 5R071 SSGT
 RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC 9AALW - HOS LEAD MOBILITY WING INITIAL RESPONSE TEAM

UTC CLASSIFICATION (U) – This UTC provides multifunctional expertise for mobility leadership and an on-call Initial Response Team (IRT) for HUMRO, disaster relief or a NEO. This team deploys to the site of a humanitarian crisis to determine follow-on force requirements to establish a mobility base for the reception of humanitarian relief or the evacuation of noncombatants. Commander leads either Expeditionary Wing or OPS/LOG/SUP/MED group and staff. Provides housekeeping and work area support for the IRT and up to 10 additional personnel. AFSOC provides 81CTT UTC (1 x J1C271) required for ATC assessment. For additional airfield assessment and OPS capability, deploy with GRL UTCs 7E1AE/7E1AP/7E1CA/UFBBS/UFBV1/HFHJ/HFHDA/HFHEA/FFGRL/6KAGR, as required, and UTCs from the AEF: UFTSL/UFTSK/UFTSU/UFTSW/UFTTC/TFTSN/6KPCR/4E9EA/9 and QFBA3/4, as required. This UTC can operate from a MB, SB, LB, and BB. If UTCs are deployed to a BB, additional support may be required including ECS. AFSC substitute: 090G0, 091W0, 010C0, 020C0, 030C0, and 040C0 are interchangeable. Substitute safety requirements with any safety coded AFSC. OPR: HQ AMC/XPM, 779-3887.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R3	CAPTAIN
1	105A	CHAPLAIN ASSISTANT JRNYMN	5R051	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC 9AAPB - HOS PACAF AFFORWARD ADVON ECHELON

UTC CLASSIFICATION (U) – This UTC will generally be tasked in conjunction with 9AAPB: QFDB9, 6KJRL, 9AAJE, XFFA3, QFAAG, XFFK2, SFFK4, RFBFC, and FFDAB. This UTC is the stand alone minimum for short periods of time. Intended to rely on standard military or civilian infrastructure. BB operations would require additional UTCs to support, particularly in engineering, security, and communication functions in concert with PACAF position and reach-back tools, providing only the necessary forward presence to maintain physical command and control as well as foster host nation coalition relationships. 2G0X1 and 21G4 are suitable substitutes for each other, 11XX and 12XX are suitable substitutes for each other. Pilot unit is 12 AF/A-3, Anderson AFB, Guam. HQ PACAF review Oct 01.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R3	MAJOR
1	105A	CHAPLAIN ASSISTANT JRNYMAN	5R051	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC 9AART - HOS AIR INTERVENTION WING STAFF

UTC CLASSIFICATION (U) – This UTC provides 24 hr command/control functions for air intervention composite wing at any location. UTC only for Mt Home AFB and supports all mission types, responsible for maintaining discipline, administering justice, exercising special court-martial jurisdiction, and ART 15 authority over all those assigned, attached or stationed at the installation, and providing legal assistance as well as claims administration. Manpower and equipment requirements must be deployed simultaneously with the initial cadre or unit aircraft. Subject to deploy to BB, LB, COB, and MB. Functions include wing commander, administration, history, chaplain, safety, public affairs, judge advocate and manpower. Finance must augment this UTC. May substitute appropriate AFSC's where differences occur due to weapon system.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R3	LIEUTENANT COLONEL
1	105A	CHAPLAIN ASSISTANT JRNY	5R051	SSGT

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC 9ABAK - HQS COMAFFOR/JFACC REACHBACK SF

UTC CLASSIFICATION (U) – This UTC provides a multi-process reach-back capability to the ASETF Staff (COMAFFOR/JFACC) enabling the deployment and generation of forces, employment, sustainment, protection, and redeployment of forces for the "blue" order of battle.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	STAFF CHAPLAIN	52R3	COLONEL
1	105A	SUPERINTENDENT	5R091	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC 9AFWD - HQS COMAFFOR/JFACC FORWARD ST

UTC CLASSIFICATION (U) – This UTC provides the Air Force Forces Commander (COMAFFOR) an integrated HQS staff (process oriented) manned/equip supporting up to 10 geographically separated locations generating up to 500 missions per day. Manpower requirements are based upon 24 hr/7days per week to support operations for 30 days. The staff is organized in an A-Structure and includes special staff in support of the COMAFFOR. Normally will deploy with and be collocated with an AOC, UTC 97FVX1. If COMAFFOR is not the JFACC or the AOC and is not collocated, additional support may be required. May deploy to AS, MB, SB, LB, COB, and BB locations. Shelter and BOS is required. COMAFFOR may request an AFSC applicable substitution in meeting various scenarios.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	STAFF CHAPLAIN	52R3	COLONEL
1	105A	SUPERINTENDENT	5R091	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC CTJCC - JMA HQS USCENCOM

UTC CLASSIFICATION (U) – This UTC provides AF augmentees to the JTF-SWA J-staff for AEF rotations. This UTC includes personal/special staff and J1-J6 for the JTF-SWA/COMAFFOR staff. Database excludes (66) JAOC requirements are captured in UTC 7FVX1 requirements. Because of system limitations, 62 other service requirements and the 84 PCS billets are not stated in this database. The staff

manages both service and joint issues, i.e., the coordination and backfill of joint billets, personnel accountability, joint awards and decorations, JSR requirements and issues, command post functions, emergency actions, OPREP, aerospace-specific logistic and supply issues, aerospace and sequel planning, TBMCS LAN and other systems integration as well as the com/data networks and systems architecture integrations.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	2R3	LIEUTENANT COLONEL
1	105A	CHAPLAIN ASSISTANT JRNYM	5R051	SSGT

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC CTJLA - JTF EUROPEAN CONTINGENCY STAFF

UTC CLASSIFICATION (U) – This UTC package contains the manpower detail required to establish a United States Joint Task Force (USJTF) headquarters if the USCINCEUR, as a unified commander, activates a Joint Operations Center (JOC) from which to command and control a contingency operation within EUCOM's AOR. NOTE: Command remarks (CMR) code AE denotes possible advance echelon tasking. CMR code AD denotes an augmentation detachment that could be tasked to reinforce the initial staff. Reference: European Command (EUCOM) Directive 55-11, dated 18 August 1986. NOTE: Weather requirements are not in this package. Refer to UTCs XWYAD and XWYAE. Audio, photo, and video documentation team requirements are also not in this package. Refer to UTCs XFMBA and XFMBT. Pilot Unit: HQ USAFE/XPMX, Ramstein AB, GE. Last review: Nov 1991.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR

REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R4	LIEUTENANT COLONEL
1	105A	CHAPLAIN ASSISTANT JRNYMN	5R051	

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC CTJPO - COMMAND RECEPTION CADRE

UTC CLASSIFICATION (U) – This UTC will deploy to a COB in advance of augmenting forces to provide an initial wing or base level liaison staff of command and support personnel. PACAF OI 10-405, attachment 1 is the source document for this UTC. AFSC 20C0 or 30C0 can substitute for 10C0. AFSC 2A300 or 2A390 can substitute for 21A3. AFSC 2G071 can substitute for 21G3. AFSC 6C071 can substitute for 64P3. AFSC 2S071 can substitute for 21S3. AFSC 3M070 can substitute for 34M3. AFSC 2T171 can substitute for 21T3. AFSC 2W071 can substitute for 21A3. AFSC 1C171 can substitute for 13M3. AFSC 1N071 can substitute for 14N3. Pilot unit is 18 FW Kadena AB, JA. HQ PACAF review Oct 01.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R3	CAPTAIN
1	105A	CHAPLAIN ASSISTANT JRNYMN 5R051		SSGT
RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 1 TOTAL - 2				

UTC CTJSC - JMA SPECIAL OPERATIONS COMMAND CENTRAL

UTC CLASSIFICATION (U) – This UTC will provide USAF personnel augmentation upon mobilization to HQ USCENTCOM to provide 24 hr per day C2 of all forces assigned to USCENTCOM during contingencies/wartime operations. This augmentation is contained in Part III of HQ USCENTCOM Joint Manpower Programs. JTMD, dated 14 Oct 1992.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R3	CAPTAIN
1	105A	CHAPLAIN ASSISTANT JRNYMN 5R051		
RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2				

UTC CTJSE – USCENTCOM CMPT SYS SUPT ELE

UTC CLASSIFICATION (U) – This UTC provides USAF personnel augmentation upon mobilization to HQ USCENTCOM to provide 24 hr per day C2 of all forces assigned to UNCINCCENT during contingencies/wartime operations. This augmentation is contained in part III of HQ USCENTCOM Joint Manpower Program. JTMP, dated 14 Oct 1992.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	STAFF CHAPLAIN	52R3	COLONEL
1	105A	SUPERINTENDENT	5R091	
RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2				

UTC FFEC1 MED 500-BED 3E HOSPITAL TEAM 1

UTC CLASSIFICATION (U) – This UTC provides manpower detail to support advanced echelon for 500 bed contingency hospital, in conjunction with in-place forces. Provides augmentation to establish an interim 125 bed medical, surgical, orthopedic, ancillary, and dental capability until follow-on UTCs arrive. Provides augmentation to staff one 1500 bed or larger contingency hospital or to existing MTF patient dietetic support included. BOS required. Requires XFFC1/2/2/3/5 chaplain UTCs. Any O6 AFSC 93XX, 94XX, or 95XX may fill O6 AFSC 9416 in FAC 5200. The man-hour availability factors in Annex Z to WMP-1 will be used. Authorized cross utilization and grade/skill level substitutions as outlined in Annex F, WMP-1 and AFI 10-403, pilot unit is HQ PACAF SGX. HQ PACAF review Oct 01.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	STAFF CHAPLAIN	52R3	COLONEL
1	105A	SUPERINTENDENT	5R091	SMSGT/CMSGT
1	105A	CATHOLIC CHAPLAIN	52R3	CAPTAIN
1	105A	PROTESTANT CHAPLAIN	53R3	CAPTAIN
2	105A	CHAPLAIN ASSISTANT JRNYMN5R051		SSGT

RECAPITULATION: OFFICER - 3 ENLISTED - 3 CIVILIAN - 0 TOTAL - 6

UTC HFNR7 SRT KC135R TSART

UTC CLASSIFICATION (U) – This UTC provides the capacity to recover and regenerate LC-135 aircraft at wartime locations during SIOP post/trans attack periods. A combination of weather UTCs, XWQAB, XWQA1, XWEOE, XWOBS, and XWSAT must augment this UTC, as determined by AMC/DOW. AFSOI support to be provided by appropriate SF series UTC as determined by AMC/SF. LG plans support provided by appropriate XFHB-series UTC. Aircrew member support is detailed in UTC 3YCSS (X20). Task appropriate SIOP RSP segment as determined by AMC/LGS. Provides 60 days sustainment support ops , C2, legal, CE, safety, intel, com, persco, force protection, medical, finance, disaster prep, fire prot, log, cont, and acft maint (remove/replace or canx). Any 2AXXX may substitute for an 2AXXX. ARC units may substitute 2T0X1 for 2T2X1. AFSCs 11TX, 12TX, and 86MX are interchangeable. Units may substitute 2E1X3 for 2E1X1. Requires in-place billeting, TD54RANS, rsp/equip, storage, fire suppression/crash rescue, aircraft refueling, servicing, and off-load capability.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE
1	105A	CHAPLAIN	52R3	MAJOR
1	105A	CHAPLAIN ASSISTANT JRNYMN5R051		SSGT

RECAPITULATION: OFFICER - 1 ENLISTED - 1 CIVILIAN - 0 TOTAL - 2

UTC HFNR8 SRT KC135E TSART

UTC CLASSIFICATION (U) – This UTC provides the capacity to recover and regenerate LC-135 aircraft at wartime locations during SIOP post/trans attack periods. A combination of weather UTCs, XWQAB, XWQA1, XWEOE, XWOBS, and XWSAT must augment this UTC, as determined by AMC/DOW. AFSOI support to be provided by appropriate SF series UTC as determined by AMC/SF. Log plans support provided by appropriate XFHB-series UTC. Aircrew member support is detailed in UTC 3YCSS (X20). Task appropriate SIOP RSP segment as determined by AMC/LGS. Provides 60 days sustainment support ops support, C2, legal, CE, safety, intel, com, persco, force protection, medical, finance, disaster prep, fire prot, log, cont, and aircraft maint (remove/replace or canx). Any 2AXXX may substitute for a 2AXXX. ARC units may substitute 2T0X1 for 2T2X1. AFSCs 11TX, 12TX and 86MX are interchangeable. Units may substitute 2E1X3 for 2E1X1. Requires in-place billeting, TD54RANS, rsp/equip, storage, fire suppression/crash rescue, acft refueling, servicing and off-load capability.

CHAPLAIN SERVICE PERSONNEL REQUIREMENTS:

NBR REQ	FAC	TITLE	AFSC	GRADE	
1	105A	CHAPLAIN	52R3	MAJOR	
1	105A	CHAPLAIN ASSISTANT JRNYMN5R051		SSGT	
RECAPITULATION:		OFFICER - 1	ENLISTED - 1	CIVILIAN - 0	TOTAL - 2

CHAPLAIN SERVICE PERSONNEL UTC AND CORE PACKAGE RECAPITULATION

UTC	TITLE	OPR	CHAPLAIN	CA	CIVILIAN	TOTAL
XFFC1	PROTESTANT CHAPLAIN	USAF	1	0	0	1
XFFC2	CHAPLAIN ASSISTANT	USAF	0	1	0	1
XFFC3	CATHOLIC CHAPLAIN	USAF	1	0	0	1
XFFC4	CHAPLAIN SUPERVISORY OVERHEAD	USAF	1	1	0	2
XFFC5	STAFF CHAPLAIN SUPPORT	USAF	1	1	0	2
XFFC6	JEWISH CHAPLAIN	USAF	1	0	0	1
XFFC7	ORTHODOX CHAPLAIN	USAF	1	0	0	1
XFFC9	MUSLIM CHAPLAIN	USAF	1	0	0	1
9AAB1	HQS AFFORWARD ADVON QUICK RESPONSE PACKAGE	ACC	1	1	0	2
9AAB2	HQS AFFORWARD AUGMENTED LIMITED RESPONSE PACKAGE	ACC	1	1	0	2
9AAGB	HQS WING STAFF (LEAD)	ACC	2	2	0	4
9AALW	HQS LEAD MOBILITY WING INITIAL RESPONSE TEAM	AMC	1	1	0	2
9AAPB	HQS PACAF AFFORWARD ADVON ECHELON	PACAF	1	1	0	2
9AART	HQS AIR INTERVENTION WING STAFF	ACC	2	2	0	4
9ABAK	HQS COMAFFOR/JFACC REACH-BACK SF	ACC	1	1	0	2
9AFWD	HQS COMAFFOR/JFACC FORWARD ST	ACC	1	1	0	2
CTJCC	JMA HQS USCENTCOM	ACC	0	1	0	1
CTJLA	JTF EUROPEAN CONTINGENCY STAFF	USAFE	1	1	0	2
CTJPQ	COMMAND RECEPTION CADRE	AMC	1	1	0	2
CTJSC	JMA SPECIAL OPERATIONS COMMAND CENTRAL	AFSOC	1	1	0	2
CTJSE	USCENTCOM CMPT SYS SUPT ELE	ACC	1	1	0	2
FFEC1	MED 500-BED 3E HOSPITAL TEAM 1	AMC	3	3	0	6
HFNR7	SRT KC135R TSART	AMC	1	1	0	2
HFNR8	SRT KC135E TSART	AMC	1	1	0	2

Attachment 6

FORMAT FOR CHAPLAIN SERVICE AFTER-ACTION REPORT (AAR)

Note: If any part of your AAR could be considered Classified, you may want to compile it on a classified system so as not to corrupt an unclassified system and cause a security violation.

1. FROM: Senior /Wing/AEF Chaplain/NCOIC or CS Member

2. TO: Supported AF Component Command Chaplain Readiness Office, CS Members' MAJCOM/FOA/DRU HC, and HQ USAF/HCP

3. SUBJECT: After-Action Report, Exercise or Operation name, and deployed location

4. SECTION I - PERSONNEL DATA

- Provide

- Home Base of members

- Specify if members had previous deployment experience by listing the previous deployment name and year deployed

5. SECTION II - SCOPE OF CHAPLAIN OPERATIONS

- Impact of chaplain support on the military mission

- Types of chaplain support provided to commander and deployed personnel

- Types of essential support provided by the Chaplain Assistant

- Statistical Data, AF Form 1270, Chaplain Statistical Report (RCS: HAF-HCX [A] 7103)

6. SECTION III - COMMAND AND STAFF RELATIONSHIP

- Types of support commanders are provided and intra- and inter-staff relationships

7. SECTION IV - LOGISTICAL SUPPORT

- Type and availability of communications, computers, transportation, facilities, and supplies

8. SECTION V - OBSERVATIONS, IMPACT, and RECOMMENDATIONS: Address, but don't limit the report to, the following areas:

- Timeliness of arrival and departure

- The quality of support the supported/supporting command HC office provided, including the value of guidance and other information

- Limiting factors

- Lessons learned and/or lessons affirmed

9. SIGN AND DATE THE REPORT

NOTE: Properly classify each paragraph by placing the classification code (U) UNCLASSIFIED, (C) CONFIDENTIAL, (S) SECRET, and (T) TOP SECRET in parentheses at the beginning of each paragraph. The highest classification of any paragraph determines the classification of the entire report. For example, the entire message is classified SECRET if two paragraphs are unclassified and one is classified. Equally important, all messages classified as SECRET or higher must have declassification instructions according to AFI 31-401, Information Security Program Management, AFI 31-501, Personnel Security Program Management, and AFMAN 37-123, Management of Records.

Attachment 7

**BY ORDER OF THE
WING CHAPLAIN, HOME AFB**

SAMPLE ONLY

98 AW/HC OI 52-104.1

1 NOVEMBER 2002

**CHAPLAIN SERVICE READINESS
CONTINGENCY SUPPORT**



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

OPR: 98 AW/HC

Supersedes Home AFB Contingency Support Plan

Pages: XX

This operating instruction provides Chaplain Service (CS) personnel at Home AFB, particularly the in-place active duty personnel and those augmentation resources, a "road map" that specifically describes how the chaplain function performs its mission during contingencies, war and exercises. It is also designed to ensure all efforts throughout the organization are geared toward mission accomplishment.

Chapter 1. Preparation for Contingency Operations (page numbers are example only)	1
1.1. Tasks and Responsibilities	2
1.2. Training	3
1.3. Logistic Requirements	4
Chapter 2. Deployment Operations	5
2.1. Mission and Operational Concepts	5
2.2. Tasks and Responsibilities	6
2.3. Checklists	6
Chapter 3. Major Accident Response	6

3.1. Mission and Operational Concepts	7
3.2. Tasks and Responsibilities	7
3.3. Checklists	7
Chapter 4. Natural Disaster Response	7
4.1. Mission and Operational Concepts	8
4.2. Tasks and Responsibilities	8
4.3. Checklists	8
Chapter 5. National Emergencies and Humanitarian Support	8
5.1. Mission and Operational Concepts	8
5.2. Tasks and Responsibilities	9
5.3. Checklists	9

1. Preparation for Contingency operations: In order to be prepared for a possible contingency we need to speculate what could happen and what we would do to provide CS support. We need to plan out who will be responsible to accomplish tasks, what training they will need, and what logistic requirements could arise during contingencies.

1.1. Tasks and Responsibilities:

- 1.1.1. The Wing Chaplain is responsible to ensure that all of the CS personnel assigned or attached to his/her base are equipped and prepared to provide support to the base in all types of operations
- 1.1.2. Assigned CS personnel are responsible to ensure they are ready and able to accomplish the CS mission during all types of operations

1.2. Contingency Training Requirements:

- 1.2.1. Training in individual responsibilities in all types of operations, (CCC, MARE, Hospital/Clinic, Visitation, Mobility, Terrorist Attack)
- 1.2.2. CISM, and how it relates to contingencies operations
- 1.2.3. NBC Warfare Training
- 1.2.4. Chaplain Protection and small arms use for Chaplain Assistants
- 1.2.5. Running of the Chapel Control Center during all five types of operations (deployment, MARE, natural disaster, national emergencies, and humanitarian operations)
- 1.2.6. Laity training of worship and rites support during manning shortages
- 1.2.7. Training in local procedures, quick response checklists (QRC's), and communications equipment
- 1.2.8. Maintain operational continuity, when key personnel are not available, (chaplain funds procedures, appropriated funding, worship services coverage, etc.)

1.3. Logistic Requirements

- 1.3.1. Transportation requirements and procedures to procure a vehicle for operations

1.3.2. Supplies to use during the operations (pre-positioning is key)

1.3.3. Facilities used during contingency (primary and alternate CCC). Alternate stocked with all required supplies and equipment to continue operations if primary is destroyed

1.3.4. Communications equipment, (radios, cell phones, pagers)

1.3.5. CCC operations instructional book at both primary and alternate locations

2. Deployment Operations:

2.1. Mission and Operational Concepts: During deployment operations our mission is to provide a global religious ministry of presence and agile combat support to active duty military personnel and their families by inspiring and facilitating their spiritual faith journey.

In time of war, the deployment of troops from Home AFB may necessitate curtailment of most non-essential chaplain support services with the exception of peacetime emergency ministries until augmentation Home-Base Sustainment forces arrive, are oriented, and assume their duties. The detailed plan for the curtailment of services is listed in the Tasks and Responsibilities checklist that supports deployment operations.

2.2. Tasks and Responsibilities

2.2.1. Wing Chaplain will:

2.2.1.1. Focus the direction of the Chaplain Service toward the remaining military personnel and family members of the deployed military personnel

2.2.1.2. Direct, supervise and coordinate all chaplain mobility planning, ensure the Chapel Control Center is up and running and support mobility line

2.2.1.3. Review/Revise the Contingency Support OI to ensure it is appropriate for current and possible contingency operations

2.2.1.4. Ensure chaplains are accessible to active duty personnel and their families--visiting them where they work and live

2.2.1.5. Reassess workload requirements and residual manpower when chaplain function personnel are notified to deploy to determine what nonessential processes will be reduced, deferred, or stopped

2.2.1.6. Brief personnel on the concept of operations for providing ministry support during the deployment operation

2.2.1.7. Ensure ministry support of incoming and transient personnel

2.2.1.8. Ensure ministry support of funerals and death notifications

2.2.1.9. Ensure that all personnel scheduled to deploy are briefed and aware of their individual deployment requirements and responsibilities and the role they will play in the chaplain section's wartime deployment mission

2.2.1.10. Assign duties of deploying personnel to other personnel and ensure they understand all the additional duties

2.2.1.11. Advise MAJCOM/HC of Home-Base Sustainment required, especially if deploying a XFFC3 or more than one XFFC1

- 2.2.1.12. Determine impact of deployment on critical ongoing ministry mission requirements
 - 2.2.1.13. Provide chaplain advice to the commander and higher authorities on the status of chaplain operations
 - 2.2.1.14. Prepare residual staff to work expanded workweek and make schedule
 - 2.2.1.15. Publicize changes to ministry operations
 - 2.2.1.16. Monitor Home-Base Sustainment requirements and keep MAJCOM/HC advised of needs
 - 2.2.1.17. Receive Home-Base Sustainment personnel (in-process and arrange billeting in accordance with Home AFB BSP)
 - 2.2.1.18. Re-evaluate and publicize ministry services offered and beneficiaries served based on number and type of Home-Base Sustainment personnel
- 2.2.2. All CS Personnel:
- 2.2.2.1. Establish Chapel Control Center
 - 2.2.2.2. Provide indoctrination and orientation training to arriving reserve personnel
 - 2.2.2.3. Plan and provide for increase in counseling, visitation, advising leadership, and mobility coverage
 - 2.2.2.4. Be prepared to deploy on short notice at all times. Have training and immunizations current and bags ready to go
 - 2.2.2.5. Prepare list of items needed to provide ministry at the deployed location and ensure you have what you need on hand
 - 2.2.2.6. List and organize your responsibilities to the team. Train other CS personnel on how you accomplish your duties so they can assume them during your deployment.
 - 2.2.2.7. Provide support to installation dependent population and support to dependents of an activated/deployed reserve units
 - 2.2.2.8. Keep the control center updated as to their whereabouts and pass any other information they may have on to the control center
 - 2.2.2.9. Provide ministry to incoming and transient personnel
 - 2.2.2.10. Provide ministry support of funerals and death notifications

2.3. Checklists

- 2.3.1. Deployment Checklists

PRE-DEPLOYMENT

	TASK	PERSON RESPONSIBLE
1.	Assign personnel to AEF's	Wing Chaplain
2.	Train personnel on their responsibilities and requirements	Readiness FAM
3.	Assess the readiness of all personnel assigned to AEF's quarterly	Readiness FAM
4.	Complete Chapel Control Center Checklist , make personnel schedule, post in Chapel Control Center	Wing Chaplain/NCOIC
5.	Brief personnel on the deployment and show times	Readiness FAM
6.	Develop list of items needed to support all possible taskings	Wing Chaplain, NCOIC, Readiness FAM
7.	Inventory all items on list; ensure items are ready and available	Readiness FAM
8.	Maintain Readiness Training Folders on all assigned personnel	Readiness FAM
9.	Call MAJCOM for home-Base Sustainment personnel, especially if XFFC3 deploys	Wing Chaplain
10.	Inspect chaplain area of Deployment Control Center for all needed items, implement Logistics Checklist	Readiness FAM
11.	Implement Transportation Checklist	NCOIC of Chapel Control Center

POST-DEPLOYMENT/PRE-HOME-BASE SUSTAINMENT

	TASK	PERSON RESPONSIBLE
1.	Implement Visitation/Counseling/Worship Support Checklist , ensure needed actions are accomplished	Wing Chaplain
2.	Develop schedule and post in Chapel Control Center	Wing Chaplain NCOIC

POST-EMPLOYMENT/POST-HOME-BASE SUSTAINMENT

	TASK	PERSON RESPONSIBLE
1.	Develop new schedule and post it in Chapel Control Center	Wing Chaplain
2.	Assign personnel to train new personnel in local procedures	Wing Chaplain NCOIC
3.	Evaluate previously reduced services and determine if we can return to somewhat normal operations	Wing Chaplain
4.	Advertise any changes to the worship schedule	NCOIC

2.3.2. Chapel Control Center Operations

	TASK	PERSON RESPONSIBLE
1.	Open control center, call Wing Control Center (#XXXX) and update status; number of personnel notified, number present for duty and number on leave or TDY, (Note: should equal total assigned)	First Person to Arrive
2.	Start Events Log and list time, date and non-classified information provided during recall and post all new information as we receive it. (Log is in CCC book)	NCOIC of CCC
3.	Inform Wing Control Center of personnel as they arrive, ensure all personnel are informed of the situation. Continue to call or search for missing personnel	NCOIC of CCC
4.	Contact transportation dispatch (#XXXX or #XXXX) and request a van to transport personnel and equipment; send someone to pick it up	NCOIC of CCC
5.	Comply with all Quick Response Checklists as we are informed of them	NCOIC of CCC
6.	Dispatch personnel to respond to the appropriate areas as needed	NCOIC of CCC
7.	Call the Wing Control Center at least three times a shift to see if the situation has changed and we were not informed of the change	NCOIC of CCC
8.	Call the DCC (#3346) and ask them if we can send someone over to receive an update on any mobility actions required. (Note: find out when they are processing and where they are going)	NCOIC of CCC
9.	Call MSS control center (#XXXX) and find out name and number of deployment manager	NCOIC of CCC
10.	Call deployment manager and ensure we have all the information needed to have our teams ready for deployment if called	NCOIC of CCC
11.	Inspect mobility folder/s of deploying personnel and physically inventory deployment suitcase and personal bags of deploying personnel	Readiness FAM

2.3.3. Vistation/Counseling/Worship Support Checklist

ONE PERSON OR ONE TEAM DEPLOYED

	TASK	PERSON RESPONSIBLE
1.	Assign deployed chaplain's squadrons to the remaining chaplains	Wing Chaplain
2.	Assign duties of deployed enlisted person to other personnel	NCOIC
3.	Assign personnel to provide additional ministry of presence	Wing Chaplain
4.	Request manning assistance if the chaplain deployed is a Priest	Wing Chaplain

TWO TEAMS DEPLOYED

	TASK	PERSON RESPONSIBLE
1.	Assign personnel to focus visitation on the following primary areas: Flight-line operations, Passenger Terminal, Aerial Port, Mobility Processing	Wing Chaplain
2.	Determine what areas besides the primary areas will receive support	Wing Chaplain
3.	Determine when assigned additional duties will no longer be supported	Wing Chaplain
4.	Suspend support of prayers for retirement and other base function's (can be waived)	Wing Chaplain
5.	Mobilize Chapel Control Center, call Wing Control Center give cell phone number	NCOIC of Control Center
6.	Contact MAJCOM/HC and request manning assistance	Wing Chaplain
7.	Contact all assigned IMA's and the reserve chapel staff request manning assistance	NCOIC
8.	Suspend marriage counseling for future weddings and reserving the chapel for weddings until the workload lessens and can be supported. All weddings already scheduled will continue to be supported as best we can	Wing Chaplain
9.	Request manning assistance to replace the Catholic Priest (if he is deployed and this has not already been completed)	Wing Chaplain
10.	Contact Parish Advisory Councils and coordinate additional laity support for weekend worship services, suspend use of enlisted staff on weekends if possible	NCOIC
11.	Contact MAJCOM/HC and request additional man-day's for enlisted and chaplain IMA's	NCOIC

MORE THAN FOUR PERSONNEL DEPLOYED

	TASK	PERSON RESPONSIBLE
1.	Determine what areas we can still support with visitation and counseling until additional personnel are available to support the mission	Wing Chaplain
2.	Determine if worship services will be reduced in number until teams return	Wing Chaplain

2.3.4. Transportation Checklist

	TASK	PERSON RESPONSIBLE
1.	Call transportation dispatch desk at XXXX or XXXX	NCOIC of Chapel Control Center
2.	Assign someone to pick up vehicle at TRANS	NCOIC of Chapel Control Center
3.	Dispatch vehicle as needed to support contingency	NCOIC of Chapel Control Center
4.	Clean and return vehicle when no longer needed	Assigned by NCOIC of chapel control Center

2.3.5. Logistics Checklist

	TASK	PERSON RESPONSIBLE
1.	Designate who will be responsible for logistical requirements	Wing Chaplain
2.	Check inventory list and determine what additional requirements are needed, list them for purchase	Designee
3.	Establish a minimum level for consumable supplies and ensure that level of supplies are maintained above this level	Designee
4.	Coordinate with Chaplain Fund Custodian and/or NCOIC of financial management to procure additional supplies and equipment as necessary	Designee
5.	Coordinate with NCOIC of financial management for additional contractor services as needed	Designee
6.	Report any problems due to lack of funding to Wing Chaplain	Designee
7.	Prepare after-action report when the contingency operation is completed	Designee

	TASK	PERSON RESPONSIBLE
8.	Inventory alternate control center location and ensure all needed items are available	Readiness FAM

3. Major Accident Response: CS personnel have a very important role in responding to a major accident. The likelihood of serious injuries or death is very great. We will provide pastoral care to those who survive and the families of those who don't. We also need to provide crisis counseling to the accident responders and advise to leadership on the many issues that will come up during the investigation that will follow.

3.1. Mission and Operational Concepts: CS personnel are part of the disaster response team. The personnel assigned to the team will response to the scene and provide advise to leadership on the scene. The Wing Chaplain will respond to the base CAT and be available to advise the Wing Commander. The CCC will be opened to coordinate the CS response.

3.2. Tasks and Responsibilities

- 3.2.1. Wing Chaplain responds to the CAT
- 3.2.2. Disaster Response Team members report to the team meeting location
- 3.2.3. NCOIC opens the CCC and reports the status of personnel
- 3.2.4. CS personnel will standby at the chapel to await instructions

3.3. Checklist

MAJOR ACCIDENT CHECKLIST

	TASK	PERSON RESPONSIBLE
1.	Open control center, call Wing Control Center (#XXXX) and update our status; number of personnel notified, number present for duty and number on leave or TDY. (Note: should equal total assigned)	First Person to Arrive
2.	Start Events log and list time, date and non-classified information provided during recall and post all new information as we receive it. (Log is in CCC book)	NCOIC of CCC
3.	Inform Wing Control Center of personnel as they arrive, ensure all personnel are informed of the situation. Continue to call or search for missing personnel	NCOIC of CCC
4.	Contact transportation dispatch (#XXXX or #XXXX) and request a van to transport personnel and equipment; send someone to pick it up	NCOIC of CCC
5.	Comply with all Quick Response Checklists as we are informed of them	NCOIC of CCC
6.	Dispatch personnel to respond to the appropriate areas as needed, Disaster Response Team members report to designated meeting area for transport to scene, Wing Chaplain to CAT	NCOIC of CCC

	TASK	PERSON RESPONSIBLE
7.	Call the Disaster Response team members and get update on situation; what happened, who was involved, were there casualties or fatalities, where are the wounded being sent, is the Base CISM team being activated, do we need to have a chaplain standing by in blues for death notification?	NCOIC of CCC
8.	Contact Wing Chaplain for update from the CAT	NCOIC of CCC
9.	Develop plan for 24-hour operations. Obtain Wing chaplains approval of plan	NCOIC of CCC
10.	Develop plan for memorial services if fatalities have occurred	Wing Chaplain
11.	Focus unit visitation on squadrons directly involved in accident, OPS, Maintenance, Emergency responders, others as applicable	Wing Chaplain
12.	Follow up with families of casualties and/or fatalities if any	Wing Chaplain
13.	Determine if injured or killed personnel are stationed at another base and contact the CS staff of the base and inform them of all information that you have concerning the accident and who was involved	Wing Chaplain
14.	Review actions and discuss shortcomings in staff meeting and make recommended changes to improve CS response and pastoral care	All Assigned

4. Natural Disaster Response: We may be directly involved in a natural disaster incident or only provide support to a base effort to support the surrounding community. In either case we will need to develop a plan to determine what services we can provide and still be able to accomplish our mission.

4.1. Mission and Operational Concepts: The mission after a natural disaster will be to recover and continue to operate, or to provide assistance to other communities. The Wing Commander will determine how we will respond to the needs of other communities. Our mission will be to know what we can provide and how we will accomplish it.

4.2. Tasks and Responsibilities

4.2.1. Wing Chaplain will develop a plan to determine what services can or will be provided to the community after a natural disaster. Plan should be in accordance with the base natural disaster OPlan

4.2.2. Wing Chaplain will inform NCOIC of what requirements for supplies and equipment will be needed to fulfill the plan

4.2.3. Wing Chaplain will ensure that all CS facilities are inspected for damage if the base is hit and to inform the SRC

4.2.4. Wing Chaplain will address the possibility of canceling worship services or finding another location for services if facilities are damaged and not serviceable

4.2.5. Wing Chaplain will develop a “get well” plan for facilities that are damaged

4.2.6. After or just before the event, the Wing Chaplain will report to the CAT and will inform the rest of the staff of the Wing Commanders plan

4.3. Checklist

NATURAL DISASTER CHECKLIST

	TASK	PERSON RESPONSIBLE
1.	Open control center, call Wing Control Center (#XXXX) and update our status; number of personnel notified, number present for duty and number on leave or TDY. (Note: should equal total assigned)	First Person to Arrive
2.	Start Events log and list time, date and non-classified information provided during recall and post all new information when received, (log is in CCC book)	NCOIC of CCC
3.	Inform Wing Control Center of personnel as they arrive, ensure all personnel are informed of the situation. Continue to call or search for missing personnel	NCOIC of CCC
4.	Contact transportation dispatch (#XXXX or #XXXX) and request a van to transport personnel and equipment; send someone to pick it up	NCOIC of CCC
5.	Comply with all Quick Response Checklists as we are informed of them and complete the Logistics Checklist	NCOIC of CCC
6.	Dispatch personnel to respond to the appropriate areas, as needed, Wing Chaplain reports to CAT	NCOIC of CCC
7.	Call the Disaster Response team members and get update on situation; what happened, who was involved, were there casualties or fatalities, where are the wounded being sent, is the Base CISM team being activated, do we need to have a chaplain standing by in blues for death notification?	NCOIC of CCC
8.	Contact Wing Chaplain for update from the CAT	NCOIC of CCC
9.	Develop plan for 24-hour operations. Obtain Wing Chaplains approval of plan	NCOIC of CCC
10.	Develop plan for memorial services if fatalities have occurred	Wing Chaplain
11.	Focus unit visitation on squadrons directly involved in accident, OPS, Maintenance, Emergency responders, others as applicable	Wing Chaplain
12.	Follow up with families of casualties and/or fatalities if any	Wing Chaplain
13.	Determine if injured or killed personnel are stationed at another base and contact the CS staff of the base and inform them of all information that you have concerning the accident and who was involved	Wing Chaplain
14.	If the base was damaged determine if CS facilities were damaged and report it to the SRC	NCOIC of CCC
15.	If facilities were damaged contact Wing Chaplain to determine what effect there will be on worship services. Have Wing Chaplain check with other CAT members to search for alternate location for services	NCOIC of CCC

	TASK	PERSON RESPONSIBLE
16.	If directed by Wing Commander to assist in local recovery efforts determine what we can provide and how much	Wing Chaplain
17.	Review actions and discuss shortcomings in staff meeting and make recommended changes to improve CS response and pastoral care	All Assigned

5. National Emergencies and Humanitarian Support

5.1. Mission and Operational Concepts: National Emergencies can be anything from a Hurricane or Earthquake to a terrorist attack. It will be impossible to address all of the possible situations in this OI. Humanitarian support is also a very broad topic that can go from direct support of a humanitarian action in CONUS, to deployment to another country. The operational concept will be to prepare and equip our personnel to handle unexpected events.

5.2. Tasks and Responsibilities

5.2.1. Wing chaplain will review Wing OPlans that address the wings response to national events and determine what the Wing Commander's plan of operations is.

5.2.2. Wing Chaplain will determine what our response to the event will be.

5.2.3. Wing Chaplain will develop a plan of action according to the circumstances of the event

5.2.4. Wing Chaplain will coordinate our efforts with other supporting agencies to ensure we are not duplicating our efforts

5.3. Checklists

5.3.1. National Emergencies and Humanitarian Support

	TASK	PERSON RESPONSIBLE
1.	Open control center, call Wing Control Center (#XXXX) and update our status; number of personnel notified, number present for duty and number on leave or TDY. (Note: should equal total assigned)	First Person to Arrive
2.	Start Events log and list time, date and non-classified information provided during recall and post all new information as we receive it, (Log is in CCC book)	NCOIC of CCC
3.	Inform Wing Control Center of personnel as they arrive, ensure all personnel are informed of the situation. Continue to call or search for missing personnel	NCOIC of CCC
4.	Contact transportation dispatch (#XXXX or #XXXX) and request a van to transport personnel and equipment; send someone to pick it up	NCOIC of CCC
5.	Comply with all Quick Response Checklists as we are informed of them and complete the Logistics Checklist	NCOIC of CCC
6.	Dispatch personnel to respond to the appropriate areas, as needed, Wing Chaplain reports to CAT	NCOIC of CCC

	TASK	PERSON RESPONSIBLE
7.	If it is a local event call the Disaster Response team members and get update on situation; what happened, who was involved, were there casualties or fatalities, where are the wounded being sent, is the Base CISM team being activated, do we need to have a chaplain standing by in blues for death notification?	NCOIC of CCC
8.	Contact Wing Chaplain for update from the CAT	NCOIC of CCC
9.	Develop plan for 24-hour operations. Obtain Wing Chaplain's approval of plan	NCOIC of CCC
10.	Develop plan for memorial services if fatalities have occurred	Wing Chaplain
11.	Focus unit visitation on squadrons directly involved in accident, OPS, Maintenance, Emergency responders, others as applicable	Wing Chaplain
12.	Follow up with families of casualties and/or fatalities if any	Wing Chaplain
13.	Determine is injured or killed personnel are stationed at another base and contact the CS staff of the base and inform them of all information that you have concerning the event and who was involved	Wing Chaplain
14.	If the base was damaged determine if CS facilities were damaged and report it to the SRC	NCOIC of CCC
15.	If our facilities were damaged contact Wing Chaplain to determine what effect there will be on the worship services and have Wing Chaplain check with other CAT members to search for alternate location for services	NCOIC of CCC
16.	If directed by Wing Commander to assist in local recovery efforts determine what we can provide and how much	Wing Chaplain
17.	If deploying personnel to assist another location complete the Deployment Checklist items that apply to this situation	NCOIC of CCC
18.	Contact Parish Advisory Council members to see if the chapel community can help by: <ul style="list-style-type: none"> - Providing needed services to the location of the event - Seeking volunteer workers to assist in clean up operations - Determining if sending money to the location or giving to the Red Cross is the best way to provide support. - Planning pastoral support for the workers at the event site - Developing donations drives of food, clothing and other needs 	Wing Chaplain
19.	Review actions and discuss shortcomings in staff meeting and make recommended changes to improve CS response and pastoral care	All Assigned

Note: This OI sample is not all-inclusive. Each Wing Chaplain and NCOIC must evaluate their mission and construct a Contingency OI to meet those requirements. Additional suggestions may include: In-place Shelters, NEO, Dependent/nonessential Personnel Evacuation, CS Personnel Evacuation, etc.

Attachment 8

UNCLASSIFIED WAR AND MOBILIZATION PLAN (WMP) – 1 ANNEX X**CHAPLAIN - ANNEX X**

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OPR: HQ USAF/HCP

INDEX

References	X-1
1. SITUATION	X-4
2. MISSION	X-5
3. EXECUTION	X-5
4. COMMAND AND SIGNAL	X-11

Appendices

1 - Hospital CS Manning Guidance	X-12
2 - CS Function Manpower Criteria for Contingency Hospitals	X-13

References. In addition to the references listed in the Basic Plan, the following references are specifically applicable to this annex:

Title 10 USC Section 8067 (h) Establishment of Chaplain Service

DOD Directive 1300.17, Accommodation of Religious Practices Within the Military

Joint Pub 1-02, DOD Dictionary of Military and Associated Terms

Joint Pub 1-05, Religious Ministry in Support of Joint Operations

CJCSM 3122.03A, Joint Operations Planning and Execution System Vol 2, Planning Guidance for Appendix 6 to Annex E (Chaplain Activities)

Joint Strategic Capabilities Plan, Annex N (Mobilization)

UNCLASSIFIED**X - 1****UNCLASSIFIED**

Joint Plan for DOD Noncombatant Repatriation

User's Guide for Joint Operation

AFDD 1, Air Force Basic Doctrine

AFDD 2-4, Combat Support

AFTL, Air Force Task Listing, (Paragraph 6.6.1.3.)

AFPD 10-1, Mission Directives

AFPD 10-2, Readiness

AFPD 10-4, Operations Planning

AFPD 38-1, Organization

AFPD 52-1, Chaplain Service

AFI 10-215, Personnel Support for Contingency Operations (PERSCO)

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

AFI 10-402, Mobilization Planning

AFI 10-403, Deployment Planning

AFI 10-404, Base Support Planning

AFI 32-4001, Disaster Preparedness Planning and Operations

AFI 36-2706, Military Equal Opportunity and Treatment Program

AFI 36-2903, Dress and Personal Appearance of Air Force Personnel, Table 2.5, Rules 14 & 15

AFI 38-205, Managing Wartime and Contingency Manpower

AFI 41-106, Medical Readiness Planning and Training

AFI 44-153, Critical Incident Stress Management

AFI 52-101, Chaplain Service Planning and Organizing

UNCLASSIFIED

X-2

UNCLASSIFIED

AFI 52-103V1, Chaplain Service Resourcing, Appropriated Funds

AFI 52-103V2, Chaplain Service Resourcing, Nonappropriated Funds

AFH 10-416, Personnel Readiness and Mobilization

AFMAN 10-401v1, Operation Plan and Concept Plan Development and Implementation

AFMAN 36-2105, Officer Classification

AFMAN 36-2108, Airmen Classification

AFPD 52-1, Chaplain Service

USAF WMP-3, Part 2, Combat Support/Combat Service Support Forces

USAF WMP-3, Part 3, Unit Type Codes

1984 Manual for Courts Martial, Uniform Code of Military Justice, Military Rule of Evidence 503, Communications to Clergy

UNCLASSIFIED

X-3

UNCLASSIFIED

SUMMARY

1. SITUATION: The purpose of this annex is to provide the Air Staff (HQ USAF), Major Commands (MAJCOM), Field Operating Agencies (FOA), Direct Reporting Units (DRU) and base-level planners with doctrinal concepts, broad policies, and planning for the USAF Chaplain Service (CS) to plan, prepare, and execute CS operations at any level of conflict, at any level of mobilization.

a. Spiritual health is fundamental to the overall well-being of Air Force personnel and their families. Commanders in today's Air Force provide for the spiritual needs of their personnel to enhance operational readiness and combat effectiveness. To this end, the CS, through a global ministry strategy, provides spiritual care and ethical leadership across a full spectrum of operations. Spiritual care and ethical leadership are integral to Air Force personnel successfully responding to any contingency. Receptive to mission requirements and individual needs, CS personnel, as "visible reminders of the Holy," deliver tailored worship opportunities, professional pastoral care, and advice to Air Force leaders regarding spiritual, religious, ethical, and moral issues.

b. This annex recognizes the principle that total force planning and execution is essential for the CS to meet its mission requirements across the operational continuum and in a wide range of geographic locations. To this end, CS function planners at every level must plan for actions necessary to mobilize, deploy, bed-down, employ, sustain, and provide religious support to US military forces.

c. Air Force CS personnel are part of the Wing Command element and directly contribute to the operational mission of that unit. CS personnel are essential in deployed locations to provide timely ministry to personnel facing the trauma of mass casualties, battle fatigue, and other combat related stress. In the area of operations (AO), CS personnel nurture the living, minister to casualties, and honor the dead. The CS is composed of chaplains and Chaplain Assistants from the active duty, Air Force Reserve, and the Air National Guard.

d. This annex is consistent with the Defense Planning Guidance (DPG) and the policies, planning factors, and assumptions stated in the Joint Strategic Capabilities Plan (JSCP). This policy pertains to all levels of command for training, mobilization, contingencies, and war. Unless otherwise stated, this annex equally applies to active duty, Air National Guard, Individual Mobilization Augmentees (IMAs), and Air Force Reserve units.

e. Enemy Situation. See Annex A, Intelligence Situation. It provides intelligence information for each theater's Area of Responsibility (AOR).

f. Friendly Situation. See Annex Y, Unified and Specified Commands.

g. WMP-1 Concepts. See Basic Plan.

UNCLASSIFIED

X - 4

UNCLASSIFIED

h. General Assumptions:

(1) Operational commanders will accept a level of service mobilization (M-day) through M+30 reduced to what is needed to ensure mission accomplishment and life support.

(2) OPlans may require presidential reserve call-up (PRC), partial, full, or total mobilization as defined in Annex W.

(3) The State Department will order non-combatant Evacuation Operations (NEO) and Humanitarian Relief Operations (HUMRO). CS personnel workloads will expand to accommodate noncombatants during repatriation periods.

(4) Peacetime levels of communications and computer interfacing networks within overseas theaters will be disrupted or saturated during the initial and early stages of a war.

i. Functional Assumptions:

(1) CS personnel designated as part of the Lead/Follow-on Combat/Support Core UTC package will deploy with their host support wing.

(2) CS personnel will deploy to provide religious support to one or more tasked OPlans and No-Plan scenarios.

(3) At CONUS and overseas hospitals, the number of casualties from battle and non-battle injuries will increase significantly. Providing critical incident stress management will be a priority for CS personnel (reference Appendix 1, Hospital CS Manning Guidance).

(4) In joint operations, a Joint Task Force Command Chaplain will be assigned prior to deployment of the Joint Task Force.

(5) Some OPlan locations may require tailoring CS operations due to host nation religious requirements and sensitivities.

(6) The CS will deploy all of its personnel assigned to mobility positions IAW applicable OPlan Time Phased Force Deployment Data (TPFDD).

(7) The deployment of CS personnel to support 2 MTWs will limit their home base ability to satisfy wartime CONUS sustaining requirements. When Presidential Reserve Call-up (PRC) occurs, Home-Base sustainment is necessary at Air Reserve Component (ARC) units.

(8) The departure of active duty CS personnel and the arrival of Home-Base sustainment personnel may not coincide.

(9) Wartime installation family member populations may remain the same as peacetime populations; however, support for ARC could increase.

(10) CONUS bases serving as reception, transient, and processing centers will experience significant demands for increased CS support.

2. MISSION: The mission of the Air Force Chaplain Service as “a visible reminder of the Holy,” is to plan, organize, train, equip, and sustain a corps of chaplains and Chaplain Assistants to execute global ministry strategies supporting Air Force mission objectives and the free exercise of religion. Operational readiness and combat effectiveness are integral to all phases of the CS mission. Commanders and the Wing Chaplain determine the priorities and extent of services provided.

3. EXECUTION:

a. Concept of Operation: Annex B provides information on concept of operation strategy and planning guidance.

UNCLASSIFIED

X -5

UNCLASSIFIED

(1) Chaplain Service - The CS must be prepared to execute its wartime mission within the context of the Air Force mission under this plan. CS organization consists of both chaplains and Chaplain Assistants who are essential to providing religious support during war, contingencies, national emergencies, NEOs, HUMROs, or exercises. The combination of chaplains and Chaplain Assistants allows the CS to effectively transition from peacetime to war and is founded on the tenets of teamwork, flexibility, unit integrity, and unity of effort.

(2) The execution of CS operations changes IAW operational mission requirements, but the primary role and mission of chaplains and Chaplain Assistants remain the same.

(a) Chaplain Mission Objectives: Chaplains provide essential religious and spiritual support to combat/support personnel and casualties. Chaplain professional roles and responsibilities include, but are not limited to, providing worship, liturgies, rites and ceremonies, religious instruction, spiritual renewal, lay training, counseling, crisis intervention, critical incident stress management, spiritual nurture, visitation and counsel to Air Force leaders on matters such as spiritual needs, religious requirements, and ethical issues which impact mission, quality of life, and the First Amendment right to the free exercise of religion within the AO.

(b) Noncombatant Status: Chaplains are classified as noncombatants under the 1949 Geneva Conventions. Chaplains will neither engage in hostilities nor function in positions that would imply hostile activities.

(c) Chaplain Assistant Mission Objectives: The Chaplain Assistant provides essential support enabling Chaplains to execute and accomplish their objectives. Chaplain Assistants are non-clergy, combatant Air Force enlisted personnel who are specifically trained to understand and support the CS mission. Chaplain Assistants roles and responsibilities include, but are not limited to, providing security for deployed chaplains; executing administrative and logistical support for worship observances, crisis intervention, critical incident stress management, and chaplain pastoral care; and acquiring CS C⁴ systems.

b. Wartime Deployment and Employment Priorities:

(1) The process of apportioning CS personnel to wartime assignments is based upon particular theater requirements. HQ USAF/HCP advises component Air Force commanders, via the WMP-3, Part 2, of CS personnel resources available to support their requirements. The role and mission required for the CS demand that CS planners maximize the use of all active duty, ARC personnel. Therefore, resources must be allocated efficiently. Priorities are as follows (reference WMP-3, Part 2):

(a) Active Component: The first priority will be deployment and employment of active component CS personnel to provide religious support for Air Force operations worldwide and those supporting the deployment process. The second priority will be to provide support for CONUS Home-Base sustainment requirements.

(b) Guard and Air Force Reserve Units: The first priority for Guard and AFRC CS personnel is to deploy with their host unit to the AO to provide religious support at the bed-down location. The second priority is to meet augmentation requirements. The last priority is to provide religious support for Home-Base sustainment. CS Guard and Reserve personnel can be utilized earlier under the volunteer option, if authorized by their MAJCOM commander or equivalent.

(c) IMAs: The first priority for IMA CS personnel is to support CONUS Home-Base sustainment requirements and the mobilization process. The second priority is to deploy to the AO for augmentation. CS IMAs can be utilized earlier if included in the PSRC authority or if the volunteer option is exercised (reference AFI 10-402 and AFH 10-416 for guidance).

UNCLASSIFIED

X - 6

UNCLASSIFIED

1 General: IMA authorizations are military manpower requirements identified by individual skill on a selective basis to meet the immediate needs of contingency and wartime or emergency

plans. IMAs are selective reserve members of the Ready Reserve of the Air Force, which are assigned to active Air Force units or centrally managed. CS IMAs are centrally assigned to and managed by HQ ARPC/HC.

2 In the event of a call-up or mobilization, HQ ARPC/HC orders IMAs to active duty positions as requested by the gaining MAJCOM and/or agencies. CS IMAs are assets owned by the Air Force Chief of the Chaplain Service. This enables them to be flexible and adaptive manpower resources available to meet peacetime and wartime requirements. CS IMAs are augmentees. They are trained and equipped to support CONUS wartime requirements or mobility taskings. Once mobilized, all CS IMAs will be subject to deployment/redeployment based on the needs of the Air Force.

3 Planning Guidance: Each MAJCOM and FOA will determine total wartime manpower requirements through the Air Force Total Force Assessment (TFA) exercise. Any shortfall between peacetime authorizations and wartime requirements will form the basis for substantiating an IMA authorization request.

c. Unit Integrity: Deployed active and reserve component CS personnel will be assigned to Main Operating Bases (MOBs), Collocated Operating Bases (COBs), Standby Bases (SBs), Forward Operating Locations (FOLs), Forward Operating Bases (FOBs), Bare Bases (BBs), Expeditionary Medical Support facilities (EMEDS) and Contingency Hospitals. Sourcing active duty and reserve component assets will maintain unit integrity to the maximum extent possible, and not degrade CS capability to fulfill priority requirements. Within the AO, chaplains will conduct site visits in accordance with host-nation requirements to accommodate valid denominational needs when limited denominational resources are available.

d. Training Philosophy: The CS is vital to the spiritual well-being and morale of Air Force personnel in combat environments. CS personnel must train the way they expect to provide religious support during war. Training must be realistic, flexible, and innovative. CS personnel must train for all conceivable missions to build stamina, to minimize wartime trauma, and to desensitize themselves to the fog and friction of war. They must train for the full spectrum of war from low intensity conflict, to theater conventional, chemical, biological, NEO, HUMRO, or nuclear war. Every effort must be made to incorporate training scenarios into wing-level training contingency plans and exercises. The CS will properly demonstrate the connection between wartime response capabilities and the operational mission.

e. Command and Control (C²): To ensure efficient employment of CS personnel, the following C² will apply:

(1) The principle of centralized control and decentralized execution will apply during all levels of conflict.

(2) When CS personnel have been tasked to support a deployment, all deployed CS personnel will be under the supervision of a theater component command chaplain who will exercise C².

UNCLASSIFIED

X -7

UNCLASSIFIED

(3) The CS chain of command in any theater runs from the supported Air Force Forces Commander (COMAFFOR) in-theater to the Air Force Forces Command Chaplain Forward (AFFOR/HC FWD) to the base-level Wing/Senior Chaplain.

(4) In joint operations, the CS chain of command runs from the unified commander to the unified command chaplain to the Air Force component command chaplain forward to the base-level Wing/Senior Chaplain.

(5) The AFFOR/HC FWD is responsible for Air Force oversight of theater-wide religious ministry support and serves as an advisor to the COMAFFOR and staff regarding matters of spiritual care and ethical leadership.

(6) AFMAN 10-401, Core Unit Type Code (UTC) Package structure contains guidance within each functional discipline at the final bed-down location.

(7) The Lead Combat Wing Chaplain deployed at the bed-down location is the supervisor of all CS personnel at the deployment location. Additional CS personnel deployed to that location will integrate into the staff under the supervision of the Lead Combat Wing Chaplain.

(8) The hospital CS personnel are under the command of the medical commander, regardless of the location of EMEDS or contingency hospital.

(9) The command relationship of each contingency will be determined before Oplan execution.

f. Core Unit Type Code UTCs: The UTC is a five-character (alpha/numeric) code assigned to identify a type/kind of force or equipment. CS UTCs are described in WMP-3, Part 2 and 3.

g. Chaplain Service Wartime Support Priorities.

(1) Priority One: Mobilization and deployment of CS personnel for wartime use in the AO has the highest priority along with combat support for strategic missions in the CONUS.

(2) Priority Two: Maintaining a CONUS sustaining force capable of carrying out the wartime support requirements other than strategic mission support.

(3) General Guidance:

(a) Make maximum use of active duty and ARC to meet CONUS Home-Base sustainment requirements against currently funded manpower authorizations. Substitution of one grade/skill level above or below is authorized. This applies only when a person of the required skill level or grade is not available to fill the tasked requirement.

(b) The sizing of CS combat support forces is determined by AFMAN 10-401, Table 5.1, leadership needs, and the Air Force population serviced at the deployment location. Adjustments are based on host nation requirements.

(c) CS personnel UTCs included in the 9AA series core packages are defined in AFMAN 10-401. These core UTC packages are deployed with the host support wing to provide direct support at the bed-down/deployment location.

(d) In an overseas theater, task in-theater manpower resources against identified requirements, then task augmenting personnel to fill remaining requirements.

(e) In-theater CS personnel located at established bed-down locations which are not tasked to support the combat support task force requirements of their host wing are used as in-place forces.

h. Core UTC Package Concept: The core UTC package improves the overall combat capability by establishing deployment relationships between combat forces and their support infrastructure. Core UTC

packages constitute the primary building blocks for constructing TPFDDs. Core UTC packages are constructed to support a Collocated Operation Base (COB) and contain most, but not all, required UTCs.

UNCLASSIFIED

X - 8

UNCLASSIFIED

(1) Core UTC Packages: There are two types of core UTC packages: Lead Core UTC packages (able to conduct independent operations), and Follow-on Core UTC packages (required to integrate with an independent core UTC).

(2) Non-Core UTCs support theater bases that have additional requirements beyond those provided by the core UTC package. They contain the additional personnel and equipment necessary to support warfighting requirements. Examples are chaplain function UTCs that are not included in a core UTC package, but are tasked to complete bed-down requirements.

(3) Core UTC Package Sourcing: The Air Force policy is to satisfy core UTC package requirements (both lead and follow-on) by sourcing, to the greatest extent possible, from each deploying unit's home station's assets.

i. Chaplain AFSC Suffixes: Chaplain AFSC suffixes are used to ensure unit type code configurations and mission capabilities to support wartime taskings. They provide a flexible crisis response capability to support a variety of contingencies.

j. CS UTCs: Expanded definitions and Mission Capability Statements (MISCAPS) of all CS personnel UTCs are included in the Manpower Force Element Listing. The following are CS UTCs:

(1) XFFC1 - Protestant Chaplain, AFSC: 52R3A, Grade: 03, Total Personnel: 1

(2) XFFC2 - Chaplain Assistant, AFSC: 5R051, Total Personnel: 1

(3) XFFC3 - Catholic Chaplain, AFSC: 52R3C, Grade: 03, Total Personnel: 1

(4) XFFC4 - Chaplain Supervisor Overhead, AFSC: 52R3, Grade: 05 and AFSC: 5R071, authorized substitution for Chaplain Assistant of 5R051 if 5R071 not available, with the rank of Staff Sergeant: Total Personnel: 2

(5) XFFC5 - Staff Chaplain, AFSC: 52R3/4 (no grade substitutions authorized for 52R3/4) Grade: 06, and AFSC 5R091 (MSgt can fill), Total Personnel: 2

(6) XFFC6 - Jewish Chaplain, AFSC 52R3D, Grade: 03, Total Personnel: 1

(7) XFFC7 - Orthodox Chaplain, AFSC 52R3E, Grade 03, Total Personnel: 1

(8) XFFC9 - Muslim Chaplain, AFSC 52R3F, Grade: 03, Total Personnel: 1

(9) XFBR3 - CS portion of Harvest Eagle Bare Base System.

(10) XFBGC - CS portion of Harvest Falcon Bare Base System.

k. Core UTC packages with embedded CS UTCs. The CS personnel UTC requirements embedded in the Lead Core UTC package includes one XFFC4 in the Lead Combat Core UTC package, and an XFFC2 & XFFC3 in the Lead Support Core UTC package. Core UTC packages with embedded CS UTCs include the following:

(1) 9AAB1 - HQ AFFORWARD ADVON QUICK RESPONSE PACKAGE, AFSC: 52R4, Grade: 06 and AFSC: 5R091, Total Personnel: 2

(2) 9AAB2 - HQ AFFORWARD AUGMENTED LIMITED RESPONSE PACKAGE, AFSC: 52R4, Grade: 05 and AFSC: 5R071, Total Personnel: 2

(3) 9AAGB - HQS WING STAFF (LEAD), AFSC: 52R3, Grade: 05 and AFSC: 5R071, Total Personnel: 2

UNCLASSIFIED

X -9

UNCLASSIFIED

(4) 9AALW - HQS LEAD MOBILITY WING INITIAL RESPONSE TEAM, AFSC: 52R3, Grade: 05 and AFSC: 5R051, Total Personnel: 2

(5) 9AAPB - HQS PACAF AFFOR ADVAN ECHELON, AFSC: 52R3, Grade: 05 and AFSC 5R051, Total Personnel: 2

(6) 9AART - HQS AIR INTERVENTION WING STAFF, AFSC: 52R3, Grade: 05; AFSC: 52R3, Grade: 04; AFSC: 5R071 and AFSC: 5R051, Total Personnel: 4

(7) 9ABAK - HQS COMAFFOR/JRACC REACH-BACK SF, AFSC: 52R3, Grade: 06 and AFSC: 5R091, Total Personnel: 2

(8) 9AFWD - HQS COMAFFOR/JFACC FORWARD ST, AFSC: 52R3, Grade: 06 and AFSC: 5R091, Total Personnel: 2

(9) CTJCC - JMA HQS USCENCOM, AFSC: 52R3, Grade: 05 and AFSC: 5R051, Total Personnel: 2

(10) CTJPQ - COMMAND RECEPTION CADRE, AFSC: 52R3, Grade: 03 and AFSC: 5R051, Total Personnel: 2

(11) CTJSC - JMA SPECIAL OPERATIONS COMMAND CENTRAL, AFSC: 52R3, Grade 03 and AFSC: 5R051, Total Personnel: 2

(12) CTJSE - USCENCOM CMPT SYS SUPT ELE, AFSC: 52R3, Grade: 06 and AFSC: 5R091, Total Personnel: 2

(13) CTJLA - JTF EUROPEAN CONTINGENCY STAFF, AFSC: 52R3, Grade: 05 and AFSC: 5R051, Total Personnel: 2

(14) FFEC1 - MED 500-BED 3E HOSPITAL TEAM 1, AFSC: 52R3, Grade: 06; AFSC: 52R3, Grade: 03; AFSC: 52R3, Grade: 03 and AFSC: 5R091; 5R051, Total Personnel: 6

(15) HFNR7 - SRT KC135R TSART, AFSC: 52R3, Grade: 04, and AFSC: 5R051, Total Personnel: 2

(16) HFNR8 - SRT KC135E TSART, AFSC: 52R3, Grade: 04, and AFSC: 5R051, Total Personnel: 2

I. Taskings:

(1) HQ USAF/HC will:

(a) Provide readiness policy, guidance, and procedures for Concept Plan (CONPlan) and Operations Plan (OPlan) development, tasking actions, materiel utilizations, and training for the CS.

(b) Determine the requirements for utilizing all ARC CS personnel. Mobilization requirements are established IAW Annexes G, W, and Z of WMP-1 and AFI 10-402.

(2) MAJCOM, FOA, and DRU chaplain command responsibilities:

(a) Provide functional manpower and personnel management, professional and military training, and readiness plans and program guidance.

(b) Develop guidelines, resources and special emphasis ministry requirements to support the mission and needs of their commands.

(c) Each MAJCOM and FOA/HC with primary responsibility for an OPlan will identify the AFFOR Command Chaplain for that plan.

(d) Implement a continuing readiness training program that will enable CS personnel to function at any level of national emergency. Training objectives will include, but not be limited to: Phase Three Continuing Readiness Training, Just-in-time Air Expeditionary Force Training,

UNCLASSIFIED

X – 10

UNCLASSIFIED

Continuing Medical Readiness Training, NBC warfare survival, and Critical Incident Stress Management.

(e) Prepare and revise CS annexes for MAJCOM CONPlans, OPlans, and the WMP IAW AFMAN 10-401 to ensure chaplain provisions are included, and to provide the necessary guidance for supporting CS functions.

(f) Identify wartime augmentation requirements for Air Force Reserve CS personnel and ensure those requirements are reviewed and validated.

(g) Implement training programs for Air Force Reserve CS personnel attached to their command.

(3) During extended war, the Air Force Chaplain Service Institute (CSI) will increase the number of chaplain and Chaplain Assistants orientation courses, Silver Flag Readiness Training and appropriate leadership courses to fulfill necessary requirements.

(4) The Wing Chaplain will:

(a) Direct, supervise, coordinate, and document all Phase Two Readiness Training for assigned and attached CS personnel.

(b) Ensure CS personnel tasked for mobility are correctly postured, equipped, trained, and exercised to support readiness requirements.

(c) Prepare guidelines, OIs, plans, annexes, and appendices to define CS readiness operations.

(d) Ensure CS readiness/mobility procedures are developed, coordinated, exercised and included in installation plans and OIs.

(e) Train ARC CS personnel IMAs attached to their units.

4. COMMAND AND SIGNAL

a. Once the National Command Authority authorizes the execution of a specific OPlan, CS deployment is conducted through the Joint Operation Planning and Execution System (JOPES). Once deployed, these units are under the operational control of the gaining Combatant Command.

b. When CS personnel are assigned to a joint activity, they will be under the operational control of the designated joint commander, but will remain under the administrative control of the parent service.

LORRAINE K. POTTER

Chaplain, Major General, USAF

Chief of the Chaplain Service

Appendices:

1. Hospital CS Manning Guidance
2. CS Function Manpower Criteria for Contingency Hospitals

UNCLASSIFIED

X -11

UNCLASSIFIED

APPENDIX 1 - HOSPITAL CHAPLAIN SERVICE MANNING GUIDANCE

1. PLANNING: The Air Force Component Chaplain Service planner will be responsible for inputting manning requirements at Expeditionary Medical Support (EMEDS) or Contingency Hospital (CH) bed-down locations. Manning guidance at EMEDS or CHs must be evaluated by location, number of BOS personnel, and mission requirements

2. MANNING: The basic formula for manning EMEDS or CHs is as follows:

- a. 250 bed hospital: 7 Chaplains, 5 Chaplain Assistants
- b. 500 bed hospital: 12 Chaplains, 7 Chaplain Assistants
- c. 750 bed hospital: 17 Chaplains, 9 Chaplain Assistants

* NOTE: Chaplain faith balance must be considered. As a minimum two Chaplains must be Catholic when staffing 250 beds or more. After initial 250 bed hospital, manning authorization criteria are 1 chaplain per 50 beds and 1 Chaplain Assistant for every 2 Chaplains (refer to the chart on the following page for more detailed guidance).

3. ASSUMPTIONS:

- a. Plan for peak workloads.
- b. EMEDS and CHs of 500 beds and larger are usually located away from existing bases. EMEDS or CHs less than 500 beds are usually located on or near main or collocated operating bases.
- c. CS personnel deployed to support EMEDS or CHs will report directly to the medical commander.
- d. The TPFDD entry for Chaplain or Chaplain Assistant supporting hospitals indicates hospital location.

UNCLASSIFIED

X - 12

UNCLASSIFIED

APPENDIX 2 – CHAPLAIN SERVICE FUNCTION MANPOWER CRITERIA FOR CONTINGENCY HOSPITALS OR EMEDS

Table 1 CS CH/EMEDS MANNING CHART

POSITION	AFSC	GRADE	QTY	UTC	UTC QTY	REMARKS
250 BED HOSPITAL						
Staff Chaplain	52R3	O5	1	XFFC4	1	
Ch Assist Tech	5R071		1	“		
Chaplain	52R3C	O2-O5	2	XFFC3	1	
Chaplain	52R3A	O2-O4	2	XFFC1	2	
Ch Assist Spec	5R051		2	XFFC2	2	
Chaplain	52R3A	O2-O4	2	XFFC1	2	
Ch Assist Spec	5R051		2	XFFC2	1	
500 BED HOSPITAL						
Staff Chaplain	52R3	O6	1	XFFC5	1	
Ch Assist Supt	5R091		1	“		
Chaplain	52R3C	O2-O5	1	XFFC3	1	
Chaplain	52R3A	O2-O4	1	XFFC1	1	
Ch Assist Spec	5R051		2	XFFC2	2	
Chaplain	52R3	O5	1	XFFC4	1	
Ch Assist Tech	5R071		1	“		
Chaplain	52R3C	O2-O5	1	XFFC3	1	
Chaplain	52R3A	O2-O5	2	XFFC1	2	
Ch Assist Spec	5R051		1	XFFC2	1	
Chaplain	52R3A	O2-O4	1	XFFC1	1	
Ch Assist Spec	5R051		1	XFFC2	1	
Chaplain	52R3C	O2-O5	1	XFFC3	1	
Chaplain	52R3A	O2-O4	1	XFFC1	1	
Chaplain	52R3C	O2-O5	1	XFFC3	1	
Chaplain	52R3A	O2-O4	1	XFFC1	1	
Ch Assist Spec	5R051		1	XFFC2	1	

POSITION	AFSC	GRADE	QTY	UTC	UTC QTY	REMARKS
EVERY ADDITIONAL 250 BEDS						
Chaplain	52R3A	O2-O4	3	XFFC1	3	
Chaplain	52R3C	O2-O5	2	XFFC3	2	
Ch Assist Spec	5R051		2	XFFC2	2	

* For 750 bed hospital UTC XFFC6, XFFC7, or XFFC9 may be used to ensure appropriate faith group taskings to support location-specific requirements.

** See Chaplain Service UTC MISCAPS for acceptable grade and AFSC substitutions.

UNCLASSIFIED

X - 13