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This instruction implements guidance in [Joint Publication \(JP\) 3-56.1, Command and Control for Joint Operations](#) and [Air Force Doctrine Document \(AFDD\) 2, Organization and Employment of Aerospace Power](#). It covers the deployable Air and Space Operations Center (AOC) weapon system that is provided by the Air Force Forces (AFFOR) and employed by the Commander, Air Force Forces (COMAFFOR) when designated as a Joint Force Air Component Commander (JFACC) or when executing aerospace operations and no JFACC is designated. This instruction also provides guidance for fixed AOCs, in terms of applicable equipment and processes shared with deployable AOCs. It applies to the employment of AOCs and is designed to accommodate the use of manual, semi-automated, and automated ground/airborne elements of a Theater Air Control System (TACS). This document covers organization and operation of active, Reserve, Air National Guard, and coalition forces. Offices of Collateral Responsibility (OCR) for this publication are HQ ACC/DOYC, HQ PACAF/DOQ, HQ USAFE/DOY, HQ AFRC/DOC, AFC2ISRC/A3, AFC2TIG, AFSPC, and ANG/C4B. Copies of Major Command (MAJCOM)-level supplements, after approved and published, will be provided by the issuing MAJCOM to HQ USAF/XOOY, AFC2ISRC/A3, the user MAJCOM and National Guard Bureau (NGB) Offices of Primary Responsibility (OPR). Field units below MAJCOM level will forward copies of their supplements to this publication to their parent MAJCOM office of primary responsibility for post publication review. Send comments and suggested improvements to this publication on AF Form 847, Recommendation for Change of Publication, through channels, to HQ ACC/DOY, 205 Dodd Blvd, Suite 101, Langley AFB VA 23665-2789.

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Chapter 1

INTRODUCTION

1.1. General. Under the Expeditionary Aerospace Force (EAF) concept, all Air Force Major Commands (MAJCOM) contribute aerospace capabilities, expressed as warfighting and support unit type codes (UTC), into predesignated aerospace expeditionary forces (AEF). The Air Force tasks a Numbered Air Force (NAF) to present these forces, scaled, task-organized, and tailored as necessary, to the Joint Force Commander (JFC) as an Aerospace Expeditionary Task Force (AETF). The JFC normally exercises operational control (OPCON) of his forces through the Service component commanders. In the case of the Air Force component, the NAF commander or the AETF commander serves as the Commander, Air Force Forces (COMAFFOR) and, when delegated by the JFC, exercises OPCON over all assigned and attached Air Force forces. If conducting joint aerospace operations, the JFC normally designates a Joint Force Air Component Commander (JFACC) to exercise tactical control (TACON) over all air forces contributing to joint aerospace operations. In accordance with [*Joint Publication \(JP\) 3-56.1, Command and Control for Joint Air Operations*](#), (to be redesignated JP 3-30) the JFC will normally assign JFACC responsibilities to the component commander having the preponderance of air assets and the capability to plan, task, and control joint air operations. In most cases, the COMAFFOR will be designated as the JFACC. If the designated JFACC is from another Service component, the COMAFFOR will make forces available for tasking (normally TACON) to the JFACC as directed by the JFC. If no JFACC is designated, the JFC may directly exercise C2 of joint air operations.

1.2. Force Management. Based on the broad plan of action provided by the Joint Chiefs of Staff and/or similar level multinational organizations, the JFC establishes mission priorities and directs resource apportionment of the various component forces (air, land, naval, and special operations). Specifically, the following guidance is provided to the component commanders.

1.2.1. General defense plan, if appropriate.

1.2.2. Overall objectives.

1.2.3. Priorities and/or apportionment of effort.

1.2.4. Guidance and/or policy.

1.2.5. Delegation of authority to conduct specific activities on behalf of the JFC.

1.2.6. The JFC will normally designate a JFACC in accordance with [*JP 3-56.1 Command and Control for Joint Air Operations*](#). The JFACC's responsibilities will be assigned by the JFC and will normally include, but not be limited to, planning, coordinating, and directing theater air operations. The JFACC is the supported commander for counterair operations, strategic attack, and the JFC's overall air interdiction effort. The JFACC may also be a supporting commander for air interdiction inside a surface component's boundary (see [*JP 3-0, Doctrine for Joint Operations*](#)). Normally, the JFACC also will be assigned the responsibilities of Area Air Defense Commander (AADC); and Airspace Control Authority (ACA); and supported commander for theater airborne Intelligence, Surveillance, and Reconnaissance (ISR). The JFACC may also be designated the Space Coordination Authority by the JFC. Since aerospace operations are normally joint/combined in nature, the AOC normally functions as a JFACC command center; thus, the AOC becomes the Joint Aerospace Operations Center (JAOC)

or Combined Aerospace Operations Center (CAOC). This instruction governs the Air Force Forces (AFFOR) providing the AOC weapon system to be employed by the JFACC.

1.3. Air Force Organization.

1.3.1. The Air Force Theater Air Control System (TACS) consists of mobile facilities, equipment and trained personnel to permit tailored C2 for aerospace operations throughout the spectrum of conflict. The TACS elements may be employed as a complete system or incrementally to augment an existing theater fixed/mobile system. Since the TACS is an Air Force weapon system, it remains under OPCON of the COMAFFOR. [Chapter 2](#) provides an overview of the TACS.

1.3.2. The AOC is the senior C2 element of a TACS and includes personnel and equipment of all the necessary disciplines to ensure the effective conduct of aerospace operations (e.g., communications, operations, intelligence, etc.) It is the operations command center of the COMAFFOR and provides the capability to lead, monitor and direct the activities of assigned or attached forces. The AOC weapon system (AN/USQ-163) is known as the “Falconer.”

1.3.3. For contingency operations where the Air Force presents forces to a JFC, there will be a designated COMAFFOR who will exercise C2 through an AOC. For contingency operations not requiring Combat Air Forces participation, the AOC may consist of an Air Mobility Division (AMD) only, with the preponderance of personnel provided by Air Mobility Command (AMC) Air Mobility Operations Groups (AMOG). The Director of Mobility Forces (DIRMOBFOR) may be designated as the COMAFFOR or JFACC.

1.4. Forms. Formats and general-purpose forms referred to in this instruction will be prepared individually as required.

1.5. Records Management. Maintain and dispose of records in accordance with [Air Force Manual \(AFMAN\) 37-139, Records Disposition Schedule](#).

Chapter 2

THEATER AIR CONTROL SYSTEM OVERVIEW

2.1. Overview of the TACS. The TACS is the backbone of the AFFOR's contribution to the Theater Air-Ground System (TAGS) and consists of units specifically trained and equipped to plan, coordinate, control, and execute aerospace operations. The TACS design is based on the principle of centralized control and decentralized execution. The elements that form the TACS are the AOC and subordinate tactical C2 nodes.

2.2. Aerospace Operations Center. The AOC provides operational-level C2 of aerospace forces as the focal point for planning, directing, and assessing aerospace operations. Although the Air Force provides the core manpower capability for the AOC, other Service component commands contributing aerospace forces provide personnel in accordance with the magnitude of their force contribution.

2.3. Control and Reporting Center. The Control and Reporting Center (CRC) is a deployable C2 system capable of conducting a wide array of battlespace management functions (airspace control, weapons control, surveillance, aircraft identification, data link management, and theater missile defense (TMD)) at the tactical level. These functions contribute to the decentralized execution of air operations. In TACS or other C2 architectures, the CRC is directly subordinate to the AOC in execution of its battlespace management responsibilities. It may be employed alone or in combination with other elements of the TACS, which may include integration with elements of the joint TAGS. It may be employed to accept delegated responsibility for planned and dynamic, functional, and/or geographic missions and tasks.

2.4. CRC Remote Radar. The CRC may deploy mobile radars to expand radar coverage and communications range within its assigned operating area. These remote radars are capable of providing early warning, surveillance, weapon control and identification (ID).

2.5. Airborne Warning and Control System. The Airborne Warning and Control System (AWACS) is an airborne radar control element of the TACS and is normally one of the first battle management assets to arrive in the theater of operations. As such, it is tasked with tactical C2 by providing early warning, surveillance, battle management, combat ID and weapons control functions. It has the ability to detect and control aircraft below and beyond the coverage of ground-based radars and enables a more accurate air picture through various Tactical Digital Information Link (TADIL) systems. The AWACS' range, flexibility and C2 system capability enable it to operate directly under the AOC. Once the TACS is mature, the AWACS may be tasked as a subordinate to the CRC.

2.6. Air Support Operations Center. The Air Support Operations Center (ASOC) plans, coordinates, and directs aerospace support for land forces, normally at corps level and below. It is directly subordinate to the AOC and is responsible for the integration of aerospace operations within its assigned corps sector to include close air support (CAS), air interdiction, Joint Surveillance Target Attack Radar System (JSTARS), theater airlift, ISR/Unmanned Aerial Vehicles (UAV), Suppression of Enemy Air Defenses (SEAD) and Combat Search and Rescue (CSAR). The ASOC can be configured for rapid deployment. The ASOC director, normally the corps Air Liaison Officer (ALO), exercises OPCON of all subordinate Tactical Air Control Parties (TACP). The ASOC also provides some logistical and administrative support to the TACPs under its OPCON.

2.7. Tactical Air Control Party. The TACP is the principal Air Force Liaison Element (AFLE) collocated with Army maneuver units from battalion through corps. The primary TACP mission is to advise ground commanders on the capabilities and limitations of aerospace power. The TACP assists the land commander in planning, requesting, and coordinating aerospace support, to include CAS, air interdiction, JSTARS, ISR/UAVs, theater airlift, SEAD, and CSAR. The TACP provides the primary terminal attack control of CAS in support of ground forces. TACPs and forward air controllers coordinate airspace and deconflict aircraft with Army fire support to prevent fratricide. TACPs are directly subordinate to the ASOC. TACPs employ terminal attack controllers at the company/team level.

2.7.1. Air Liaison Officer. An ALO is aligned with a ground maneuver unit and functions as the primary advisor to the ground commander on the capabilities and limitations of aerospace power.

2.7.2. Terminal Attack Controller. The Terminal Attack Controller (TAC) is a member of the TACP who, from a forward ground or airborne position, controls aircraft performing CAS for ground forces. Terminal attack controllers have the authority to control aircraft delivering ordnance on targets approved by the ground commander. Only specially trained and certified officers and enlisted individuals are authorized to perform this duty.

2.7.3. Forward Air Controller-Airborne. The Forward Air Controller-Airborne (FAC-A) is an airborne extension of the TACP and has the authority to direct aircraft delivering ordnance to a specific target cleared by the ground commander. The FAC-A provides coordination and final control for CAS missions as well as locating, identifying, and marking ground targets. The FAC-A provides extra flexibility on the battlefield by providing rapid coordination and execution of aerospace operations.

2.7.4. Theater Airlift Liaison Officer. Theater Airlift Liaison Officers (TALO) are rated air mobility officers aligned under TACPs supporting the Army at Corp, division, and separate brigade or regiment levels. TALOs advise ground commanders on the capabilities and limitations of airlift, and assist in planning, requesting, and using airlift resources.

2.8. Joint Surveillance Target Attack Radar System . JSTARS is an Air Force tactical C2 battle management and surveillance platform with Army personnel integrated into the mission crew. JSTARS detects and tracks ground targets and rotating antennas and has a limited capability to detect, locate, and track helicopters. It provides air and ground commanders with information on surface forces that enable situation development, targeting, attack planning, and limited post attack assessment. JSTARS data is also transmitted to airborne and ground elements of the TACS capable of receiving and processing the J-Series messages using JTIDS Link 16 and to ground stations via the Surveillance Control Data Link (SCDL).

2.9. Airborne Command Element. The Airborne Command Element (ACE) is an optional element composed of a single officer or team of mission experts who fly on board airborne C2 platforms and function as the JFACC's representative. When required, the ACE conducts the aerospace battle in accordance with the latest command guidance.

2.10. Wing Operations Center. The Wing Operations Center (WOC) is a wing commander's C2 element. It can include a command post, command section, battle staff, and other planning and support personnel. The WOC functions as the operations center for units assigned or attached to the wing for operations. As required, the WOC is capable of connecting with the AOC, CRC, and ASOC through voice and data communications. The WOC is responsible for translating tasks and missions.

Chapter 3

AEROSPACE OPERATIONS CENTER WEAPON SYSTEM

3.1. General. The AOC weapon system is the focal point of operational-level C2 for aerospace operations. Some AOCs operate from fixed facilities in mature theaters (e.g., 7th Air Force Hardened Theater Air Control Center [HTACC]), while others have been designed for rapid mobility and quick response to the needs of the respective combatant commander in an emerging crisis. Essential characteristics of the baselined deployable AOC are outlined below:

3.1.1. Deployable. Assigned, attached, and earmarked AOC personnel maintain mobility readiness as directed in appropriate operation plans (OPLAN) or established AEF rotations. Appropriate Designed Operational Capability (DOC) statements establish clear guidelines on the size, scope, and readiness posture to be maintained by various AOCs. Units will be identified to fill established UTCs to facilitate requirements generation, mobility tasking, shortfall identification, and deployment/redeployment to the theater. Core AOC UTC personnel are generally sourced from NAFs or subordinate units, (for example, Air Operation Groups, Air Intelligence Groups, etc.). Others are generally earmarked as augmentees including, but not limited to, AEF unit representatives, dedicated Air National Guard (ANG) and Air Force Reserve units, and USAF/XOOC Checkmate Division, etc.

3.1.2. Professional. The foundation of an AOC is people, a carefully designated mix of cadre and augmentee personnel forged into interactive teams. Cadre personnel are devoted exclusively to AOC duties and provide a trained core operational capability. Trained augmentees are required for full AOC functionality. All AOC personnel are trained and certified to maintain proficiency in AOC processes. See AFI 13-1AOC Volume 1, Ground Environment Training - Aerospace Operations Center for further training guidance and directives.

3.1.3. Standardized. Like all weapon systems, the AOC weapon system achieves true synergy of trained personnel and capable systems through a standardized baseline of manpower, equipment, applications, training, and processes ensuring an efficient, consistent, well-defined, and clearly understood capability presented to the JFC. Certification ensures the AOC weapon system is properly trained, organized, and equipped. This document describes the core elements, functions, and proficiencies that are maintained as the standard throughout all AOCs.

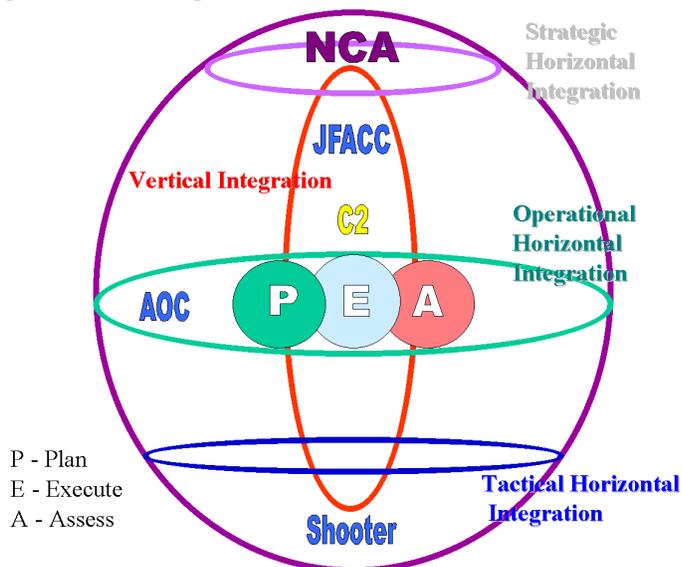
3.1.4. Tailorable. The AOC is flexible and responsive to the mission needs of the commander. The AOC task-organizes and operates to enable aerospace command, in light of mission, situation, and command relationships. For example, the Air Force may not provide all of the possible AOC elements if the situation does not warrant. Further, individual warfighting theater commanders may have unique requirements driven by coalition/allied interoperability. These situations may include deploying an AOC on board a maritime command vessel or augmenting an established C2 facility, such as a North Atlantic Treaty Organization (NATO) CAOC.

3.1.5. Interdependent. The AOC operates as an essential part of a joint, coalition, or allied warfighting team that links essential nodes horizontally and vertically into a comprehensive C2 capability (see the [EAF C2 Centers Reference Book](#) for further discussions). The AOC cannot perform its mission alone. It requires essential administrative support from the theater MAJCOM, as well as a variety of personnel and support functions from the various Service component commands contributing aerospace forces.

3.1.6. Horizontal Integration. Horizontal integration is the seamless linkage of lateral elements to optimize personnel and functional and support systems capabilities. The AOC's horizontally integrated functions funnel developed options vertically to the decision-maker to flexibly respond to a dynamic battlespace environment.

3.1.7. Vertical integration. Vertical integration is the seamless linkage of superior and subordinate elements within the TACS, joint force, and external agencies to optimize personnel, functional, and support system capabilities. Well-executed horizontal and vertical integration combine to increase joint force operational effectiveness and efficiency.

Figure 3.1. Integration Methods.



3.1.8. Distributed Operations, Split Operations, and Reachback. Integration is not bounded by proximity to the AOC. Many of the forward/deployed AOC functions can be provided remotely through “distributed operations,” “split operations,” or “reach back.” These concepts offer opportunities for reducing the AOC footprint, increasing the availability of fused information, improving AOC decision cycle time, and enabling rapid response to crises by allowing fixed nodes to support quick reaction AOC elements. They also create synergy between major information centers and forward-based AOCs. The degree of rear area support will vary. Consideration must always be given to operational needs, command relationships, communications needs, political concerns, and vulnerabilities inherent to increased external lines of communications.

3.1.8.1. Distributed Operations is the process of conducting operations from multiple, independent nodes in a teaming manner. Distributed operations are not new. Military operations have used distributed C2 for many years.

3.1.8.2. Split Operations describes those operations conducted by a single entity that is split between two or more geographic locations but remain under a single commander.

3.1.8.3. Reachback is a concept for the use of Service, joint, combined, intergovernmental and non-governmental agency capabilities not located in the area of responsibility (AOR) or joint operations area (JOA). Supported/supporting roles need to be clearly defined during deliberate/crisis action planning.

3.2. Mission. The AOC provides operational level C2 of aerospace forces as the focal point for planning, directing, and assessing aerospace operations. Although the Air Force provides the core manpower capability for the AOC, other Service component commands contributing aerospace forces provide personnel in accordance with the magnitude of their force contribution. To integrate the numerous aspects of aerospace operations and accomplish its mission, the AOC coordinates closely with superior and subordinate C2 nodes, as well as the headquarters of other functional and Service component commands. The AOC functions as the COMAFFOR's command center and may not be available to a JFACC who is not the COMAFFOR. However, sub-elements of the AOC will likely be integrated into the JAOC.

3.3. Program Responsibilities. Numerous staff agencies and warfighting commands establish and maintain the baselined AOC weapon system. The responsibilities of specific organizations include the following:

3.3.1. Air Staff.

3.3.1.1. The Operations and Training Directorate (AF/XOO) maintains Air Staff advocacy for the AOC weapon system and develops policy. This directorate identifies the Air Staff Functional Area Manager (FAM) for the AOC weapon system and is the OPR for this Air Force Instruction (AFI).

3.3.1.2. The Checkmate Division (AF/XOOC) maintains a cadre of highly skilled augmentees that assist AOC permanent party personnel in aerospace strategy and operation planning. This division trains regularly with AOCs in scheduled major exercises (e.g., BLUE FLAG, UNION FLASH, etc.).

3.3.2. The Air Force Command and Control & Intelligence, Surveillance, and Reconnaissance Center (AFC2ISRC) advocates for AOC modernization and process development in concert with the overall Air Force [C2 Modernization Roadmap](#). The AFC2ISRC ensures planning efforts are consistent with the Chairman of the Joint Chiefs of Staff (CJCS) vision statements (e.g., [Joint Vision 2020](#) and the [Air Force Strategic Plan](#) [AF/XPX]). Additionally, the Center will oversee development and management of consolidated AOC Program Element (PE) for programming modernization as well as operations and maintenance costs.

3.3.2.1. The AOC Spiral Development Integrated Product Team (SDIPT) maintains overall systems configuration control/management for the AOC weapon system IAW AFI 63-123. The AOC SDIPT is an O-6 level action group that validates and prioritizes AOC related initiatives for spiral development in the Combined AOC-Experimental (CAOC-X) and inclusion in the AOC System Baseline. The AOC SDIPT is composed of members from the Combat Air Force MAJCOMs, subordinate Numbered Air Forces and Air Operations Groups/Squadrons; the Aerospace Command and Control & Intelligence, Surveillance and Reconnaissance Center, and representatives from acquisition and development, testing and other communities.

3.3.2.1.1. Membership.

3.3.2.1.1.1. Chair and Facilitator. AFC2ISRC/A-3 will chair the group. AFC2ISRC/A-3 action officers will accomplish facilitator duties providing day-to-day group support.

3.3.2.1.2. Voting Members. The normal voting members are:

3.3.2.1.2.1. ACC/DOY, USAFE/DOY, and PACAF/DOQ

3.3.2.1.2.2. AFC2ISRC/A-3 will normally not vote, but can cast the "tiebreaker" vote if required.

3.3.2.1.2.3. AFSPC, AFSOC, ANG, AMC, and other MAJCOMs may vote on systems/ issues directly affecting their nodes of operation. The chair will designate additional voting MAJCOMs for each issue/system decision.

3.3.2.1.3. Additional Voting Members. There may be instances when other services (Army, Navy, Marine Corps), HQ USAF, MAJCOM staff agencies (e.g., ACC/SC), other USAF agencies (e.g., AIA) and DoD agencies (e.g., DISA) may be designated as voting members for particular issues. The chair will designate additional voting members for each issue/system decision. Every vote in the AOC SDIPT is of equal weight.

3.3.2.1.4. Nonvoting members. Any organization with an interest in the AOC should participate in and support the meetings. Examples include HQ USAF agencies, SAF/AQ agencies, HQ staff agencies, NAFs, AFC2ISRC divisions, AFC2TIG organizations, Battle labs, AF laboratories, product centers, etc.

3.3.2.1.5. System Development Contractors. Contractors may attend only when invited by the chairperson and the chairperson will define the scope of their participation in advance. Contractors may also be excluded from certain portions of any meeting, as determined by the chairperson. The provisions of this paragraph do not apply to Advisory and Assistance Service (A&AS) contractors who provide support to numerous staff agencies and the AOC SDIPT membership organizations. In no case will an A&AS contractor be a voting member.

3.3.2.1.6. Membership List. The facilitator maintains the group membership list. Votes will only be accepted from voting members. For this reason, it is essential the member organizations inform the facilitator of any changes in status of their voting representative. The facilitator also maintains a list of nonvoting members. The facilitator will not accept votes from non-voting members.

3.3.2.2. The Air Force Command and Control Training and Innovation Group (AFC2TIG) supports overall process standardization and development control for the AOC weapon system. The AFC2TIG maintains a cadre of subject matter experts (SME) and standardization/evaluation in the 505th Operations Squadron. Additionally, the AFC2TIG augments MAJCOM inspection teams with SMEs for regular operational evaluations and consolidates formal training for operational-level warfighting C2 in the C2 Warrior School.

3.3.3. ACC is identified as the lead MAJCOM for the AOC Weapon System. The lead MAJCOM will maintain oversight of common, baselined AOC elements for all user MAJCOMs, DOC statements, and a common Status of Resources and Training System (SORTS). Additionally, the lead MAJCOM will identify and charter a pilot unit for maintaining essential 7FVX series UTCs, both for manpower force packaging system (MANFOR) and logistics detail (LOGDET).

3.3.3.1. MAJCOMs with deployable AOC commitments (PACAF, USAFE, ACC) will:

3.3.3.1.1. Maintain a permanent party, core cadre AOC capability. Manning will reflect the AOC baseline and be commensurate with the supported combatant commander's established steady-state contingencies, OPLANs, Concept Plans (CONPLAN), and overall emerging contingency risk assessments. Use the unit's approved DOC statement as a guide.

3.3.3.1.2. Balance the need for high readiness against the cost of maintaining the AOC weapon system full time. Through the AEF planning and sourcing process, develop proce-

dures to identify, source, and receive trained augmentees from the AEF and headquarters staffs.

3.3.3.1.3. Report readiness and SORTS IAW [AFI 10-201, Status of Resources and Training Systems](#).

3.3.3.1.4. IAW AFI 13-1AOC Volume 1, Ground Environment Training--Aerospace Operations Center, maintain sufficient numbers of AOC instructors and certifying officials to conduct essential theater training.

3.3.3.2. MAJCOMs without AOC commitments (all others) will maintain a ready pool of augmentees for steady state or potential contingency action and ensure those selected are appropriately trained prior to deployment.

3.3.3.3. The ANG and Air Force Reserve will identify and earmark selected units for dedicated AOC support. These units will be considered essential "first line" augmentees for their respective AOC.

3.3.3.3.1. Identified units will conduct regular training, theater visits, and collaborative planning with the host AOC.

3.3.3.3.2. The unit SORTS readiness reports will reflect integration with the host AOC readiness posture.

3.3.4. Electronic Systems Center (ESC) will maintain an AOC Program Office for AOC systems development, modernization, and certification to participate in the overall Air Force C2 enterprise.

3.3.5. Air Force Personnel Center (AFPC) will maintain Special Experience Identifiers (SEI) for all Air Force personnel who have been trained and certified in AOC operations and manage career development for professional C2 warriors with AOC experience. They also establish procedures for tracking AOC experience and facilitate MAJCOM sourcing of experienced AOC personnel, as necessary.

3.4. Command Relationships. Essential command relationships for the AOC can be developed along Service, joint, and/or coalition lines. Many are well established and long standing (e.g., NATO or United States Forces Korea [USFK]), while other command relationships evolve during crisis action planning of a contingency, tailored to meet the needs of each situation.

3.4.1. EAF Command Relationships. Air Force MAJCOMs provide forces (e.g., flying unit and combat support UTCs) to establish AETFs with subordinate units. This includes relevant UTC/deployment requirements manning documents (DRMD) used to maintain steady state AOCs and/or contingency headquarters staffs. Once a contingency arises, the COMAFFOR will identify and validate UTC requirements that provide essential aerospace capabilities that are tailored to the JTF mission. When directed, identified Air Force components will provide a theater AOC capability to combatant commanders. Refer to current "Forces for Unified Commands" memorandum for further discussion.

3.4.2. Staff Relationships. AOC operating directives will normally establish coordination responsibilities between key AOC divisions and specialty/support teams and their logical sister Service, joint staff, and coalition counterparts.

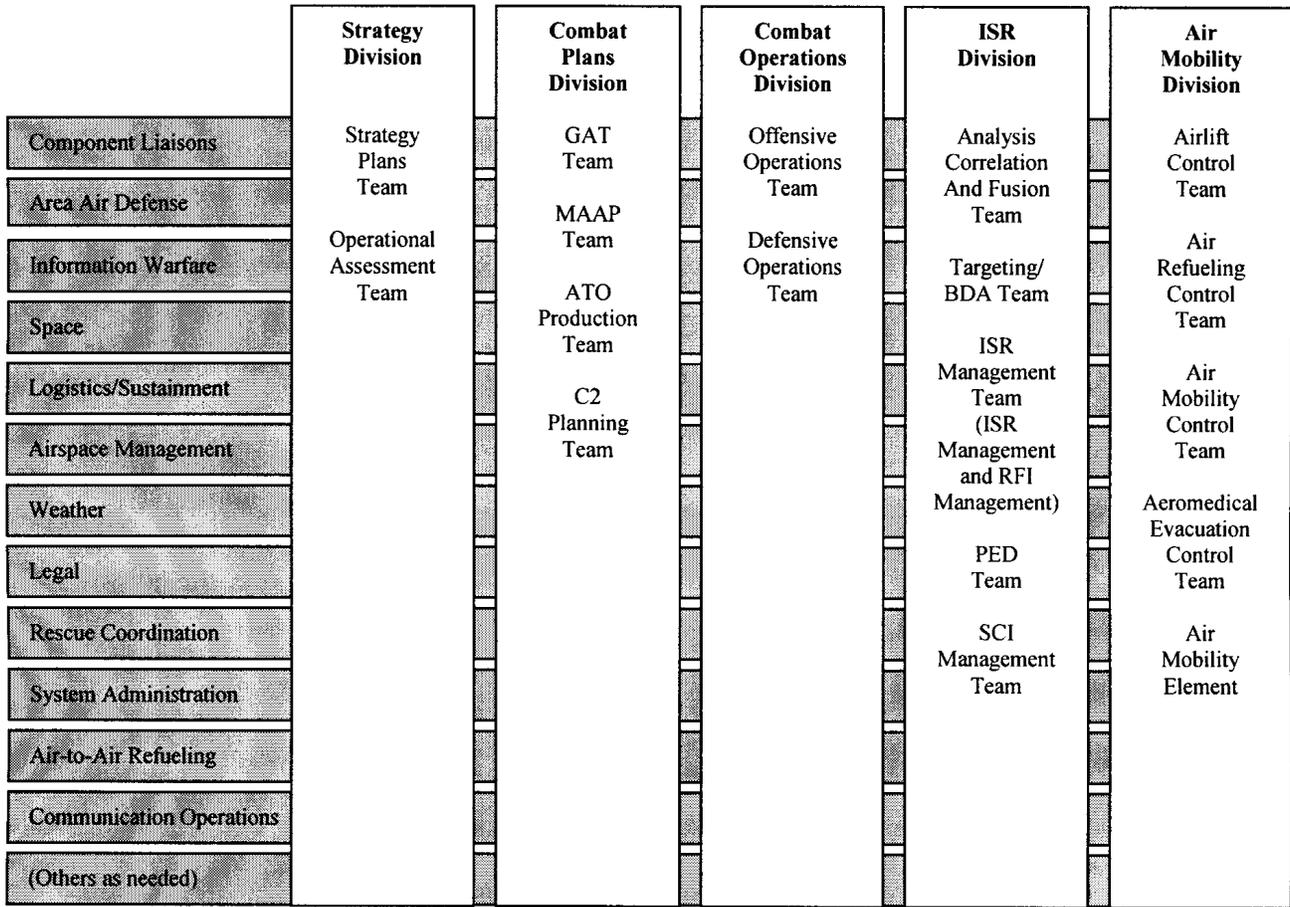
Table 3.1. Staff Relationships.

AOC Divisions	Joint Staff Counterparts	Service Staff Counterparts
Strategy	J5, J35, JPG, DJTFAC	G5, N5, A5
Combat Plans	J3, J35	G3, N3, A5
Combat Operations	J3, J33	G3, G3Air, N3, A3
Intelligence, Surveillance and Reconnaissance	J2, JIC, JAC	G2, N2, A2
Air Mobility	J3, J4, JMC	G3, N3, A3, A4

3.4.3. Dual-Hatting Relationships. Current Air Force and joint doctrine has established a parallel set of Service and functional command lines that oftentimes lead to dual-hatting of relevant commanders. For example, the COMAFFOR is normally designated as JFACC by the JFC to lead the aerospace effort for the entire joint or coalition force. This relationship is consistent with the basic doctrinal tenet of unity of command, with a single, theater “air and space boss.” Depending on the unique mission demands, this relationship may also extend to select members of his senior staff leadership. For example, the senior Judge Advocate (JA) will normally be the commander’s sole advisor for Service (AFFOR) legal issues as well as matters involving the law of armed conflict (JFACC). Beyond that senior level, however, the complexity of distinct AOC and AFFOR responsibilities can lead to unmanageable workloads. As a result, dual-hatting among working members of the AOC will be minimized.

3.5. AOC Organization. The baselined AOC organization includes an AOC director, five divisions (Strategy; Combat Plans; Combat Operations; Intelligence, Surveillance, and Reconnaissance; and Air Mobility), and multiple support/specialty teams. Each integrates numerous disciplines in a cross-functional team approach to planning and execution. The following chapters provide more detail on each of the divisions.

Figure 3.2. AOC Cross-Functional Organization.



3.5.1. AOC Director Responsibilities. The AOC Director is charged with effectively conducting joint aerospace operations. He develops and directs processes to plan, coordinate, allocate, task, execute, and assess aerospace operations in the AOR/JOA based on JFACC guidance and coordination with DIRMOBFOR. The AOC Director has the following responsibilities:

- 3.5.1.1. Supervise and direct the operations of the AOC, to include all periodic JFACC update briefings, crew changeover briefings, training, and orientation.
- 3.5.1.2. Translate JFC and JFACC guidance into a coherent aerospace plan (e.g., Joint Air Operations Plan [JAOP] and supporting plans).
- 3.5.1.3. Provide the JFACC a recommendation that apportions joint aerospace capabilities, proposes allocation guidance, and prioritizes activities for accomplishing aerospace tasks, to include targeting.
- 3.5.1.4. Translate JFC and JFACC guidance into appropriate resource allocation necessary to develop the ATO. This allocation should be expressed as a weight of aerospace effort applied to accomplish aerospace tasks in support of joint objectives.
- 3.5.1.5. Ensure the ATO incorporates all appropriate guidance.
- 3.5.1.6. Direct monitoring, evaluation, and adjustments needed to execute the ATO in order to meet changing theater situations.

3.5.1.7. Act as the approval authority for prioritization of those communications essential to the AOC.

3.5.1.8. Identify operational priorities and intelligence needs for appropriate intelligence collection, analysis, production, and dissemination actions; and coordinate information and display requirements necessary to support the AOC divisions.

3.5.1.9. Coordinate support procedures with the Army Battlefield Coordination Detachment (BCD), Naval and Amphibious Liaison Element (NALE), Marine Liaison Officer (MARLO), Special Operations Liaison Element (SOLE), allied nations, and any other support agencies.

3.5.1.10. Establish contingency plans and procedures for elements of the TACS that may be disabled or forced into performing autonomous operations. Normally, this includes an alternate/backup AOC capability.

3.5.1.11. Ensure positional guides, worksheets, and procedural checklists are developed, reviewed, and updated by division chiefs.

Chapter 4

STRATEGY DIVISION

4.1. General. The Strategy Division (SD) concentrates on long-range planning of aerospace and information operations to achieve theater objectives by developing, refining, disseminating, and assessing the JFACC aerospace strategy. This is normally presented in a comprehensive JAOP. For this reason, the SD has a special relationship with the COMAFFOR or JFACC. Although normally located in the AOC and reporting to the AOC Director to maintain continuity with AOC processes, division personnel should not become mired in details of day-to-day ATO production or execution.

4.1.1. Concept. Planning for joint aerospace operations begins with understanding the joint force mission. The JFC's strategic appreciation of the political, economic, military, and social forces affecting the AOR/JOA and articulation of the strategic and operational objectives needed to accomplish the mission form the basis for determining component objectives. The SD uses the mission, national objectives, combatant commander's objectives, JFC's strategic guidance and objectives, and component objectives to devise an aerospace estimate of the situation. This estimate follows a systematic series of steps to formulate a COA. When the JFACC COA is approved by the JFC, it becomes the basic concept for joint aerospace operations. The JAOP and supporting plans describe how that concept will be implemented. After the JAOP has been developed and distributed, the SD remains focused on future (greater than 48 hours) operations, prepares relevant branch/sequel plans, coordinates with joint force staff counterparts, and ensures that JFACC guidance and intent is properly articulated to the aerospace forces and functional components.

4.1.2. Major Process Inputs. Major process inputs include the President and/or Secretary of Defense, combatant commander, JFC, and JFACC guidance and intent. Inputs also include joint force and Service/functional component OPORDs, supplements, schemes of maneuver, fires plans, and JFC and component deliberate planning OPLANs, as appropriate.

4.1.3. Major Process Outputs. Major process outputs include; the JAOP, Aerospace Operations Directive (AOD), and other JFACC guidance.

4.1.3.1. Joint Air Operations Plan. Joint aerospace operations constitute an integral part of the JFC's campaign plan. The JFACC is normally assigned responsibility for joint aerospace operations planning and develops a JAOP for employing that portion of the joint aerospace forces made available to him to accomplish the objectives assigned by the JFC. The JAOP documents the JFACC plan for integrating and coordinating joint aerospace operations. The JAOP contains measures of effectiveness to help determine when the end state of each phase of the campaign has been accomplished. Because the aerospace strategy encompasses operations employing air and space weapon systems from all joint force components, the Strategy Plans Team assigned to develop the plan must be representative of all those providing resources to the campaign.

4.1.3.2. Aerospace Operations Directive. The JFACC daily guidance ensures that joint aerospace and information operations effectively support joint force objectives while retaining enough flexibility to adjust to the dynamics of the range of military operations. The AOD provides operational and tactical objectives and tasks and their measures of effectiveness for the ATO execution and recommended targets sets to achieve desired effects.

4.1.4. Supported and Supporting Division/Team Relationships. The SD is the supported AOC Division for all matters dealing with JAOP development and JFACC guidance and intent (e.g., AOD). Other divisions and teams in the AOC support the SD efforts as indicated below:

4.1.4.1. Combat Plans Division. The CPD provides the Joint Integrated Prioritized Target List (JIPTL), Joint Integrated Prioritized Collection List (JIPCL), Air Defense Plan (ADP), Airspace Control Plan (ACP), and Air Support Plan as either stand-alone guidance or as appendices to the JAOP.

4.1.4.2. ISR Division. The ISR Division assists in the development of the overall JFACC strategy, integrates related ISR efforts, and provides SD products to the ISR Division and other ISR entities.

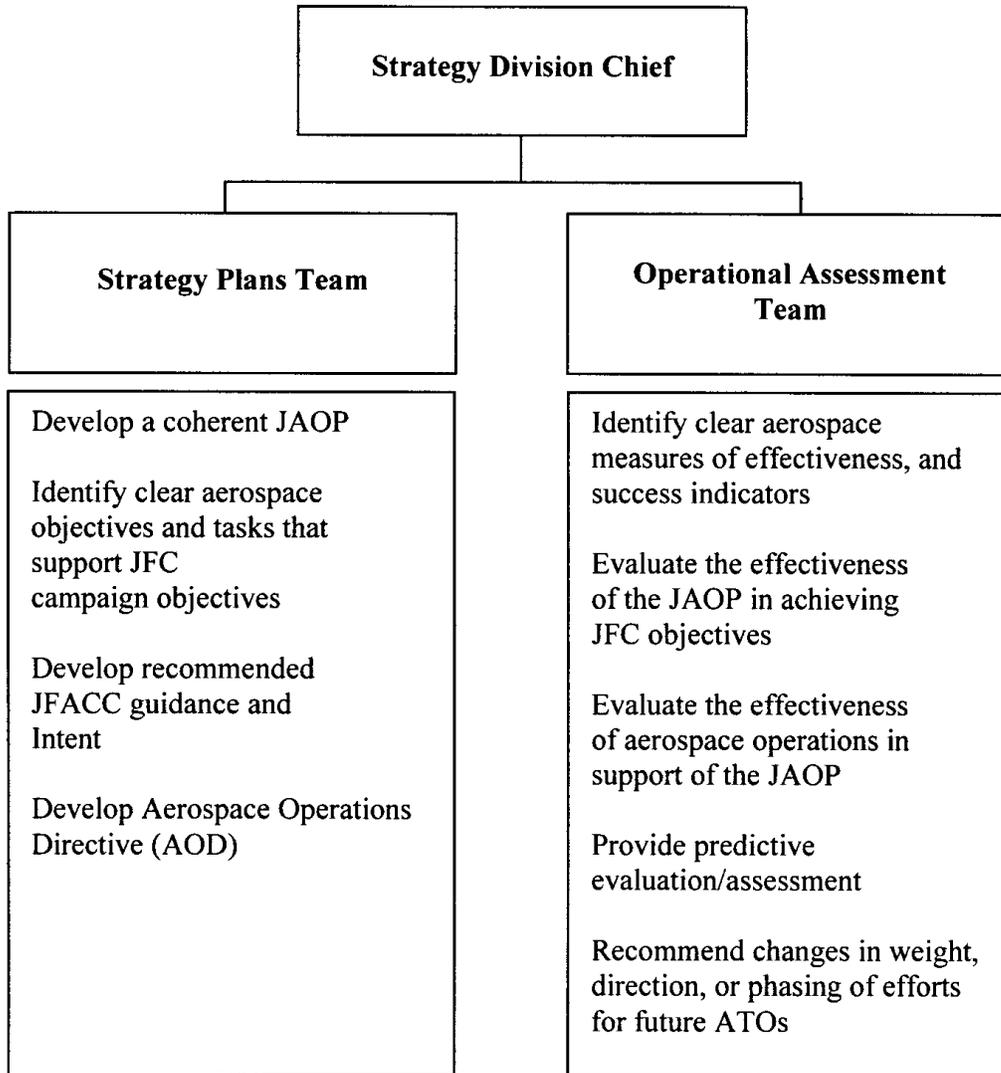
4.1.4.3. Combat Operations Division. The COD establishes procedures to collect performance metrics and operational measures of effectiveness. It provides these and any other relevant combat assessment inputs to the Operational Assessment Team.

4.1.4.4. Air Mobility Division. The AMD advises on relevant air mobility movement capabilities and limitations. It provides air refueling and combat airdrop planning expertise.

4.1.4.5. Specialty/Support Teams. The Specialty/Support Teams provide current/forecast meteorological and oceanographic (METOC), electronic warfare (EW), information warfare (IW), communications, and logistics information. They provide proactive, dedicated support as necessary. Specialty/Support team members may be integrated into Strategy core teams or may be made available "on call" as situations warrant.

4.2. Organization. The SD is normally task organized into two functionally oriented core teams: Strategy Plans Team and the Operational Assessment Team.

Figure 4.1. Strategy Division Organization.



4.3. Chief of Strategy Division. The Chief of SD is directly responsible to the AOC Director for the development and assessment of aerospace strategy to include the following: clear, measurable and attainable objectives; a coherent JAOP; and a prioritized, effects-based targeting scheme. The following are the responsibilities of the Chief of SD:

- 4.3.1. Review and understand relevant theater campaign plans, existing Rules of Engagement (ROE), and related policy documents.
- 4.3.2. Maintain a comprehensive understanding of current and forecast enemy capabilities and limitations.
- 4.3.3. Coordinate with other AOC divisions, external LNOs, JFC and other component planning staffs to synchronize aerospace planning with the overall campaign planning effort.

- 4.3.4. Maintain a frequent and regular dialogue with the JFACC to advise on strategic alternatives and fully comprehend senior leadership's guidance and intent.
- 4.3.5. Lead the AOC in JAOP development and implementation throughout the campaign; synchronize the efforts of AOC divisions and specialty/support teams toward production of a coherent, executable plan; and ensure the JAOP meets JFC/JFACC guidance and intent.
- 4.3.6. Establish the SD battle rhythm for sustained JAOP development, operational assessment, and execution planning, branch, and sequel plans.
- 4.3.7. Review the AOD and establish procedures to secure JFACC approval prior to release.
- 4.3.8. Establish procedures to ensure SD core teams provide complete, accurate, properly formatted, and timely inputs to theater battle management applications.
- 4.3.9. Ensure the AOD is published and disseminated with sufficient time to allow development of component target nominations and proactive mission planning by tasked units.
- 4.3.10. Collect and publish Time Critical Targeting (TCT) and dynamic ISR re-tasking criteria in the daily Aerospace Operations Directive.
- 4.3.11. Establish procedures to transfer responsibility for ATO development and publication to the CPD.
- 4.3.12. Establish a dialogue with the Chief of CPD to identify and solve potential problems during future ATO development.
- 4.3.13. Ensure critical planning materials for JAOP development and JFACC guidance are filed and stored for the historical record.
- 4.3.14. Ensure positional guides, worksheets, and procedural checklists are developed, reviewed, and updated for all appropriate SD duty positions.

4.4. Strategy Plans Team. The Strategy Plans Team is the AOC focal point for JAOP and AOD development and application of strategy-to-task methodologies to produce a coherent aerospace strategy.

Table 4.1. Considerations for Strategy Plans Team Composition.

Intelligence Analysts	Reconnaissance/Surveillance Experts
Service/Functional Component Reps	Political-Military Affairs Experts
Joint Operations and Planning Experts	Communications Planners
Targeteers	Judge Advocates
Space Planners	Counterintelligence Specialists
Logistics Experts	IW Experts
Air Mobility Planners	EW Specialists
CSAR Experts (as necessary)	Deception Planners
Aeromedical Evacuation Experts	Theater METOC Specialists
Doctrine/Strategy Experts (preferred SAAS/SAMS/SAW graduates)	Information Managers
Special Technical Operations	Joint Warfare and Analysis Center representative
ISR Manager	Component representatives

4.4.1. Strategy Plans Team Chief responsibilities:

4.4.1.1. Task-organize Strategy Plans Team personnel, assigned or attached for augmentation, to optimize the specific contributions of individual officers, civilians, and duty technicians.

4.4.1.2. Ensure Strategy Plans Team personnel receive sufficient training to accomplish the mission.

4.4.1.3. Establish procedures to ensure the Strategy Plans Team provides complete, accurate, properly formatted, and timely inputs to theater battle management applications using standard formats. Effect quality control procedures to ensure accuracy of data inputs, worksheets, and other baseline planning materials.

4.4.1.4. Develop procedures to form a ROE function in the Strategy Plans Team.

4.4.1.5. File and store critical planning materials, final versions of unpublished daily JAOP, AOD, and other JFACC guidance, and all documents essential for the effective operation of the division, to include detailed branch and sequel plans and any supporting working papers.

4.4.2. Strategy Plans Team responsibilities:

4.4.2.1. Conduct a mission analysis of national, combatant commander, and JFC strategic guidance and objectives to develop JFACC objectives.

4.4.2.2. Examine detailed information on the operational environment, adversary capabilities, current situation, and probable enemy COAs.

4.4.2.3. Identify intelligence gaps and prepare requests for information, collection, and production to meet SD information requirements.

- 4.4.2.4. Employ strategy-to-task methodologies, develop prioritized aerospace objectives and tasks in accordance with JFC objectives. Define the desired effects and focus of effort for each task.
- 4.4.2.5. Develop the JAOP which outlines the overall strategy.
- 4.4.2.6. Develop the AOD, which outlines how the JFACC's intents to employ air and space power to execute the JFC's guidance for planning each ATO.
- 4.4.2.7. Develop alternative aerospace COAs for JFACC recommendation to the JFC in the aerospace estimate of the situation from the Intelligence Preparation of the Battlespace (IPB). Identify friendly centers of gravity (COG) for defense and enemy COGs for attack and identify target sets in support of strategy-to-task and effects-based operations.
- 4.4.2.8. Use the JFC-selected COA to develop the JAOP in support of the JFC theater campaign plan. Integrate all available capabilities (lethal and non-lethal).
- 4.4.2.9. In coordination with the ISR Management Team, develop Priority Intelligence Requirements (PIR) to support the JFACC and identify significant operational environment and threat changes to the battlespace affecting strategy.
- 4.4.2.10. Integrate collection strategy with overall aerospace strategy.
- 4.4.2.11. Ensure the ISRD provides and maintains an integrated objective-based ISR plan to support JFC and JFACC strategies.
- 4.4.2.12. Recommend appropriate ROE for aerospace and IW.
- 4.4.2.13. Serve as the primary AOC liaison and point of contact with the JFC's staff planners and other component planners.
- 4.4.2.14. Prepare branch and sequel plans as necessary.
- 4.4.2.15. Coordinate with other AOC divisions to receive any information necessary to support strategy development, targeting, and assessment processes.

4.5. Operational Assessment Team. The Operational Assessment (OA) team provides a thorough, campaign-level assessment of the overall aerospace effort in achieving JFC objectives. OA team evaluates information from three perspectives (past, present, and future), all with the primary focus of giving the JFACC a more complete understanding of his options in the conduct of a campaign. Past data, current operations data, and predictions should be used to produce an operational assessment for the JFACC.

4.5.1. OA Team Chief responsibilities:

- 4.5.1.1. Task-organize OA Team personnel, assigned or attached for augmentation, to optimize the specific contributions of individual officers, civilians, and duty technicians.
- 4.5.1.2. Ensure OA Team personnel receive sufficient training to accomplish the mission.
- 4.5.1.3. Establish procedures to ensure the OA Team provides complete, accurate, properly formatted, and timely inputs to theater battle management applications using standard formats. Effect quality control procedures to ensure accuracy of data inputs, worksheets, and other baseline planning materials.

4.5.1.4. File and store critical planning materials, final versions of unpublished daily assessment briefings, and all documents essential for the effective operation of the team, to include any supporting working papers.

4.5.2. OA Team responsibilities:

4.5.2.1. Employ strategy-to task methodologies, in concert with the Strategy Plans Team, to develop aerospace measures of effectiveness (MoE) and success indicators to assess accomplishment of the JFACC objectives and tasks.

4.5.2.2. Review the JFACC JAOP and assess its effectiveness in supporting the overall theater campaign plan.

4.5.2.3. Using relevant information from sources such as ISR, IW, operations, logistics, communications, etc., develop an overall operational assessment plan to evaluate JAOP planning and execution.

4.5.2.4. Report and assess JAOP, AOD and ATO effectiveness in terms of objective and task accomplishment, adherence or divergence from the established plan, and optimum use of available resources (e.g., platforms, munitions, etc).

4.5.2.5. Report on the execution of the aerospace effort, providing operational assessment with respect to JFACC objectives.

4.5.2.6. Integrate operational assessment at the JFACC level with its counterparts at the JFC level to ensure a cohesive picture between the campaign plan in general and the aerospace portion of that campaign plan. Obtain any information or intelligence via collections effort necessary to support strategy development and operational assessment from the ISR Division.

4.5.2.7. Receive input and support for operational and campaign assessments in the areas of battle damage assessment (BDA), munitions effectiveness assessment, mission assessment, and restrike recommendations.

Table 4.2. Considerations for Operational Assessment Team Composition.

CORE TEAM:	MATRIX IN:
Combat Plans Assessment Officer	Service/Functional Component Reps
Combat Operations Assessment Officer	Intelligence Analyst
Doctrine/Strategy Expert	IW Analyst
Weapons and Tactics Specialists	METOC Specialist
BDA Specialist	Air Mobility Expert
Operations Analyst	Logistics Expert
Information Manager	Space Planner
	Modeling/Operations Research Analysts
	Communications/Computer Systems Expert
	Historian
	Targeteer
	Joint Warfare and Analysis Center Representative
	ISR Manager
	Component Representatives

4.6. Space Support to the SD . Space planners are responsible for integrating space capabilities in support of JFACC's guidance and operational objectives. The following are specific responsibilities of the Space planners:

- 4.6.1. Coordinate space requirements with the SPACEAF AOC in order to synchronize battle rhythm and optimize space effects.
- 4.6.2. Coordinate space related Special Technical Operations (STO) requirements.
- 4.6.3. Develop and integrate space operations assessment that supports JFC/JFACC overarching strategies.
- 4.6.4. Assist in the development and coordination of JAOP.
- 4.6.5. In conjunction with the TMDO, analyze, develop, and plan the TMD mission.
- 4.6.6. Assist in IW integration and coordination.
- 4.6.7. Provide information on the use of national security, DoD, civil, commercial, and adversary space systems in conjunction with intelligence personnel.
- 4.6.8. Provide satellite overflight times via appropriate reports. Monitor adversary access to reconnaissance satellite information and help formulate theater strategy to deny adversary access to satellite reconnaissance information.

4.6.9. Ensure JFACC is aware of capabilities and limitations of supporting space systems. Identify potential consequences resulting from the loss of space support and establish contingency plans to mitigate operational impacts.

4.6.10. Advocate and nominate space-related targets for consideration by the JTCCB, as required to ensure friendly space superiority.

4.6.11. Coordinate with ISR division personnel to provide information on adversary reliance and use of space in military operations to include any counterspace capabilities posing a potential threat to United States or coalition operations.

Chapter 5

COMBAT PLANS DIVISION

5.1. General. The Combat Plans Division (CPD) applies operational art to develop detailed execution plans for aerospace operations. The end result is publication and dissemination of a daily ATO. Based on JFC objectives and apportionment, the AOD, forces made available for JFACC tasking, and the operational environment; these execution plans and each daily ATO apply specific aerospace capabilities and assets to accomplish JFACC tasks in fulfillment of the JFC mission.

5.1.1. Concept. The CPD uses the JAOP, AOD, and planning guidance developed by the SD to develop the daily ATO and ACO. The GAT team takes the JFACC guidance developed by the SD, and translates it to the tactical tasks that need to be performed and the targets that need to be struck in order for the strategic, operational, and tactical effects to be realized. The MAAP planners then pair available attack assets with targets on the JIPTL. This creates an overall flow of attacks (lethal and non-lethal) throughout the day. The C2 Planning Team coordinates airspace, air defense, and air-ground support requirements. Finally, the ATO Production Team packages and inputs the missions, to include all tanker, EW, and other support, into the appropriate theater battle management system applications for the creation of the daily ATO and ACO messages for dissemination to units.

5.1.2. Major Process Inputs. Major process inputs include the JAOP, AOD, other JFACC guidance, and feedback from other AOC divisions.

5.1.3. Major Process Outputs. Major process outputs include the JIPTL with weaponeered DMPIs, component direct support sorties and common-use allocations, and a list of joint ISR collection requirements and associated data approved by a joint force commander through the joint task force J-2 (here after referred to as the [JIPCL]). (Note: JIPCL is not an approved joint term.) When appropriate, provide these in appropriate theater battle management databases, air component target nomination list (TNL), MAAP, ATO with Special Instructions (SPINS), ACO, ADP, ACP, Tactical Operations Data (TACOPDAT) and Operational Tasking Data Link (OPTASK LINK).

5.1.3.1. Joint Integrated Prioritized Target List. IAW [*JP 1-02, DoD Dictionary of Military and Associated Terms*](#), the JIPTL is a prioritized list of targets and associated data approved by a joint force commander, and maintained by a joint task force. The JFACC, through the GAT Team and Joint GAT process, is responsible for publishing the JIPTL or JIPCL for JFC approval. Targets and priorities are derived from recommendation of components in conjunction with their proposed operations supporting the joint force commander's objectives and guidance.

5.1.3.2. Target Nomination List. IAW *JP 3-60, Joint Doctrine for Targeting*, the TNL is a list of targets nominated by a component commander and the JFC staff to support JFC objectives and priorities. The JFACC, through the GAT Team and Joint GAT process, is responsible for developing a comprehensive air component candidate target list, based on prioritized strategy-to-task objectives and tasks.

5.1.3.3. Master Air Attack Plan. IAW *JP 1-02*, the MAAP is a plan that contains key information that forms the foundation of the joint air tasking order. Sometimes referred to as the air employment plan or joint air tasking order shell. Information that may be found in the plan includes joint force commander guidance, joint force air component commander guidance, support plans, com-

ponent requests, target update requests, availability of capabilities and forces, target information from target lists, aircraft allocation, etc.

5.1.3.4. **Airspace Control Plan.** IAW JP 1-02, the ACP is the document approved by the joint force commander that provides specific planning guidance and procedures for the airspace control system for the joint force area of responsibility and/ or joint operations area.

5.1.3.5. **Air Defense Plan.** The ADP is a plan that details how air defense assets will be employed to control theater airspace and defend critical assets (e.g., theater personnel, airbases, and airborne high-value assets).

5.1.3.6. **Air Tasking Order/SPINS.** IAW JP 1-02, the ATO is a method used to task and disseminate to components, subordinate units, and command and control agencies projected sorties, capabilities and/or forces to targets and specific missions. Normally provides specific instructions to include call signs, targets, controlling agencies, etc., as well as general instructions.

5.1.3.7. **Airspace Control Order.** IAW JP 1-02, the ACO is an order implementing the airspace control plan that provides the details of the approved requests for airspace control measures. It is published either as part of the air tasking order or as a separate document.

5.1.3.8. **Tactical Operations Data.** A United States Message Text Format (USMTF) message that specifies the location, functions, and duties of theater air and ground systems (TAGS) elements -- specifically, communications, command and control, and weapons assets.

5.1.3.9. **Operational Tasking Data Link.** A USMTF message that specifies duties, functions, and the operational and technical parameters of a data link architecture.

5.1.4. **Supported and Supporting Division/Team Relationships.** The CPD is the supported AOC Division for all matters dealing with the TNL, JIPTL, JIPCL, ATO development, ATO production, ACP, ACO, ADP, and ATO SPINS. The other divisions and teams in the AOC support the CPD effort as indicated below:

5.1.4.1. **Strategy Division.** The SD provides the daily JAOP, AOD, and other JFACC guidance, and relevant inputs to the ATO SPINS.

5.1.4.2. **ISR Division.** The ISR Division provides tailored collections planning, threat analysis, and targeting expertise necessary to develop detailed execution plans for aerospace operations. They integrate ISR personnel throughout the CPD to secure all necessary ISR capabilities and assets to support JFC objectives across the complete range of aerospace operations. Additionally, ISR personnel within CPD core teams synchronize the planned employment of ISR capabilities and assets. They provide relevant SPINS inputs in the form of the Reconnaissance, Surveillance, and Target Acquisition (RSTA) Annex.

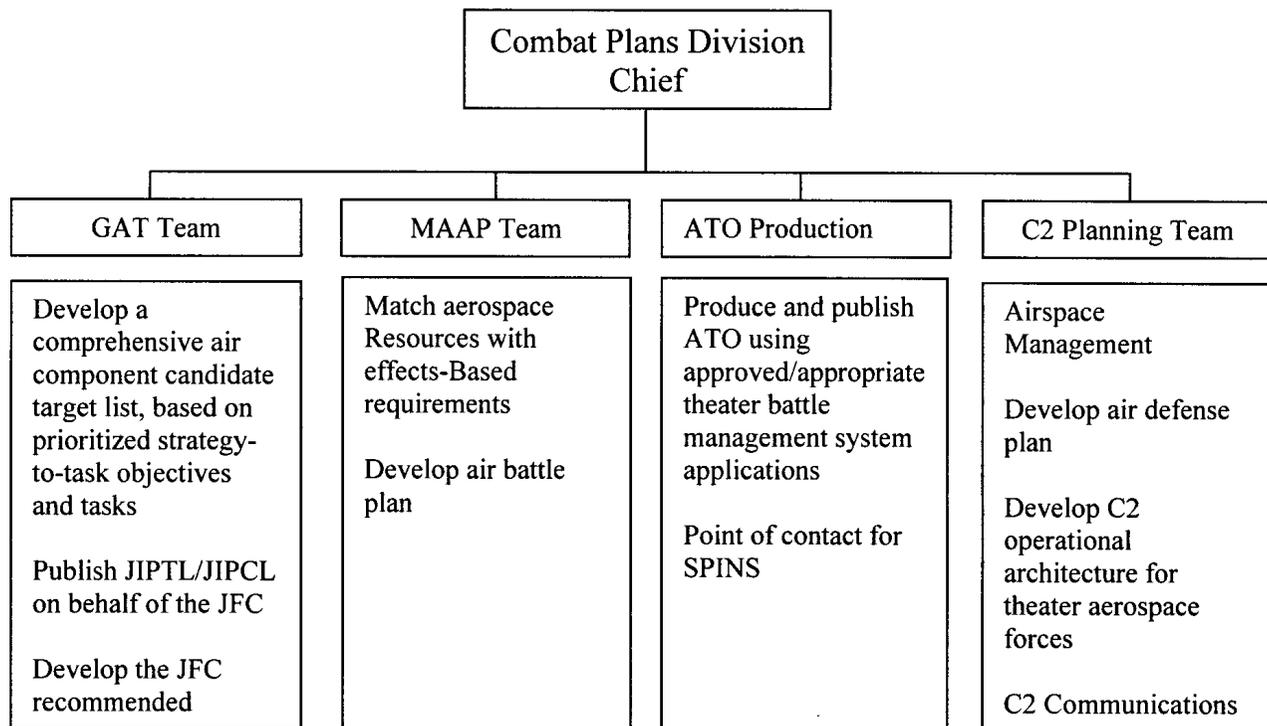
5.1.4.3. **Combat Operations Division.** The COD provides regular feedback on the quality of the ATO and other essential planning materials. They recommend changes that optimize ATO execution for the COD and tasked units.

5.1.4.4. **Air Mobility Division.** The AMD provides comprehensive tanker planning expertise to the MAAP and ATO Production teams. As necessary, provides combat airdrop planning expertise to the MAAP and ATO Productions teams. They ensure that all air mobility missions are appropriately loaded into theater battle management system applications prior to ATO production. The AMD provides air mobility SPINS inputs.

5.1.4.5. Specialty/Support Teams. The specialty/support teams provide current/forecast METOC, EW, IW, communications, and logistics information. They provide proactive, dedicated support, as necessary. Specialty/Support Teams provide essential SPINS inputs. Specialty/support team members may be integrated into CPD core teams or may be made available “on call” as situations warrant.

5.2. Organization. The CPD is normally task organized into four functionally oriented core teams: the Guidance, Apportionment, and Targeting Team, the MAAP Team, the ATO Production Team, and the C2 Planning Team.

Figure 5.1. Combat Plans Division Organization.



5.3. Chief of Combat Plans. The Chief of CPD is directly responsible to the AOC Director for the planning, allocation, and tasking of aerospace forces in accordance with JFACC guidance. The following are specific functions and responsibilities of the CCP:

- 5.3.1. Review and understand relevant theater campaign plans, existing ROE, and related policy documents.
- 5.3.2. Maintain a comprehensive understanding of current and forecast enemy capabilities and limitations.
- 5.3.3. Coordinate JAOP and AOD planning and implementation issues with the Chief of Strategy Division. Ensure the production, revision, and dissemination of detailed execution plans required to develop, publish, and disseminate the ATO. Detailed execution plans include but are not limited to the ACP, the ADP, the Communications Plan, and supporting SPINS. These may be published “stand alone” or may be appended as annexes to the JAOP, as necessary.

- 5.3.4. Arbitrate and resolve potential conflicts within the SPINS when contributing team chiefs cannot agree to a resolution.
- 5.3.5. Establish the CPD battle rhythm for sustained execution planning and ATO production.
- 5.3.6. Review the developed MAAP and establish procedures to secure JFACC approval prior to ATO production.
- 5.3.7. Ensure CPD core teams develop and transmit an executable ATO in a timely manner.
 - 5.3.7.1. Establish procedures to ensure CPD core teams provide complete, accurate, properly formatted, and timely inputs to theater battle management applications.
 - 5.3.7.2. Review the ATO and establish procedures to secure JFACC approval prior to publication and dissemination.
 - 5.3.7.3. Ensure the ATO is published and disseminated to tasked units and agencies with sufficient time to allow for detailed mission planning prior to execution.
 - 5.3.7.4. Establish procedures to transfer responsibility for the published ATO to the COD.
 - 5.3.7.5. Establish a dialogue with the Chief of Combat Operations (CCO) Division to identify and solve potential problems during future ATO development.
- 5.3.8. Coordinate with other AOC divisions and external LNOs to incorporate all requests for aerospace support and record any ATO implementation problems.
- 5.3.9. Ensure critical planning materials, final versions of unpublished daily execution plans such as the MAAP, and all documents essential for the effective operation of the division, to include detailed execution plans and the ATO, are filed and stored for the historical record.
- 5.3.10. Ensure positional guides, worksheets, and procedural checklists are developed, reviewed, and updated for all appropriate CPD duty positions.

5.4. Guidance, Apportionment and Targeting Team. The Guidance, Apportionment and Targeting (GAT) Team is responsible for development of a comprehensive JIPTL.

5.4.1. GAT Team Chief responsibilities:

- 5.4.1.1. Task-organize GAT Team personnel, assigned or attached for augmentation, to optimize the specific contributions of individual officers, civilians, and duty technicians.
- 5.4.1.2. Ensure GAT Team personnel receive sufficient training to accomplish the mission.
- 5.4.1.3. Establish procedures to ensure the GAT Team provides complete, accurate, properly formatted, and timely inputs to theater battle management applications using standard formats. Effect quality control procedures to ensure accuracy of data inputs, worksheets, and other baseline planning materials.
- 5.4.1.4. File and store critical JIPTL planning materials and all documents essential for the effective operation of the team, to include detailed target worksheets, briefings, and any supporting working papers.

5.4.2. GAT Team responsibilities:

- 5.4.2.1. Develop the daily JFACC planning guidance and apportionment recommendation in accordance with the JFACC's prioritized tasks (provided by the Strategy Plans Team).
- 5.4.2.2. In coordination with the Strategy Plans Team, develop the AOD for each ATO period to include the JFACC intent, priorities for aerospace objectives and tasks, allocation guidance, and operational constraints and restraints.
- 5.4.2.3. Develop the JFACC's daily targeting plan and submit a proposed air component TNL for approval and incorporation into the JIPTL. As a minimum, accomplish the following:
- 5.4.2.3.1. Receive and compile component TNLs to develop a draft JIPTL. Assign appropriate strategy-to-task links if not already included in the target nomination.
 - 5.4.2.3.2. Prioritize nominated targets by their associated prioritized tasks as well as through an overall evaluation of target criticality to the overall joint campaign. Cross-reference this target list against the appropriate no-strike/restricted target lists.
 - 5.4.2.3.3. Develop and validate air component target sets to support strategy-to-task and effects-based planning.
 - 5.4.2.3.4. Ensure access to restricted and no-strike target lists. Apply all revisions and appropriate Target Bulletins (TARBUL) to maintain the most current data.
- 5.4.2.4. Given a forecast of available aerospace resources, provide a macro-level estimate of targets that can be attacked during the ATO period.
- 5.4.2.5. Synchronize aerospace targeting among the respective components. Provide a macro-level feasibility review, coordinate, and deconflict initial mission planning across the components. Identify and assign targets uniquely suited for attack by aerospace resources that need to be tasked prior to the MAAP (e.g., Tomahawk Land Attack Missile [TLAM], global power missions, etc.), as well as targets best suited for supporting component (e.g., Special Operations Forces [SOF], etc.) efforts in the deep battle. This may be accomplished by hosting a daily Joint Target Coordination Working Group (JTCWG) with components to refine targeting synchronization prior to the Joint Targeting Coordination Board (JTCCB).
- 5.4.2.6. Validate targeting solutions (e.g., DMPI selection, nodal analysis, etc.) for kinetic and non-kinetic attack to achieve desired effects against prioritized targets.
- 5.4.2.7. Validate weapon effects options for achieving desired levels of destruction against selected DMPIs/targets.

Table 5.1. Considerations for GAT Team Composition.

Weapon System Operators	Judge Advocates
MAAP Liaison	Targeteers
Service/Functional Component Reps	IW Analysts
Strategy Plans Liaison	Space Planner
Information Managers	Collection Planner
Special Technical Operations	Communications Planner

5.5. MAAP Team. The MAAP Team develops the daily MAAP to accomplish aerospace tasks and achieve JFACC objectives in fulfillment of the JFC mission. Employing finite aerospace capabilities and assets available for the planned ATO period, the MAAP Team considers the operational context and environment before optimizing aerospace employment to achieve maximum desired effects against the enemy. The MAAP Team embraces aerospace capabilities that run the whole spectrum from force application to force support, kinetic to non-kinetic attacks, lethal, and non-lethal weapons. Working closely with specialty/support teams, component LNOs, and unit representatives, the MAAP Team synthesizes the AOD, JIPTL, threat situation, forecast weather, weapon system availability, and weapons employment options to produce an integrated MAAP. This plan coordinates and integrates all aerospace efforts, generating specific mission tasking for input into the appropriate theater battle management application and subsequent ATO production.

5.5.1. The MAAP Team Chief is responsible to the Chief of CPD for overall development of the daily MAAP. The following are the specific functions and responsibilities of the MAAP Team Chief:

5.5.1.1. Task-organize MAAP Team personnel, assigned or attached for augmentation, to optimize the specific contributions of individual MAAP planning officers and duty technicians.

5.5.1.2. Ensure MAAP Team personnel receive sufficient training to accomplish the mission.

5.5.1.3. Establish the MAAP Team battle rhythm for sustained execution planning.

5.5.1.4. Establish procedures to ensure MAAP Team personnel review the most current version of the ROE, all detailed execution plans, and supporting SPINS required to develop the daily MAAP.

5.5.1.5. Ensure the MAAP Team develops relevant SPINS as required.

5.5.1.6. Develop MAAP Team processes to facilitate timely generation of the daily MAAP.

5.5.1.7. Establish procedures to ensure the MAAP Team provides complete, accurate, properly formatted, and timely inputs to theater battle management applications using standard ATO formats. Effect quality control procedures to ensure accuracy of data inputs, worksheets, and other baseline planning materials.

5.5.1.8. Develop a standard MAAP brief to obtain JFACC approval prior to ATO production.

5.5.2. MAAP Team responsibilities:

5.5.2.1. Review the most current version of the ROE, all detailed execution plans, and supporting SPINS required to develop the daily MAAP.

5.5.2.2. Develop and update a sortie flow plan for all aerospace assets based on sustainable aircraft generation rates and utilization during a nominal ATO period.

5.5.2.3. Achieve situational awareness to enable effective planning by reviewing all relevant information regarding the mission, battlespace, and resources.

5.5.2.3.1. Review the daily AOD noting weights of effort, operational constraints and restraints, specified apportionment and any specific guidance governing the planning and execution of aerospace operations during the particular ATO period.

5.5.2.3.2. Review the daily JIPTL noting targeting priorities and desired effects to be achieved. Additionally, validate the GAT Team's DMPI selection for each target noting the weapons employment options provided.

- 5.5.2.3.3. Update and review enemy orders of battle noting the nature of the threat posed to future aerospace operations.
- 5.5.2.3.4. Update planning maps with targets from the daily JIPTL and examine maps to assess the effects of target location with respect to other targets, threats, and type of terrain (e.g., mountains, urbanization, etc.).
- 5.5.2.3.5. Review the current ACP, ACO, and ADP noting the implications of existing air-space control measures (ACM). Specifically, MAAP planning officers should note air refueling areas, high value airborne asset (HVAA) orbits, combat air patrol (CAP) locations, ISR tracks, CAS orbit points, transit routes for airlift, and minimum risk routes, identifying requirements for, and then submitting airspace control measure requests.
- 5.5.2.3.6. Review METOC noting the implications of forecast terrestrial and space weather and solar/lunar illumination data.
- 5.5.2.3.7. Review the sortie flow plan for force application and support package assets, noting the implications of unit flying windows, aircraft generation and utilization rates, aircraft turn or cycle times, and surge capability. Identify requirements to modify the sortie flow plan and/or task a surge capability.
- 5.5.2.3.8. Review logistics reports on weapons availability, noting critical shortages and identifying possible alternatives to achieve desired effects. The Logistics Team provides information on sortie generation capability, to include forecast munitions and fuels availability for the planned ATO period.
- 5.5.2.3.9. Review Allocation Request (ALLOREQ) and Air Support Request (AIRSUPREQ) messages as appropriate. Additionally, review and coordinate component direct support aerospace plans.
- 5.5.2.3.10. Review Global Positioning System (GPS) accuracy data and notice advisories to navigation satellite and reconnaissance (NAVSTAR) users (NANU) for navigation degradation to properly employ precision guidance munitions (PGM).
- 5.5.2.3.11. Review information on foreign reliance and use of space in military operations to include any counterspace capabilities posing a potential threat to the United States or coalition operations.
- 5.5.2.3.12. Review satellite overflight times via appropriate reports. Analyze adversary access to reconnaissance satellite information and help formulate theater strategy to deny adversary access to satellite reconnaissance information.
- 5.5.2.3.13. Integrate all national security, DoD, civil and commercial space capabilities as they relate to the theater. Form strategies for complementing and/or replacing airborne ISR sensors with space capabilities.
- 5.5.2.4. Develop the overarching MAAP for the particular ATO period considering the operational context and environment. Define initial force employment packages to include support requirements, approximate target areas and vulnerability windows, sequence of attacks, and flow of aerospace forces into and from the target areas.
- 5.5.2.4.1. Identify high demand/low density (HD/LD) capabilities and assets.

- 5.5.2.4.2. Identify national security space capabilities and assets.
- 5.5.2.4.3. Anticipate air-refueling requirements noting potential problems and shortfalls. Propose solutions as appropriate.
- 5.5.2.4.4. Identify collection requirements noting potential problems and shortfalls. Recommend the adjustment of ISR aircraft tracks/missions to the ISRD as required.
- 5.5.2.4.5. Plan, coordinate, and task assets available for JFACC tasking in accordance with specified apportionment.
- 5.5.2.4.6. Plan, coordinate, and task air refueling assets available for JFACC tasking to support the MAAP.
- 5.5.2.4.7. Coordinate and task airborne ISR platforms available for JFACC tasking in accordance with collection priorities. Adjust timing of operations to take advantage of theater and national ISR asset collection, as appropriate.
- 5.5.2.4.8. Plan, coordinate, and task HD/LD capabilities and assets to ensure optimum utilization in light of operational requirements identified in the overarching MAAP.
- 5.5.2.4.9. Plan, coordinate, and task missions and packages. The MAAP Team ensures economy of force by optimizing aerospace capabilities and assets to accomplish weapons employment options provided by the GAT Team.
 - 5.5.2.4.9.1. MAAP planning officers should package missions for synergistic effect and mutual support.
 - 5.5.2.4.9.2. Review BDA summaries and factor BDA into mission planning.
 - 5.5.2.4.9.3. Assigned ISR personnel complete weapons effects analysis to assist operations planners in weapons employment options.
 - 5.5.2.4.9.4. Identify force application requirements for aerospace capabilities and assets not available for tasking by the JFACC. In such cases, coordinate the planning of missions with component LNOs to avoid duplication of effort and ensure deconfliction of attacks.
- 5.5.2.4.10. Plan, coordinate, and task force support assets available for JFACC tasking, as required.
 - 5.5.2.4.10.1. Plan, coordinate, and task assets for offensive counterair, to include SEAD, escort, and sweep.
 - 5.5.2.4.10.2. Plan, coordinate, and task assets for EW, to include SEAD. Coordinate frequency/spectrum management with the EW representatives and C2 Planning Team.
 - 5.5.2.4.10.3. Identify specific air-refueling requirements.
 - 5.5.2.4.10.4. Support the CSAR function as required.
 - 5.5.2.4.10.5. Coordinate with ISR personnel to provide information on adversary reliance and use of space in military operations to include any counterspace capabilities posing a potential threat to United States or coalition operations.

5.5.2.4.10.6. Ensure component representatives are aware of planned missions employing allocated common-use sorties/capabilities. Generate and disseminate Sortie Allotment (SORTIEALOT) messages as required.

5.5.2.4.10.7. Provide complete, accurate, properly formatted, and timely inputs to theater battle management applications using standard ATO formats.

5.5.2.4.10.8. Produce and give the standard MAAP brief to obtain JFACC approval prior to ATO production.

5.5.2.4.10.9. File and store critical planning materials, final versions of unpublished daily MAAP, and all documents essential for the effective operation of the team, to include detailed execution plans and the supporting SPINS.

5.5.2.4.10.10. Incorporate STO and Coal Warfighter capabilities into Combat Planning.

5.6. ATO Production Team. The ATO Production Team constructs, publishes, and disseminates the daily ATO, tasking aerospace capabilities and assets IAW the MAAP.

5.6.1. The ATO Production Team Chief is responsible to the Chief of CPD for production and dissemination of the daily ATO. The following are specific functions and responsibilities of the ATO Production Team Chief:

5.6.1.1. Task-organize ATO Production Team personnel, assigned or attached for augmentation, to optimize the specific contributions of individual ATO duty officers and duty technicians.

5.6.1.2. Ensure ATO Production Team personnel receive sufficient training to accomplish the mission.

5.6.1.3. Establish the ATO Production Team battle rhythm for sustained ATO production.

5.6.1.4. Establish procedures to ensure ATO Production Team personnel review the most current version of the ROE, all detailed execution plans, and supporting SPINS required to develop and produce the ATO.

5.6.1.5. Ensure the ATO Production Team creates and maintains accurate aerospace planning databases in the theater battle management system and/or applications.

5.6.1.6. Ensure the ATO Production Team compiles relevant SPINS, as required.

5.6.1.7. Develop ATO Production Team processes to facilitate timely production of the daily ATO.

5.6.1.7.1. Establish procedures to ensure the ATO Production Team constructs complete, accurate, properly formatted, and timely mission tasking to theater battle management applications using standard ATO formats.

5.6.1.7.2. Establish and disseminate procedures for incorporating changes prior to publication and dissemination of the daily ATO. (Note: Following ATO transmission, the COD will process changes to the ATO).

5.6.1.8. Develop effective quality control procedures and conduct a comprehensive ATO review prior to JFACC approval and ATO transmission.

5.6.1.9. Establish procedures to track transmission and timely receipt of the ATO.

5.6.2. ATO Production Team responsibilities:

5.6.2.1. Review the most current version of the ROE, all detailed execution plans, and supporting SPINS required to develop and produce the ATO.

5.6.2.2. Create and maintain accurate aerospace planning databases in the theater battle management system and/or applications. This will normally include regular and periodic data backups. Effect quality control procedures to ensure accuracy of data inputs, worksheets, and other baseline planning materials.

5.6.2.3. Compile SPINS inputs from the contributing team chiefs and review for accuracy, completeness, and potential conflicts. Resolve potential conflicts among the team chiefs, with Chief of CPD arbitrating all unresolved conflicts.

5.6.2.4. Plan, coordinate, and task air refueling assets available for JFACC tasking.

5.6.2.5. Input complete, accurate, properly formatted, and timely mission tasking to theater battle management applications using standard ATO formats.

5.6.2.6. Accomplish a comprehensive ATO review and obtain JFACC or designated representative approval prior to ATO publication and dissemination.

5.6.2.7. Develop and maintain a comprehensive address list of approved ATO recipients and coordinate redundant procedures for ATO dissemination with the communication support team.

5.6.2.8. After obtaining approval for release, disseminate the ATO to tasked units and agencies by the most expeditious means available. Dissemination means include, but are not limited to any of the following:

5.6.2.8.1. Appropriate theater battle management system via the Secret Internet Protocol Router Network (SIPRNET).

5.6.2.8.2. Appropriate theater battle management system host-to-remote via dedicated circuits.

5.6.2.8.3. Global Command and Control System (GCCS).

5.6.2.8.4. Theater-unique C2 systems.

5.6.2.8.5. PC-PC file transfer via STU-III/STE-III.

5.6.2.8.6. Courier/hand carry.

5.6.2.8.7. Automatic Digital Network (AUTODIN)/Defense Message System (DMS).

5.6.2.8.8. Password protected SIPRNET web page.

5.6.2.8.9. If necessary, the Chief of CPD will ensure critical ATO information is passed telephonically to tasked units and/or agencies that have not received the ATO using established methods.

5.6.2.9. Track transmission times and timely receipt of the ATO by all approved recipients.

5.6.2.10. File and store critical planning materials and all documents essential for the effective operation of the team, to include the daily ATO and ACO, as well as the supporting SPINS.

5.7. C2 Planning Team. The C2 Planning Team develops detailed execution plans and the data link architecture to provide C2 of aerospace force. Major elements include airspace management, theater air defense planning, link interface planning, and C2 architecture support planning. To foster interoperability with essential joint, Service, and coalition partners, the C2 Planning Team coordinates with the Chief of AOC Systems, the AFFOR A6, and the JFC J6.

5.7.1. The C2 Planning Team Chief is responsible to the Chief of CPD for developing detailed execution plans for C2 of aerospace forces, including production of the ACP, ADP, and daily ACO. The following are specific functions and responsibilities of the C2 Planning Team Chief:

5.7.1.1. Task-organize C2 Planning Team personnel, assigned or attached for augmentation, to optimize the specific contributions of individual duty officers and duty technicians.

5.7.1.2. Ensure C2 Planning Team personnel receive sufficient training to accomplish the mission.

5.7.1.3. Establish the C2 Planning Team battle rhythm for sustained ACO production.

5.7.1.4. Establish procedures to ensure C2 Planning Team personnel review the most current version of the ROE, all detailed execution plans, and supporting SPINS required to develop detailed execution plans and produce the ACO.

5.7.1.5. Ensure the C2 Planning Team creates and maintains an accurate planning database of ACMs in the theater battle management application.

5.7.1.6. Ensure the C2 Planning Team develops C2 SPINS as required, incorporating host nation, allied, and other Service inputs into appropriate portions of the ATO, SPINS, and data link tasking document.

5.7.1.6.1. Act as CPD focal point for collection of spectrum/frequency requirements. Normally these involve spectrum/frequencies used for C2 of friendly forces as well as those spectrum/frequencies that are reserved for EW operations.

5.7.1.6.2. Assist the Chief of AOC Systems and supporting component in the development of the Communications Plan.

5.7.1.7. Develop C2 Planning Team processes and establish procedures to collect inputs and develop detailed execution plans, to include the ACP and ADP.

5.7.1.8. Establish procedures to evaluate existing airspace control systems and determine changes necessary to fulfill air traffic control requirements, ensuring seamless integration with air defense, TMD, and joint/combined aerospace operations.

5.7.1.9. Ensure the C2 Planning Team inputs are complete, accurate, properly formatted, and timely ACMs to theater battle management applications using standard ACO formats.

5.7.2. C2 Planning Team responsibilities.

5.7.2.1. Airspace Management. The C2 Planning Team performs airspace management functions for the CPD. Specific functions and responsibilities with regard to airspace management include the following:

5.7.2.1.1. In support of CPD, develop the ACP.

5.7.2.1.2. Receive, process, and deconflict Airspace Control Measure Requests (ACMREQ) to develop the daily ACO.

5.7.2.1.3. Develop plans, policies, and procedures for airspace control of military and civil air traffic.

5.7.2.1.4. Coordinate airspace requests and matters affecting military aircraft control with the International Civil Aviation Organization (ICAO), military units, foreign agencies, the Federal Aviation Administration (FAA), and other applicable federal agencies.

5.7.2.1.5. Coordinate with air defense planners, the MAAP Team, the ATO Production Team, and other airspace liaisons to ensure the feasibility of the ACO throughout development, production, and dissemination. The ACO may be disseminated as part of the ATO or as a separate document.

5.7.2.2. Air Defense Planning. The C2 Planning Team prepares comprehensive air and missile defense plans. Based on the availability of airborne and ground-based weapon systems, data link architectures, and tactical C2 relationships, the primary outputs of this effort are the ADP, TACOPDAT and OPTASK LINK messages. Specific functions and responsibilities with regard to air defense planning include the following:

5.7.2.2.1. Develop, coordinate, and disseminate the ADP and concept for C2, and provide relevant air defense inputs to ROE recommendations.

5.7.2.2.2. Develop procedures to receive and disseminate air defense warnings.

5.7.2.2.3. In coordination with airspace managers, develop and publish procedures for the transfer of control of air traffic between airport control agencies and controlling agencies of the TACS, to include scramble and recovery procedures.

5.7.2.2.4. Develop, coordinate, and negotiate agency-to-agency agreements and maintain liaison with the host nations, allies, and Service components on all matters relating to C2 and the employment of air defense forces and resources.

5.7.2.2.5. Assist the MAAP Team in planning air defense missions to include air defense fighters, missile systems, and C2 capabilities and assets. Ensure sufficient retrograde orbits and procedures are established.

5.7.2.2.6. Monitor system and facility status, capabilities, and mission tasking to advise the COD on best possible adjustments of the AOR, sector boundaries, and allocation of resources.

5.7.2.3. C2 Architecture Planning. The C2 architecture planners develop the C2 architecture to support aerospace operations. The following are specific functions and responsibilities of the C2 architecture planners:

5.7.2.3.1. Plan and establish all necessary air request/air direction radio networks with dedicated frequencies.

5.7.2.3.2. Develop the operational concept for the coordinated employment of the airborne elements of the theater air control system.

5.7.2.3.3. Develop the operational concept for the coordinated employment of space communications systems.

5.7.2.4. C2 Communications Planning. The C2 communication planners work closely with all joint flying, C2, and airspace management elements tasked in ATO/ACO to collect their communication/frequency requirements. They in turn coordinate these requirements with the JFACC/AOC frequency manager for inclusion in the overall Joint Communications Electronics Operating Instruction (JCEOI). The C2 communication planners will coordinate with the frequency manager for all necessary frequencies and call signs to build the supporting COMM SPINS portion of the ATO and to provide to the ATO mission planners.

5.8. Space Support to the CPD. Space planners are responsible for integrating space capabilities in support of JFACC's guidance and operational objectives. The following are specific responsibilities of the Space planners:

- 5.8.1. Plan, coordinate, and integrate space capabilities with SPACEAF AOC, as well as joint and other Service space support teams, to synchronize battle rhythm and optimize space effects.
- 5.8.2. Provide GPS accuracy data to the precision guided munitions planners.
- 5.8.3. Provide space information for SPINS in the ATO or other areas of the ATO, as appropriate. Space SPINS information may include current theater space support for GPS navigation.
- 5.8.4. Recommend tactics to synchronize space capabilities with air operations (e.g. coordinating target times with satellite over-flight times or determining GPS navigational accuracy for specific targets at specific times).
- 5.8.5. Assist in information operations/IW integration and coordination.
- 5.8.6. As required, coordinate with other space support personnel/teams in theater.
- 5.8.7. Ensure space support procedures to RCC/JSRC are developed and coordinated.

Chapter 6

COMBAT OPERATIONS DIVISION

6.1. General. The Combat Operations Division (COD) is responsible for monitoring and executing the current ATO (i.e., “today’s war”). Timely coordination between the COD and tasked WOCs is essential to the conduct of effective, efficient aerospace operations. The responsibilities and duties of the COD when its communications or capabilities are degraded will be addressed in theater and/or campaign OPLANs. The COD is also the focal point for monitoring the execution of joint and combined operations, such as Joint Air Attack Team (JAAT), TMD, and Joint Suppression of Enemy Air Defense (JSEAD) supported by theater forces.

6.1.1. Concept. The COD normally assumes responsibility for the ATO (i.e., “tomorrow’s war”) as soon as it is released, normally 12 hours prior to execution. The ATO is written and disseminated based on intelligence estimates and other perishable data that may be 36 hours old or older. When the ATO is executed, changes in enemy (and friendly) capabilities, locations, and intent, along with weather and political conditions, may impact the planned operations. Defensive and offensive duty officers, specialty/support teams, and component liaisons coordinate and direct real time changes to the ATO/ACO to support mission requirements.

6.1.2. Major Process Inputs. Major process inputs include; the ATO with SPINS, ACO, TACOPDAT, OPTASK LINK, and RSTA Annex.

6.1.3. Major Process Outputs. Major process outputs include ATO/ACO changes and other subsequent orders to subordinate C2 agencies and WOCs; operations metrics and assessment data, as required by the Operations Assessment Team; and consolidated reports to higher headquarters as required by established directives.

6.1.4. Supported and Supporting Division/Team Relationships. The COD is the supported division for all matters dealing with current ATO execution and changes, adjustments to the current ACO and ADP. Other divisions and teams in the AOC support COD efforts as indicated below:

6.1.4.1. Strategy Division. The SD provides the JAOP, and AOD, and other JFACC Guidance.

6.1.4.2. Combat Plans Division. The CPD provides the JIPTL, JIPCL, ATO with SPINS, ADP, ACP, ACO, TACOPDAT, and OPTASK LINK.

6.1.4.3. ISR Division. The ISR Division provides the RSTA Annex, current situational awareness, targeting, and ISR management for execution of the ATO. They integrate ISR personnel throughout the COD to secure all necessary ISR capabilities and assets to support JFC objectives across the complete range of aerospace operations. Additionally, ISR personnel within Combat Operations Division core teams monitor and synchronize employment of ISR capabilities and assets.

6.1.4.4. Air Mobility Division. The AMD provides comprehensive tanker and airlift expertise to Combat Operations. As necessary, they provide combat airdrop planning expertise to COD planning involving tanker and airlift assets. The tanker and airlift duty officers ensure that all air mobility missions affected by COD adjustments to ongoing operations and the ATO are appropriately coordinated with the AMD.

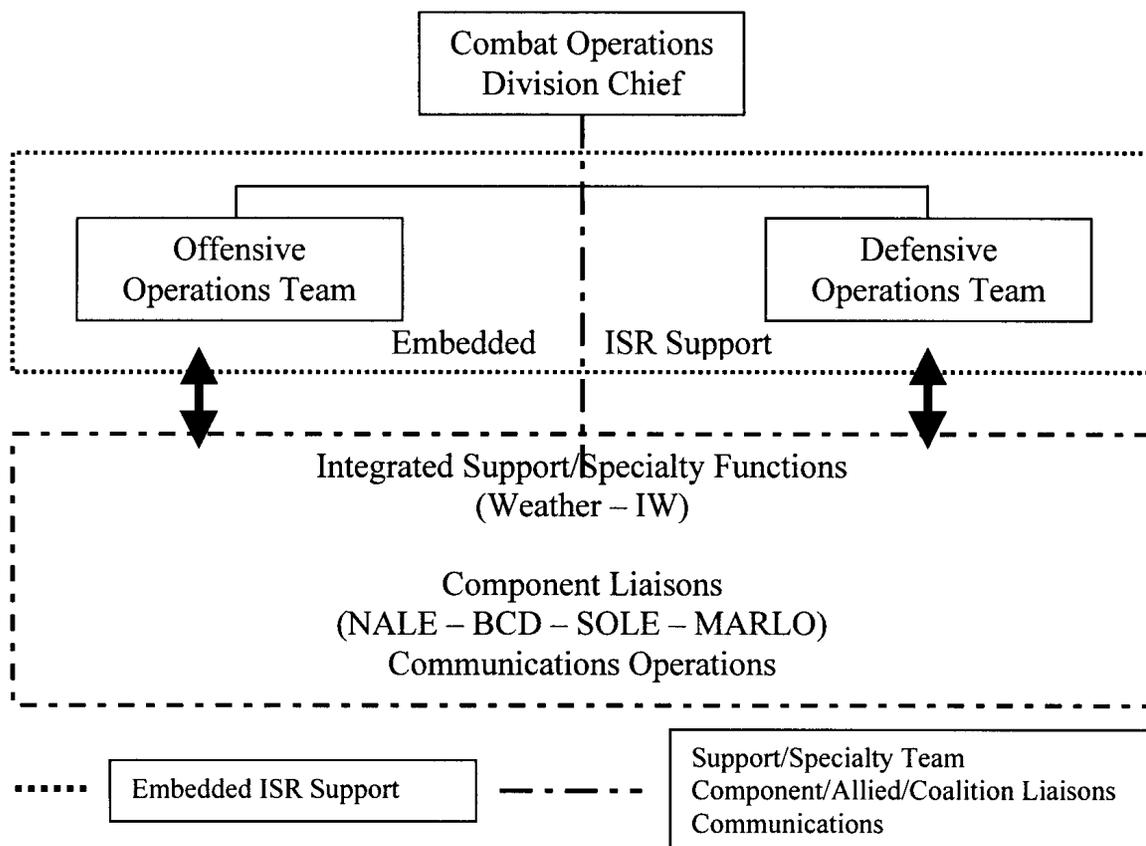
6.1.4.5. Specialty/Support Teams. Specialty/support teams provide current and forecast METOC, EW, IW, communications, and logistics information. They provide proactive, dedicated support,

as necessary. Specialty/support team members may be integrated into COD core teams or may be made available “on call” as situations warrant.

6.1.4.6. Component/Allied Liaisons. The component/allied liaisons will act as the point of contact to their component or countries to deconflict operations, resolve joint/combined problems, pass threat alerts, monitor common aerospace taskings, and address other issues of interest.

6.2. Organization. The exact composition of the COD will be tailored to the contingency or exercise, but the general structure is presented in **Figure 6.1**. The COD is normally task-organized into two functionally oriented core teams, Offensive Operations and Defensive Operations, which are supported by integrated specialty/support teams, combat reports, component and coalition/combined liaisons, and communications support. The teams are described in the following paragraphs.

Figure 6.1. Combat Operations Organization.



6.2.1. Objectives and Tasks. The COD objectives are to ensure the JFACC/AADC/ACA’s objectives are met and that the JFACC, DIRMOBFOR, and AOC Director are informed of the current battlespace situation, in order to make timely, relevant decisions. COD tasks include, but are not limited to the following.

6.2.1.1. Provide centralized C2 for theater aerospace operations under command of the JFC, JFACC, or COMAFFOR, as appropriate.

6.2.1.2. Retarget or retask JFACC assets to respond to changes in the friendly or enemy battlespace situation.

- 6.2.1.3. Monitor status of air defense assets and retask, reposition, or change weapons status to respond to battlespace changes.
- 6.2.1.4. Monitor and manage status of entire TACS and act as the central C2 authority.
- 6.2.1.5. Monitor execution of the current ATO and ACO and be able to provide a current situation update to the JFACC, DIRMOBFOR, and AOC Director.
- 6.2.1.6. Respond to the battlespace situation by providing attack indications and warnings (I&W) and near real-time all source intelligence updates.
- 6.2.1.7. Continually validate ATO targets in accordance with current guidance, ROE, BDA, and threat picture.
- 6.2.1.8. Facilitate combat assessment by providing current information and feedback on ATO effectiveness, mission results, and changing battlespace.
- 6.2.1.9. If authorized, process and approve immediate requests for intelligence collection and retask or reposition ISR assets, if necessary.
- 6.2.1.10. Accomplish TMD operations to include passive defense, active defense, and counter air operations, as needed.

6.3. Chief of Combat Operations. The CCO is directly responsible to the AOC Director for the direction and supervision of combat operations. The CCO will apply JFACC guidance to ensure current tactical aerospace operations attain established objectives. The CCO monitors the current aerospace situation and advises the AOC Director of dynamic mission requirements and the status of resources. Priority of effort is a key factor in the CCO's approval of any adjustment to the ATO, but equally important is a reassessment of basic planning considerations.

6.3.1. CCO Pre-employment Duties and Responsibilities. The CCO will become familiar with all aspects of theater aerospace operations including force beddown, sortie rates, airspace procedures, communications, ROEs, munitions capabilities, and individual unit capabilities and limitations. The following are the specific functions and responsibilities of the CCO:

- 6.3.1.1. Schedule and supervise all periodic JFACC update briefings, crew changeover briefings, training, and orientation.
- 6.3.1.2. Determine reporting responsibilities and establish procedures for preparing reports from the COD for the commander's situation report (SITREP), lateral headquarters, and subordinate TACS elements.
- 6.3.1.3. Develop procedural guidance for each duty position in the COD based on this instruction, doctrine, weapon systems capabilities, and the actual contingency or exercise being supported.
- 6.3.1.4. Develop COD communications requirements and recommend priorities for submission to communications operations personnel.
- 6.3.1.5. Supervise the preparation of the COD to include manning, displays, and seating requirements.
- 6.3.1.6. Assure all personnel assigned or attached are properly trained and equipped to perform assigned duties.

6.3.1.7. In coordination with the C2 Planning Team, determine subordinate TACS and ACE reporting responsibilities and determine delegation of authority desired for decentralized execution.

6.3.1.8. Coordinate procedures with internal and external agencies concerning briefings, displays, information needs, and routing of immediate requests and threat alerts.

6.3.1.9. Ensure that backup procedures are prepared and can be rapidly implemented if automated support systems fail.

6.3.1.10. Coordinate applicable ROE changes with JA, Strategy Plans Team, AOC Director, JFACC, and JFC staff, as required.

6.3.1.11. Ensure positional guides, worksheets, and procedural checklists are developed for all appropriate Combat Operations duty positions.

6.3.2. Employment Duties and Responsibilities. The CCO is responsible for the effective functioning of the COD during each shift and in this capacity shall address the following:

6.3.2.1. When the situation requires an ATO change, the CCO or designated representative normally will approve or disapprove adjustments to the published ATO, then summarize the current aerospace situation for the AOC Director.

6.3.2.2. Give the CPD a summary of significant problems encountered in implementing and managing the current ATO to help improve the quality and effectiveness of future ATO tasking.

6.3.2.3. Supervise execution of the ATO and specifically:

6.3.2.3.1. Ensure situation and status displays are current and accurate.

6.3.2.3.2. Keep the AOC Director informed on unanticipated developments, enemy initiatives, or problems that might either impact planned operations or reduce the effectiveness of any TACS element.

6.3.2.3.3. Execution authority belongs to the JFACC/AADC. The JFACC/AADC may, by written or verbal order, delegate responsibility for selected authorities to the CCO or to TACS elements in the field. The CCO should recommend delegation of selected execution authorities to subordinate TACS elements when ROE allows and subordinate TACS elements are capable of conducting the mission.

6.3.2.3.4. Approve ACO changes.

6.3.2.4. Consult with the AOC Director on the delegation of air defense, CAS, and ACA to subordinate TACS units.

6.3.2.5. Keep the TACS informed of the commander's latest objectives, priorities, and ROEs.

6.3.2.6. In coordination with the Senior Air Defense Officer (SADO), relay air defense warnings and threat alerts to subordinate units and other C2 agencies.

6.3.2.7. Act as approving/disapproving authority for preventive maintenance, stand-downs, or other scheduled maintenance for ground TACS elements through coordination with COMAFFOR/A6 and similar agencies.

6.3.2.8. Ensure communications changes or reprioritization affecting the AOC is coordinated and communicated with associated C2 units, applicable agencies, and the Chief of AOC Systems.

6.3.2.9. Supervise the operations of the TACS including the ACE.

6.3.3. Post-Employment Duties and Responsibilities. The CCO shall:

6.3.3.1. Compile mission log summaries and other actions, as directed.

6.3.3.2. Ensure that position guides and procedural checklists are reviewed and updated for future use following each exercise, deployment, or contingency action.

6.4. Offensive Operations Team. Offensive Operations is responsible for monitoring and executing the ATO, with emphasis on ensuring tasked assets are capable of performing the tasks assigned and that tasked aircraft are provided the support required to accomplish the mission, all with an eye toward achieving JFACC objectives in support of the JFC campaign. The Offensive Operations Team closely monitors availability of all tasked aerospace forces, since changes in availability may affect ATO execution. Members must work closely with specialty/support teams, component LNOs, and unit representatives to effect the synergistic application of finite aerospace capabilities and assets designed into the current ATO. Based on the current situation and requirements, the team often suggests changes to different missions of the aerospace operation, which must be coordinated through various agencies inside and outside the AOC. The Offensive Operations Team, led by the Senior Offensive Duty Officer (SODO) and supported by all members of the COD, to include functional elements in their various capacities is listed below.

6.4.1. Senior Offensive Duty Officer. The SODO is directly responsible to the CCO for the direction and supervision of offensive combat operations and may assist with CCO responsibilities. The SODO will:

6.4.1.1. Supervise all COD offensive operations functions during each shift with special emphasis on integrating all offensive and support operations.

6.4.1.2. Monitor the current offensive aerospace operations and advise the CCO of dynamic mission requirements and resource status.

6.4.1.3. Recommend immediate changes to the ATO when the situation dictates.

6.4.1.4. Assist CCO in pre-employment, execution, and post-employment duties and responsibilities.

6.4.2. Offensive Duty Officers. The Offensive Duty Officers (ODO) are responsible to the CCO, SODO, and SADO, as appropriate, for the management of all assets assigned or made available. For the purposes of this instruction, "ODO" refers to duty officers responsible for IW, fighter, attack, bomber, tanker, ISR, CAS, EW, CSAR, space, and Service-unique aircraft. They are also responsible for coordination with subordinate units of the TACS and ACE (if employed). Expertise for each weapon system should be available in COD or shared between COD and CPD depending on availability. The decision to share expertise or request additional manning of similar expertise should be determined before operations begin. The ODOs will monitor strike packages and associated special missions from departure through recovery. ODOs must know the details of each package in which their aircraft participate, such as ordnance, primary target, secondary target, assigned pre-strike and post-strike tanker, orbit, off-load, and mission results. They also pass on critical information to/from their respective WOC concerning air raid warnings, significant battle damage, unexpected changes, diverting aircraft, and airfield status.

6.4.2.1. ODO duties include the following:

6.4.2.1.1. ODOs monitor ATO execution and evaluate the degree to which actual operations are meeting the objectives of the ATO.

6.4.2.1.2. ODOs ensure the timely and effective use of each tactical aerospace asset. When it becomes apparent that changes are required, the officer researches available options and, subject to the approval of the CCO (or SODO), as appropriate, makes necessary adjustments.

6.4.2.1.3. ODOs ensure that all preplanned and immediate tasking is attainable and remains compatible with the current tactical situation. ODOs further ensure that any change to mission tasking is fully coordinated with all affected duty personnel, controlling agencies, and WOCs.

6.4.2.1.4. ODOs ensure that each mission has all the support available and that each tasking reflects an effective and tactically prudent use of that asset.

6.4.2.1.5. Deviations and significant changes affecting assigned assets will be brought to the attention of the SODO or CCO.

6.4.2.1.6. Selected ODOs from COD may be required to coordinate with CPD to help plan the ATO. This interaction helps maintain continuity between the Combat Plans and Combat Operations Divisions.

6.4.3. Offensive Duty Technicians. Offensive duty technicians (ODT) primarily support the Offensive Operations Team of the COD, but may be assigned to other COD functions. ODTs primary responsibilities are to be proficient in the appropriate theater battle management system applications designed for Combat Operations and to make and publish ATO changes. Further classification of ODTs is as follows:

6.4.3.1. SODO Technician. The SODO Technician is normally a senior NCO with superior knowledge of COD functions and responsibilities, as well as a comprehensive knowledge of C2 systems operations. The SODO Technician will ensure the training and supervision of all other ODTs in the COD.

6.4.3.2. ATO Change Technician. The duties primarily involve making and publishing ATO changes. The ATO Change Technician works directly for the SODO Technician.

6.4.3.3. TCT Technician. The TCT Technician works with the TCT function, if required (see TCT guidance).

6.4.3.4. Reports Technician. The Reports Technician works for the Chief of the Combat Reports Team.

6.4.3.5. ODT Responsibilities. All ODTs will be proficient in the following tasks:

6.4.3.5.1. Maintain a daily position log as required by the CCO or SODO.

6.4.3.5.2. Perform duties as a fully qualified theater battle management system operator. Be proficient in the manipulation of appropriate theater battle management system applications listed in the Master Tasking List (MTL) as described in the duty section when operating in the AOC. Perform the following:

6.4.3.5.2.1. Break out the ATO using the currently approved application for Mission Execution and Mission Report.

6.4.3.5.2.2. Update the status of mission in the ATO using the currently approved application.

6.4.3.5.2.3. Be familiar with status of airfields, weather, aircraft, and munitions.

6.4.3.5.2.4. Be familiar with Airspace Deconfliction (AD) in order to display the Airspace Control Measures.

6.4.3.5.2.5. Be familiar with display operations of the common operational picture and situational awareness and assessment.

6.4.3.5.2.6. Instruct duty officer and technician augmentees on the appropriate theater battle management system applications. Be capable of instructing all items contained on the MTL to duty officer and technician augmentees in the AOC or at WOCs

6.4.3.5.2.7. Understand setup, connectivity, and operation of applicable communication equipment, to include cryptographic keying and shutdown of the KY-68, STU III/STE, and theater battle management systems.

6.4.3.5.2.8. Be able to make ATO changes and publish ATO changes over the appropriate theater battle management systems.

6.4.4. EW/SEAD Duty Officer. EW/SEAD duty officers coordinate the employment of all EW assets assigned or made available to support aerospace operations. In addition to the general responsibilities previously identified, they are responsible to:

6.4.4.1. Integrate EW and defense suppression assets in support of mission objectives.

6.4.4.2. Coordinate with ISR analysts on current order of battle data and nominate immediate enemy C3 targets.

6.4.4.3. Ensure the WOC for each EW asset is informed of changes in the ATO and coordinate their own changes with the EW Duty Officer.

6.4.4.4. Through the respective duty officers and ISR personnel, coordinate with subordinate TACS elements and collection assets to assess EW effectiveness.

6.4.4.5. Receive and process immediate EW requests from Air Force, joint, or combined forces; coordinate with the Army BCD and other Service LNOs for support requests.

6.4.4.6. Coordinate EW airspace requirements with airspace managers.

6.4.4.7. Coordinate with the Frequency/Spectrum Manager, BCD, and other applicable agencies for frequency deconfliction.

6.4.4.8. Coordinate major EW and deception plans and operations with CPD and the Tactical Deception Officer.

6.4.4.9. Recommend EW initiatives to the CPD. Ensure the IW Team Chief is made aware of any major changes in EW asset utilization, availability or other impacts to the EW functions.

6.4.5. Airborne Command and Control Duty Officer. The Airborne Command and Control Duty Officer (ABC2DO) is responsible to the SODO or SADO, as appropriate, for monitoring airborne C2 platform (AWACS, E-2C, , JSTARS, etc.) performance.

6.4.6. Tanker Duty Officer. Tanker Duty Officers (TDO) are provided by the AMD and embedded in the COD to monitor and coordinate intra-theater air refueling execution and provide air refueling expertise to the COD. TDOs are responsible to the CCO or SODO (in the CCO's absence) for moni-

toring and evaluating how actual aerospace operations meet the JFACC's objectives through the execution of the ATO.

6.4.6.1. Constant contact will be maintained by telephone, radio, or through the appropriate theater battle management system with the WOCs and other agencies to ensure the timely and effective use of each aerospace asset. When adjustments to the ATO are required, the TDO researches all available options and takes action, subject to the approval of the CCO, to implement those changes.

6.4.6.2. To support in-flight refueling requirements generated by the changing tactical situation, TDOs will divert scheduled tanker missions or replan tanker operations. Because of the rapidly evolving tactical situation, it may not be possible to incorporate all changes into a formal ATO change.

6.4.6.3. When appropriate, the Defensive Operations Team, assisted by a TDO, will direct real-time changes to the aerospace battle, including responding to emergency air refueling requests.

6.4.6.4. A TDO will be designated as officer in charge of COD TDOs.

6.4.7. Combat Search and Rescue. CSAR personnel on the Combat Operations floor represent and coordinate with the Rescue Coordination Center (RCC), which is the JFACC's focal point and coordinating element for personnel recovery/combat rescue operations.

6.4.7.1. CSAR Duty Officers. CSAR Duty Officers (CSARDO) are responsible to the CCO and the SODO for monitoring CSAR assets assigned or made available to the JFACC for recovery of isolated personnel. Isolated personnel are, in effect, fleeting targets of critical value--available capabilities and assets must be expeditiously coordinated and employed to effect successful recoveries. Major functions include verification of isolating incidents or losses and ensuring the most accurate location and identification data is obtained in coordination with supporting ISR personnel. CSARDOs coordinate national, joint, and non-JFACC assigned ISR support through the supporting ISR personnel as required, and will:

6.4.7.1.1. Coordinate establishment and proper use of authentication procedures for isolated personnel and recommend viable COAs to the Chief of Rescue Coordination Team and CCO based on threats and available CSAR/CSAR-support resources.

6.4.7.1.2. Coordinate with other duty officers, the TCT function, space and ISR personnel to obtain the most accurate isolated personnel location and threat assessment, and to obtain immediate support (CAP, SEAD, ESCORT, ground teams, etc.) when isolating events occur.

6.4.7.1.3. Coordinate with Airspace Management to establish prevention measures against isolated personnel and recovery force fratricide, and with other component LNOs and personnel recovery organizations to deconflict and obtain mutual support.

6.4.7.1.4. Coordinate closely with intelligence personnel and other plans and operations personnel assigned to the rescue coordination center/team to ensure optimal and timely isolated personnel, recovery and national asset, and collaborative C4I information is gathered and employed expeditiously.

6.4.7.2. CSAR Duty Technicians. The CSAR Duty Technician (CSAR DT) is a special assistant to the CSAR DO who ensures that various functions of CSAR operations are performed and

accountability functions are properly executed and sustained for JFACC-assigned forces that become isolated. CSAR DTs maintain execution checklists for isolated personnel recovery, operate C4I equipment, prepare required CSAR support requests and situation reports, and obtains and forwards isolated personnel data to other component organizations and the joint force personnel recovery supporting personnel recovery organization, when required.

6.4.7.3. CSAR Intelligence Support. In support of CSAR operation, intelligence personnel coordinate for SAR satellite (SARSAT) data, work closely with national, theater, joint force, component, and host-nation intelligence cells to ensure precise and near real-time location/identification and threat assessment information is available to recovery forces. Intelligence personnel are also the key link to ensuring JFACC-assigned isolated personnel report (ISOPREP) data is viable and properly safeguarded.

6.4.8. Time Critical Targeting Function. Prosecution of a time sensitive target is one of the most challenging tasks of the COD. Per [*Joint Publication 1-02 DoD Dictionary of Military and Associated Terms*](#), TSTs are “those targets requiring immediate response because they pose (or will soon pose) a clear and present danger to friendly forces or are highly lucrative fleeting targets of opportunity.” The CCO is ultimately responsible for the existence of an expeditious process within the COD for prosecuting TSTs. This process may vary dependent on the situation, the theater and/or particular AOC procedures. Each member of the COD should be familiar with the established process for TST prosecution. Though processes and/or teams may vary, there is common AOC functionality that will occur within the COD.

6.4.8.1. Once a TST is procedurally identified to/in the COD, the COD performs the following functions:

6.4.8.1.1. Procedurally nominate a potential TST.

6.4.8.1.2. Assess a TST’s priority as it relates to the established strategic guidance of the JFC and/or JFACC, the daily GAT guidance, and any predetermined TST hierarchy.

6.4.8.1.3. Identify potential assets/weapons for TST prosecution, applying JFC and/or JFACC guidance to minimize risk and collateral damage.

6.4.8.1.4. Assess the gain of the TST tasking solution versus potential loss of previous tasking.

6.4.8.1.5. Coordinate support required to successfully task TST prosecution (e.g., AAR, SEAD, Airspace Management, etc).

6.4.8.1.6. Task and monitor the execution of the TST prosecution.

6.4.8.1.7. Coordinate with ISR Operations personnel for collection on TST, if required.

6.4.8.1.8. Provide feedback to other divisions on intent to and results from TST execution.

6.4.8.2. TCT Management. To prosecute a TST, the entire targeting cycle may be replicated; however, its functions are compressed in time. As such, some functions may occur in parallel while others are sequential. Predetermined guidance and/or some form of TCT hierarchy or priority are vital to successful prosecution. An asset management hierarchy may be developed to facilitate assets selection, for example:

6.4.8.2.1. Dedicated TCT alert assets (threat permitting).

- 6.4.8.2.2. Airborne missions suitable for retasking.
- 6.4.8.2.3. Ground alert aerospace assets.
- 6.4.8.2.4. Scheduled missions that have not yet launched.
- 6.4.8.2.5. Any other mission available.

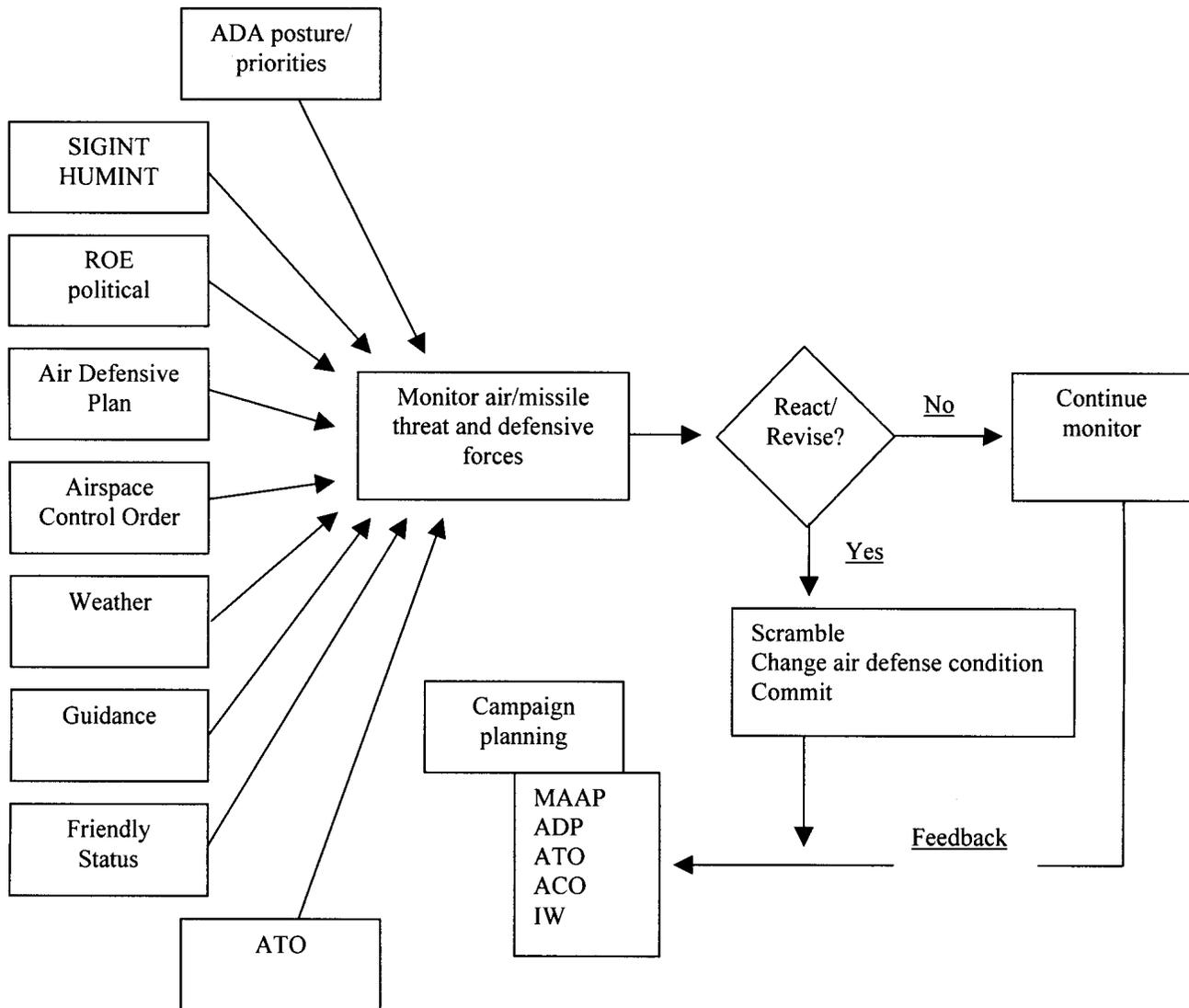
6.4.8.3. ISR operations personnel have the following responsibilities:

- 6.4.8.3.1. Analyze the current battlespace for TST opportunities and forward nominations for approval.
- 6.4.8.3.2. Develop amplifying TST data for retasked strike assets.
- 6.4.8.3.3. Receive, validate, and nominate targets for immediate attack, considering current guidance, ROE, and attack restrictions.

6.5. Defensive Operations Team. The Defensive Operations Team provides management oversight of the overall execution of theater air defense operations by coordinating with other TACS elements and monitoring the status of air defense assets. Regional Air Defense Commanders (RADC) and Sector Air Defense Commanders (SADC) may be established to facilitate this process. Additionally, the Defensive Operations Team manages the data link network, provides the JFACC with a consolidated and accurate air picture, and provides direction to attached units relative to alert status. Defensive Operations personnel have access to a wide variety of communications equipment used to manage the entire air defense effort. Typically, Defensive Operations is comprised of several key interrelated functions sectionalized into various processes. These functions are:

- 6.5.1. Defensive Management, providing overall leadership.
- 6.5.2. Weapons, for countering fixed and rotary wing assets.
- 6.5.3. TMD, for countering the theater missile threat.

Figure 6.2. Air Defense Flow Chart.



6.5.4. Surveillance, for monitoring the overall theater track identification process.

6.5.5. Interface Control, for managing data links and air picture.

6.5.6. The Defensive Management function provides overall leadership to the Defensive Operations Team and is comprised of the Senior Air Defense Officer (SADO), SADO Technician (SADOT), and other assistants, as required.

6.5.6.1. Senior Air Defense Officer. The SADO normally manages all of Defensive Operations. Although specific configurations can vary, the normal defensive operations complement consists of air battle managers, air control and warning technicians, BCD and Area Air and Missile Defense Command (AAMDC) Air Defense Artillery (ADA) liaison personnel, and possibly air defense personnel from the NALE with the supporting Naval Liaison Officer (NAVLO) and MARLO personnel. Space and ISR representatives may also be included, particularly if an active theater missile threat exists. See [Figure 6.2.](#) for the typical air defense flow.

6.5.6.2. SADO Technician. The SADOT is responsible to the SADO and serves as a special assistant ensuring the various functions of air defense operations are performed. The SADOT supervises the duties and functions of all the enlisted crewmembers, is the Defensive Operations Team equipment outage POC, and maintains a logbook. During large-scale air defense operations the SADOT may have an assistant to fulfill these functions, as required, in the absence of the SADOT. A theater battle management terminal would normally be at the SADOT position.

6.5.7. Defensive Operations Team. Defensive Operations is responsible for countering fixed and rotary winged threats, including cruise missile and UAV, and is comprised of one or more Defensive Duty Officers (DDO), Defensive Duty Technicians (DDT), and other assistants, as required. This function manages defensive fighters and those surface to air missile defenses in direct support of the air defense mission through ADA liaison personnel. A single or senior DDO and a senior DDT lead it. This function is responsible to the SADO for information, recommendations and evaluations of the effectiveness and capabilities of the agencies they are involved with.

6.5.7.1. The DDO evaluates and recommends changes in air defense activity and airspace management. The DDO directs defensive counterair/AEW scrambles and the engagement of hostile aircraft (commit) if this authority has not been otherwise delegated to subordinate units. Additionally, the DDO directs changes in the air defense warning status, weapons control status, and updates changes in the ROE to subordinate units. The DDO monitors the air picture and remains in contact with subordinate units through the appropriate theater C2 Net. Duty officers for specific aircraft or missions (AWACS, defensive counterair, F-15, etc.) may be available to assist the DDO in coordinating defensive operations. The DDO interfaces with ADA liaisons to coordinate air and missile attacks against threatening enemy air targets. The DDO may receive time sensitive/time critical information from the ISR personnel derived from, among other sources, the theater Voice Product Net (VPN) for tactical dissemination and response. During large-scale air defense operations there may be more than one DDO. In this case, the senior DDO will be in charge.

6.5.7.2. The DDTs directly assist the DDO in a variety of ways such as managing air defense fighters, alert status, and CAP status through the appropriate theater battle management system applications. The DDTs create printouts of fighters on alert and manages their status. When scrambles are centralized, DDTs send the scramble orders to the WOCs. DDTs are responsible for displaying and maintaining air situational data and for updating air base, flight facility, and TACS statuses. The DDT makes communications checks with all that provide status information, and reports outages and problems to the SADO/SADOT. In addition, DDTs maintain defensive fighter status and other pertinent air defense information and periodically provide this information to the Reports Cell for purposes of updating the rotisserie slides at the front of the COD. During large-scale air defense operations additional DDTs may be required to support additional DDOs or perform other duties, as required.

6.5.8. TMD within Defensive Operations fulfills the roles of passive and active TMD. This group is comprised of the TMD Officers (TMDO), TMD Technicians (TMDT), and other assistants and personnel, as required. Additionally, this function works cooperatively with ISR personnel to determine enemy theater missile areas of activity/interest for further exploitation. The TMD function may have space and ISR representatives manning specialized equipment consoles for passing missile launch and impact point alerts. They may also search for areas of interest for further reconnaissance exploitation and possibly eventual creation of either a time sensitive/time critical or standard target through the intelligence, targeting, and weaponeering process. This function is responsible to the SADO for infor-

mation and recommendations concerning theater missile alerts, warning dissemination, and the evaluation of areas of theater missile activity/interest. A TMD Net (TMDN) may be used to provide timely voice warning of missile attacks as a backup to electronic means and for agencies who may have no other means of rapid dissemination. This net will usually be monitored by a TMDT.

6.5.8.1. TMD Officer. The TMDO is directly responsible for passive defense and active defense operations against theater missiles and surface-to-surface missiles (SSM). The TMDO collaborates with COD personnel, as required, to assist in fulfilling attack operations against the theater missile target set. The TMDO ensures theater missile alerts are disseminated in an expedient manner. The TMDO coordinates with BCD, ADA, and AAMDC liaison personnel to determine inbound missile engagement potential and obtain engagement results feedback. During large-scale air defense operations the TMDO may have an assistant.

6.5.8.2. TMD Technicians. The TMDT is responsible to the TMDO for monitoring the theater missile alert network and immediately notifying the TMDO of a missile attack. The TMDT maintains an accurate ballistic missile defense situational display and warns tactical units of an attack. The TMDT develops procedures to expedite dissemination of theater missile warnings and is also responsible for the big voice public address announcements within the AOC. The TMDT may also serve as the TMDO's special assistant to coordinate the theater missile area of interest/activity effort with ISR personnel.

6.5.8.3. ISR operations personnel supporting TMD function will ensure intelligence is rapidly provided and seamlessly integrated to meet the time critical constraints of this mission area.

6.5.9. Interface Control is responsible for both the surveillance and TADIL management functions. Surveillance personnel monitor the overall theater track identification process and disseminate the air picture within the AOC. Personnel performing this function are the Track Data Coordinator (TDC) and Track Data Technician (TDT). TADIL personnel manage data links and provide an accurate and consolidated air picture to the AOC and the JTF. Personnel performing this function are the Interface Control Officer (ICO) or Interface Control Technicians (ICT). The ICO is responsible to the SADO for managing this function.

6.5.9.1. The Interface Control function provides accurate and consolidated air pictures to the AOC and oversight to other members of the TACS.

6.5.9.1.1. The ICO monitors the data link nets to ensure transfer and display of critical air defense information. When directed, the ICO will transmit, via data link, engagement commands and air defense warning changes to linked agencies. Typically, the ICO will be stationed at an air picture display console, such as the Air Defense Systems Integrator (ADSI). There will also be various communications mediums for which to stay in contact with linked agencies. One of these will be the theater Datalink Coordination Net (DCN) which enables the ICO to speak to their link counterparts at other agencies on a real-time basis. The ICO may perform supervisory duties over the TDT directly or, more typically, through the TDC as well as the ICTs.

6.5.9.1.2. The ICTs personnel will assist and advise the ICO, including operating the equipment, such as ADSI, air picture display consoles, CRYPTO gear and radios. ICTs will use the ADSI to coordinate and maintain data links.

6.5.9.2. The Surveillance function monitors the overall theater track identification process and disseminates the air picture within the AOC. Performing this function are the TDC and TDT.

6.5.9.2.1. Track Data Coordinator. The TDC is responsible to the ICO for identifying and resolving conflicts and anomalies in the air picture. The TDC maintains the air picture display (e.g., GCCS, Situation Awareness and Assessment, or ADSI) on the COD floor and ensures a high fidelity picture is presented. The TDC may perform supervisory duties over the TDT in the accomplishment of the surveillance function.

6.5.9.2.2. Track Data Technician. The TDT is responsible to the TDC for coordinating surveillance activities and maintaining an accurate air situation display. The TDT sits on a console displaying the air picture and remains in contact with subordinate units through the theater Track Supervision Net (TSN). The TDT is required to remain in constant vigilance of the air picture to ensure contacts are being evaluated and classified in a timely manner. They are to use the TSN to remain in real time communication with subordinate units. This technician is also responsible for the detection and monitoring of critical class track activity and emergency situations, as well as defensive and special missions.

6.6. Combat Reports. Current operations and intelligence information must be provided to the AOC by all elements of the TACS and the forces employed. Prompt and accurate data reporting and assessment provide the means for knowledgeable centralized direction of operations. Required reports address the operational status of forces, weapons, and control system equipment employed by an AOC, as well as the range of intelligence information available to the warfighter.

6.6.1. Reports. Reports will be transmitted in accordance with Annex R of the applicable OPOD using secure means as appropriate. The requirements and formats for joint and Air Force reports are contained in AFPAM 10-709 V2 CD, and Joint User Handbook - Message Text Formats (JUH-MTF).

6.6.2. Reporting Requirements. Reporting requirements are dynamic and subject to change. TACS units will receive clarification of reporting procedures from the AOC, as necessary. Any development that significantly impacts mission capability should be reported to the AOC immediately by the fastest means available commensurate with the security classification and appropriate operations security (OPSEC) procedures.

6.6.3. Unit Initial Reporting. Immediately following arrival at the deployment location or change of OPCON, units will submit the Unit Status Report and Unit Munitions Status Report. Limiting factors to mission-ready status or capacity are particularly critical in this initial report.

6.7. Space Support to COD. The Space Duty Officer (SDO) is responsible to the CCO for directing space warfare operations and assessing space warfare effectiveness. Specific responsibilities include:

6.7.1. Monitor space effects on current operations, to include navigation, space environment, space communications, reconnaissance, space control, theater missile warning.

6.7.2. Assist the TMDO in monitoring the TMD alert to include passive defense, active defense, and attack operations.

6.7.3. Provide theater with predicted space environmental information along with an impact analysis.

6.7.3.1. Monitor space environmental impacts and advise affected users.

6.7.3.2. Provide possible space solutions to real-time problems (e.g., scintillation, jamming, and satellite outage effects on GPS navigational accuracy).

6.7.4. Integrate national, space-based and theater assets into CSAR planning.

6.7.5. Assist in IW execution.

6.7.6. Coordinate theater space support with the SPACEAF AOC and the United States Space Command (USSPACECOM) Space Operations Center (when authorized).

6.7.7. Coordinate space related STO with COD.

6.8. ISR. The ISR personnel in the COD provide situational awareness and predictive battlespace analysis, targeting, and ISR management for execution of the ATO. ISR element team members will be incorporated into the COD as determined by the CCO, based on COD organization and specific functions. They are responsible for monitoring and dynamically adjusting ISR collection plans, monitoring current day's ATO targets and recommending roles, and monitoring or reporting on situational awareness and threat information. The COD relies heavily on information received from the ISR Division and is responsible for providing feedback for future planning. The COD ISR function performs the following:

6.8.1. Situational Awareness and Predictive Battlespace Analysis.

6.8.1.1. Maintain current situational awareness and threat picture and provide updates as required.

6.8.1.2. Apply predictive analysis to anticipate adversary activities and identify dynamic order of battle changes impacting ongoing operations.

6.8.1.3. Develop and disseminate warning of impending enemy attack, threat advisories, and significant changes in the enemy force tactics, disposition, and projected COA.

6.8.1.4. Ensure all near real-time reporting received is rapidly screened, its significance assessed, and appropriate action recommended.

6.8.1.5. Provide support to CSAR and other functions/liaisons planning immediate operations within the ATO cycle.

6.8.1.6. Provide Intel COP/SAA support to combat operations.

6.8.2. Targeting Function. The Targeting function involves both Target Operations and TCT. Dynamic changes in the battlespace may require changes to that day's ATO targets. Target operations personnel are responsible for monitoring ATO targets and making recommendations to rerole or retarget missions. In addition, fleeting targets may emerge requiring immediate response. ISR personnel must identify and nominate these types of targets. Target Operations personnel have the following responsibilities:

6.8.2.1. Compare current day's ATO targets with BDA and current intelligence to validate pre-planned targets and ensure effective use of strike assets.

6.8.2.2. Receive, validate and nominate targets for immediate attack, considering current guidance, ROE, and no-attack restrictions.

6.8.2.3. In coordination with established Combat Operations and CPD procedures, provide feedback, as soon as possible, to targeteers in the CPD on any changes/modifications to pre-planned strike targets.

6.8.2.4. Ensure target database is updated with emerging and time-sensitive targets.

6.8.3. ISR Management Function. Those actions taken for the rapid adjustment of collection tracks, sensors and associated intelligence collection, processing, and reporting in response to changes within

the battlespace due to mission and/or priorities shift, and environmental factors or emerging threats and targets. ISR Management personnel have the following responsibilities:

- 6.8.3.1. Manage all ISR assets assigned or made available.
- 6.8.3.2. Review and validate the RSTA Annex.
- 6.8.3.3. Maintain awareness of new and changing collection opportunities. Brief to appropriate personnel.
- 6.8.3.4. Obtain CCO approval for all deviations and diverts while minimizing the impact of lost sorties or degraded sensors.
- 6.8.3.5. Provide feedback to and ensure that any changes to mission tasking are fully coordinated with all affected agencies.
- 6.8.3.6. Coordinate reconnaissance airspace requirements with airspace management and SADO, as required.
- 6.8.3.7. Process, validate, and task ad hoc or immediate requests for collection.
- 6.8.3.8. Monitor execution of the RSTA Annex and disseminate collection results to the theater.
- 6.8.3.9. Direct dynamic adjustment of assigned platform/sensors and cross correlate to other operations and intelligence data sources. All movement of platforms requires CCO approval. In the event of conflicts with dynamic adjustments of ISR platforms/sensors, the CCO will prioritize requirements using established JFC collection guidance after consulting with the ISR Manager.
- 6.8.3.10. Provide feedback, as soon as possible, to affected agencies on any changes/modifications to pre-planned collection and any changes to planned ISR orbits.
- 6.8.3.11. Coordinate with the TCT function on pre-strike, strike, and post-strike collection efforts to monitor and assess target attack.

6.9. Support Functions. Support functions within Combat Operations consist of teams or groups made up of mission or functional experts who act as liaisons or provide specific support to the entire COD. Support missions and operations that are responsible to the CCO include airspace management, weather support, and IW.

- 6.9.1. Airspace Manager. The Airspace Manager is responsible to the CCO for coordinating and managing all current airspace management activities. The Airspace Manager will:
 - 6.9.1.1. Monitor flying activities to ensure that ACMs are compatible with mission requirements.
 - 6.9.1.2. Coordinate with internal and external C2 agencies on airspace control issues, requests, and problems.
 - 6.9.1.3. Maintain continuous liaison with the C2 Planning Team on all airspace control matters.
 - 6.9.1.4. Coordinate with the SADO and SODO, as appropriate, on adjustments and improvements in airspace control procedures.
 - 6.9.1.5. Maintain a current display of airspace measures, e.g., high-density airspace control zone (HIDACZ), minimum risk route (MRR), and restricted operations zone (ROZ).

6.9.1.6. Monitor and disseminate airfield, navigational aids (NAVAIDS), and air traffic control (ATC) facility status and information.

6.9.1.7. Maintain information on controlled flights (such as Special Air Missions, CSAR, etc.).

6.9.1.8. Coordinate with host nation on airspace control issues, requests, and problems.

6.9.2. Weather Support Team (WST). The WST will man a weather duty officer/NCO position on the COD floor to support all aspects of mission execution including TCT and CSAR missions, the BCD, and other emerging targeting decisions. The WST will also man a duty NCO position to maintain situational awareness of the meteorological/oceanographic/solar conditions, provide timely notification of weather elements affecting launch and recovery bases, active orbits/tracks, route of flight, and other operations or areas as directed by the CCO (see [Chapter 9](#)).

6.9.3. Information Warfare. The IW Team representative in the COD monitors IW-related missions on the ATO and participates in the TCT process to ensure retargeting of IW targets as appropriate. IW Team representatives in Combat Operations feed results of IW execution back to the IW Team for consideration in devising follow-on plans.

6.10. Liaisons . Sister Service and component liaison functions may also provide Combat Operations with mission experts representing various specialized support operations. These positions may include representatives from AMC, Communications, the BCD, AAMDC, SOF, and Navy and Marine Corps forces, as well as host-nation and allied/coalition forces. As a result, adequate working space in combat operations needs to be identified. Mission experts monitor and manage the execution of their specialized support missions in close coordination with the offensive and defensive duty officers of the AOC. For further discussion see [Chapter 9](#).

Chapter 7

INTELLIGENCE, SURVEILLANCE AND RECONNAISSANCE DIVISION

7.1. General. *JP 3-56.1, Command and Control for Joint Air Operations* states that the responsibilities of the JFACC include: “functioning as the supported commander for... theater airborne reconnaissance and surveillance.” The Air Force views the AOC as the best location to integrate the warfighter’s theater-wide ISR capabilities. The ISR Division is responsible, in conjunction with the CPD and COD, for planning and executing airborne ISR operations and providing combat ISR support to aerospace planning, execution, and assessment activities. The ISR Division is lead by the Chief of ISR (CISR) who has overall authority and responsibility for the ISR process within the AOC. The CISR should typically be an officer with extensive ISR expertise who will report to the AOC Director.

7.1.1. Concept. Predictive Battlespace Awareness (PBA) is the framework for integrating several independent ISR processes at the operational level of warfare. PBA consists of several key constructs: Intelligence Preparation of the Battlespace (IPB), ISR Operational Planning, and ISR Management. These encompass a distributed/reachback architecture of geographically separated supporting entities. Many key AOC ISR functions (e.g., such as analysis, target development, BDA, collection and associated Processing, Exploitation, and Dissemination (PED) are conducted and/or supported by disparate entities geographically spread throughout the globe. Centralized tasking and management, as well as a distributed/reachback architecture, are required to integrate theater, national, and distributed joint/combined ISR capabilities. Relationships governing distributed/reachback ISR operations in support of COMAFFOR or JFACC activities are generally under the purview of the JFC.

7.1.2. Major Process Inputs. Major process inputs include; component target nomination list, JFC/JFACC guidance, JIPTL, JIPCL, Joint Intelligence Estimate, Air Estimate of the Situation, JAOP, AOD, ADP, ACO, IPB, PIRs, no-strike target list, restricted target list, sensor/platform availability, joint/master target list, and joint/master collection requirements list.

7.1.3. Major Process Outputs. Major process outputs include: RSTA Annex (including the current imaging day (CID) matrix, and planned imaging day (PID) matrix), updated IPB, and intelligence summary (INTSUM).

7.1.4. Supported and Supporting Division/Team Relationships.

7.1.4.1. Strategy Division. The ISR Division assists in the development of the overall JFACC strategy and integrates related ISR efforts.

7.1.4.2. Combat Plans Division. The ISR Division provides tailored collections planning, threat analysis, and targeting expertise necessary to develop detailed execution plans for aerospace operations. ISR personnel also provide target development inputs to the GAT recommendations for the JIPTL process supporting the JFC’s JTCB. ISR personnel are integrated throughout the CPD to synchronize the planned employment of all ISR capabilities and assets to support JFC objectives across the complete range of aerospace operations. They provide relevant SPINS inputs.

7.1.4.3. Combat Operations Division. The ISR Division provides current situational awareness, targeting, and ISR management for execution of the ATO. ISR personnel are integrated throughout the COD to synchronize the planned employment of all ISR capabilities and assets to support JFC objectives across the complete range of aerospace operations.

7.1.4.4. Air Mobility Division. The AMD ISR does not produce ISR information but uses ISR information and products developed by other AOC ISR Elements. This information is applied to the mobility mission. It also provides guidance and direction to ISR elements subordinate to the DIRMOBFOR.

7.1.4.5. Information Warfare. The CISR coordinates and integrates the IW Team's collection requirements, IPB, target development, and force application and COG analysis, as applicable, into the larger JFACC ISR process. All efforts are based on operational objectives, and support strategy development, operational planning, and execution of IW. The CISR coordinates with the IW Team to leverage intelligence support from theater and national intelligence agencies for the IW planning effort.

7.2. Organization. Within the AOC, ISR is functionally aligned to fully integrate sensor experts, platform experts, and intelligence experts within the five divisions of the AOC. This symmetry ensures consistency of function and general alignment of responsibilities.

7.2.1. ISR Division Core Teams. The ISR Division has five core teams: Analysis, Correlation and Fusion Team; Targeting and BDA Team; ISR Management Team (ISR Management and Request for Information [RFI] Management); Processing, Exploitation, and Dissemination Team; Sensitive Compartmented Information Management Team. **Figure 7.1.** depicts the ISR Division Organization. Core personnel provide intelligence products and services that support the entire AOC, joint force, and subordinate units. ISR core teams must work closely with all AOC specialty/support teams, such as air-space, space, weather, and IW, fully integrating their products, services, and effects as well as collaborative planning of ISR sensors and systems. In addition, ISR Division core personnel provide oversight and management of COMAFFOR or JFACC ISR processes internal and external to the AOC to ensure that the appropriate ISR reporting, planning, tasking and deconfliction occurs to build a common all-source threat and targeting picture.

7.2.2. ISR Division Integrated Teams. The function of ISR integrated teams is to provide direct ISR support to specific strategy, planning, execution, and assessment activities and to ensure the ISR system is meeting the information requirements of the division being supported. ISR integrated teams are composed of aerospace platform and intelligence experts embedded in the other AOC divisions. These personnel receive overall guidance and direction on ISR matters and processes from the CISR. However, tasking comes from the respective AOC division chief being supported. Paragraph **7.10.** gives a detailed description of Division Integrated Team responsibilities.

7.2.3. ISR Unit Support. The AOC ISR division is responsible for being the centralized repository for ISR information for subordinate units. While the AOC may not have the capability of producing the products necessary to support the warfighter, it is responsible for ensuring those products are available, through the federated process, to subordinate units. The following are general responsibilities:

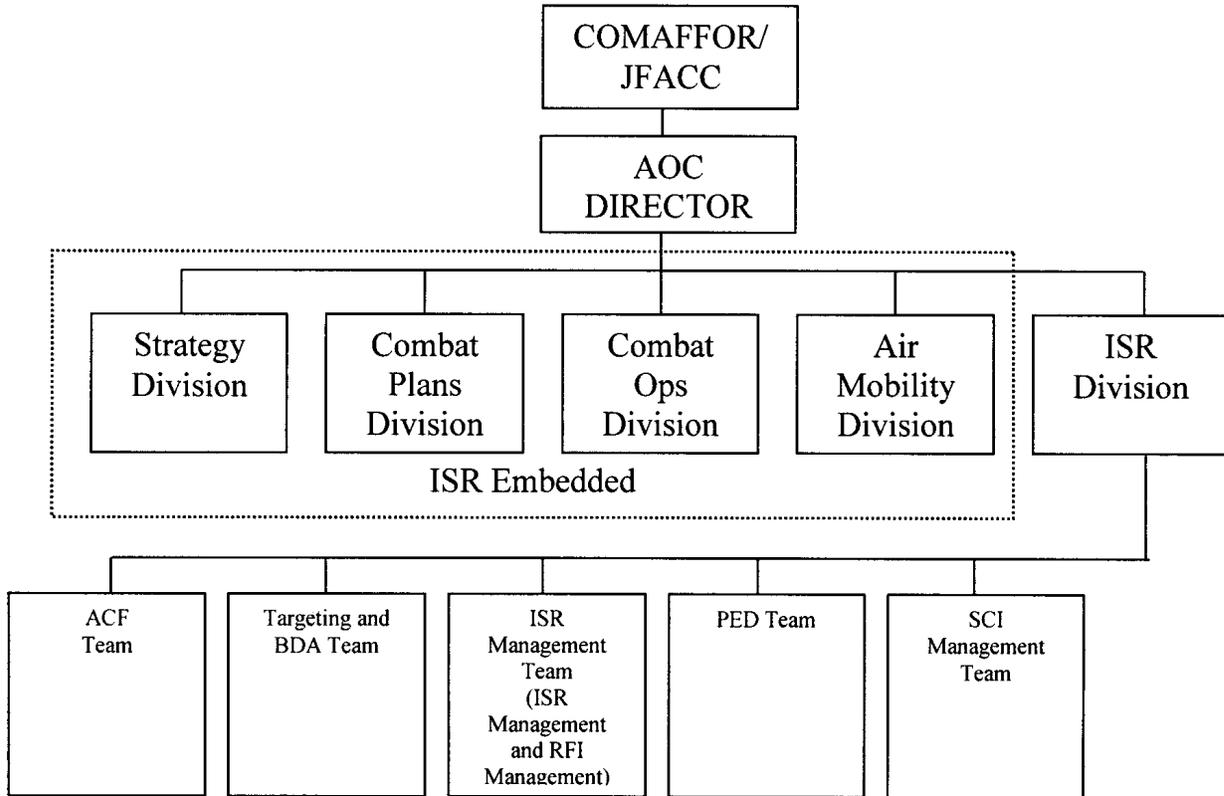
7.2.3.1. Produce theater enemy air, missile and electronic order of battle (OB). Responsible for all-source enemy OB to include: strength, command structure, and disposition of the personnel, units, and equipment of the opposing forces.

7.2.3.2. Provide adversary unit locations, capabilities, and intentions. Monitor friendly and enemy ground OB for major ground units, the current forward line of own troops (FLOT), fire support coordination line (FSCL), and forward boundary.

7.2.3.3. Coordinate with naval forces through the NALE to monitor friendly and enemy naval OB changes affecting aerospace operations. Ensure virtual OB updates are available to subordinate units.

7.2.3.4. Ensure all AOC OB data will be compatible with appropriate theater battle management planning system.

Figure 7.1. ISR Division Organization.



7.3. Chief of ISR. The Chief of ISR (CISR) is responsible for synchronizing ISR activities and requirements with the strategy, plans, operations, and AMD divisions. This is achieved through both centralized control via the ISR Division and decentralized execution through embedded personnel within the other AOC divisions. The CISR manages this process to create a single fused ISR picture ensuring each division has ISR tailored to meet its specific requirements. The CISR is also responsible for effective C2 of distributed ISR nodes subordinate to the COMAFFOR or JFACC. The CISR will also ensure positional guides, worksheets, and procedural checklists are developed, reviewed, and updated for all appropriate CPD duty positions.

7.4. Analysis, Correlation and Fusion Team.

7.4.1. The Chief of Analysis, Correlation and Fusion (ACF). The Chief of ACF provides guidance on, supervises, and coordinates threat analysis and reporting activities in the AOC.

7.4.2. The ACF Team has the following responsibilities:

7.4.2.1. Conduct all-source IPB, concentrating primarily on the theater air, missile, space, and IW threat, to include defining the battlespace, describing the characteristics of the battlespace, evaluating the adversary, and determining and describing adversary COAs and COGs. At a minimum, integrate targeting and collection personnel, particularly when evaluating the adversary, and determining and describing adversary COAs and COGs. The team must also be prepared to conduct ground-related IPB in the absence of ground forces.

7.4.2.2. In conjunction with the Force Protection Threat Working Group, contribute to force protection analysis to include those intelligence activities intended to detect and report time-sensitive intelligence information that involves a threat to the United States or allied military forces and assets in the area of operations. It includes Indications & Warning, forewarning of enemy actions or intentions, imminence of hostilities, insurgency, hostile reactions to the U.S./allied reconnaissance activities, terrorist attacks, related threat activity, and other similar events.

7.4.2.3. Ensure analysts maintain, or have access to, all-source enemy order of battle data to identify the strength, command structure, and disposition of the personnel, units, and equipment of the opposing forces. Produce theater enemy air, space, missile, and electronic order of battle. Coordinate with the ground forces through the BCD to monitor enemy ground order of battle (GOB) for major ground units, the current FLOT, FSCL, and forward boundary. Coordinate with the naval forces through the NALE to monitor enemy naval OB changes affecting aerospace operations. Ensure enemy order of battle is updated and accessible to all subordinate units in a format compatible with fielded mission planning systems. Coordinate with SPACEAF AOC through the space intelligence analyst or Space Duty Officer to monitor enemy order of battle affecting aerospace operations.

7.4.2.4. Notify AOC teams and divisions and subordinate units of significant order of battle and threat changes affecting targeting and collection strategies, plans and execution.

7.4.2.5. Conduct estimates and predictive analysis. Prepare briefings on the operational environment, adversary capabilities, current situation, and COAs and avenues of approach relevant to aerospace operations.

7.4.2.6. Identify intelligence gaps and prepare requests for information to meet AOC and subordinate unit requirements.

7.4.2.7. Provide all source analytical assessments for functional BDA, target systems analysis and combat assessment.

7.4.2.8. Receive and compile mission reports (MISREP), reconnaissance exploitation reports (RECCEXREP), and other significant reports into common intelligence summaries. Produce fused all source intelligence reports, summaries and estimates in support of the AOC, subordinate unit and JFC tasking.

7.4.2.9. Establish and refine essential elements of information (EEI).

7.5. Targeting and BDA Team.

7.5.1. The Chief of Targeting and BDA Team is responsible for supervising, coordinating, and conducting AOC target system analysis, target development, force application/weaponeering recommendations and BDA activities.

7.5.2. The Targeting and BDA Team has the following responsibilities:

- 7.5.2.1. Develop and maintain target lists in accordance with guidance.
- 7.5.2.2. Coordinate activities based on the no-strike and restricted target lists. Coordinate with targeteers, Combat Plans, Combat Operations, and other components to ensure current listing is updated and valid.
- 7.5.2.3. Determine force application and weaponeering (the quantity and type of lethal or non-lethal weapons) required to achieve a specific level of damage to a given target after consideration of collateral damage. Coordinate recommendations with affected agencies.
- 7.5.2.4. Perform COG analysis, in conjunction with the ACF Team, systematically evaluating elements of potential target systems to determine which critical nodes could or should be attacked or affected to achieve objectives.
- 7.5.2.5. Coordinate target development and combat assessment assistance with the IW Team concerning all IW objectives, priorities, and alternatives (including psychological operations [PSYOP], information attack, EW and military deception).
- 7.5.2.6. Create, validate, and nominate potential enemy target sets and determine which individual targets should be attacked to achieve desired objectives.
- 7.5.2.7. Build and maintain targeting databases and products in support of the AOC and subordinate units; input data into the online electronic target folders for access by planners and operators; maintain and analyze cumulative BDA, target status, and estimates of target regeneration; and maintain the joint target list (JTL), at DMPI level, with recommended weaponeering solutions. Provide this data to appropriate theater battle management systems databases. Maintain AOC BDA databases and ensure combat assessment results are reflected in ATO planning and execution activities.
- 7.5.2.8. Analyze the current battlespace for TST/TCT opportunities and forward nominations to Combat Operations. Immediately identify emerging targets during the current ATO cycle which meet the JFC/JFACC objectives and intent to the COD.
- 7.5.2.9. Provide combat assessment assistance through feedback on lethal and non-lethal weapons effects and making recommendations for restrike to target development personnel.
- 7.5.2.10. Coordinate with target development personnel on targets struck as TST to deconflict with future ATOs.

7.6. ISR Management Team.

- 7.6.1. Chief of ISR Management Team is responsible for the collaborative effort of collection managers, reconnaissance and surveillance planners, platform sensor liaisons, and PED centers to ensure ISR operations are synchronized with joint operations.
- 7.6.2. The ISR Management Team is comprised of ISR Management and Request for Information (RFI) Management personnel. Responsibilities include:
 - 7.6.2.1. ISR Management. IAW [*JP 1-02, DoD Dictionary of Military and Associated Terms*](#), ISR Management is “the process of converting intelligence requirements into collection requirements, establishing priorities, tasking or coordinating with appropriate collection sources or agencies, monitoring results and retasking, as required.” The following are specific ISR management responsibilities:

- 7.6.2.1.1. Coordinate AOC collection operations activities.
 - 7.6.2.1.2. Develop ISR strategy utilizing the results of IPB and select joint intelligence products for input to the JFC collection strategy and collection plan.
 - 7.6.2.1.3. Monitor and evaluate the ISR strategy for effectiveness in meeting overall ISR requirements, JFC/JFACC PIR, and supporting JFC/JFACC strategy and plans.
 - 7.6.2.1.4. Oversee the ISR management process. Represent the JFACC at the Joint Collection Management Board (JCMB) to advocate JFACC information requirements and the effective use of JFACC ISR assets (platform/sensor). When delegated, assumes JCMB Collection Management Authority (CMA) and Signals Intelligence Operational Tasking Authority (SOTA) responsibilities for the JFC.
 - 7.6.2.1.5. Develop all-source integrated collection plans.
 - 7.6.2.1.6. Coordinate collection opportunities and ISR planning, to include cross cueing guidance, with appropriate AOC and external agencies.
 - 7.6.2.1.7. Conduct ISR collection and asset planning in support of the GAT, MAAP, and ATO development processes.
 - 7.6.2.1.8. Ensure the JFACC's PIRs and the AOC's intelligence requirements are properly prioritized, validated, and where possible, satisfied from available collection platforms. Review requirements, determine priorities, and recommend the most suitable collection platform. Forward those requirements unable to be fulfilled to appropriate agencies.
 - 7.6.2.1.9. Coordinate with other AOC divisions, analysts, and targeteers to determine if their collection requests are being satisfied.
 - 7.6.2.1.10. Maintain awareness of new and changing collection opportunities.
 - 7.6.2.1.11. Validate requirement submissions against the commander's PIRs.
 - 7.6.2.1.12. Coordinate ISR platform scheduling and placement in support of the MAAP.
 - 7.6.2.1.13. In coordination with the PED Management Team, develop and coordinate daily PED tasking.
 - 7.6.2.1.14. Provide effective C2 of designated distributed ISR assets (PED, sensor, and analysis node).
 - 7.6.2.1.15. Develop RSTA Annex and coordinate daily tasking with appropriate units and Reconnaissance Duty Officer (RECCEDO) to optimize collection.
 - 7.6.2.1.16. Produce and disseminate the RSTA Annex to appropriate units/agencies.
- 7.6.2.2. RFI Management. RFI Management personnel, in coordination with the Information Management personnel, is the focal point for higher headquarters, lateral component, and subordinate unit requests for intelligence information produced, exploited, or disseminated by the AOC. The RFI Management personnel will:
- 7.6.2.2.1. Assign priorities, adjudicate, and coordinate AOC and unit requests for intelligence to higher headquarters and other components.
 - 7.6.2.2.2. Establish intelligence reporting requirements and procedures.

7.6.3. In addition to planning and monitoring intelligence collection, the ISR Management Team is also responsible for developing commanders' PIRs.

7.7. Processing, Exploitation, and Dissemination Team.

7.7.1. Processing, Exploitation, and Dissemination Team. The PED is accomplished via a combination of distributed/reachback activities. Active management of the distributed PED architecture in coordination with the federated PED agencies, to including daily retasking of nodes, is required to deliver timely, accurate and usable intelligence to the warfighter. PED structure and activities are tailored to support the JFACC and is primarily provided by the Air Force Distributed Common Ground System (DCGS).

7.7.2. The PED Team has the following responsibilities:

7.7.2.1. Signals Intelligence (SIGINT):

7.7.2.1.1. Receive and disseminate national and tactical SIGINT information to support IW, C4I analysis, threat analysis, targeting, BDA, and order of battle database maintenance.

7.7.2.1.2. Correlate and analyze all sources of electronic intelligence (ELINT) data, update electronic order of battle (EOB) files, advise all-source analysts of major changes in the threat environment, and prepare and disseminate required ELINT reports.

7.7.2.1.3. Identify significant changes in enemy radar parameters or operating characteristics and alert appropriate air defense, IW analysts, and the electronic warfare officer in the COD.

7.7.2.1.4. Coordinate and assist in IW planning with various elements of the AOC and provide ELINT data to support general EW planning.

7.7.2.1.5. Provide inputs for destructive, disruptive, and/or deception planning, and make target nomination suggestions to the targeting and IW team.

7.7.2.1.6. Analyze enemy C4I structure and provide input to support target system analysis, BDA, and Combat Assessment.

7.7.2.1.7. Provide the COD near real-time SIGINT input to BDA, TST identification/location, and threat warning.

7.7.2.2. Imagery Intelligence (IMINT):

7.7.2.2.1. Analyze and annotate image data and provide tailored assessments and products for AOC planning, execution, and assessment.

7.7.2.2.2. Provide secondary imagery products for pre/post-mission strike support, ATO development, battlefield surveillance, order of battle and target analysis, I&W, and BDA.

7.7.2.2.3. Provide the COD near real-time IMINT analysis in support of TCT.

7.7.2.2.4. Provide mensurated target and DMPI coordinates taken from imagery.

7.8. Sensitive Compartmented Information Management Team. Coordinate sensitive compartmented information (SCI) management to include sanitization and release/downgrading procedures with higher and lateral headquarters. When delegated proper authority, coordinate and approve intelligence for collateral release and/or foreign disclosure.

7.9. Space Support to the ISR Division. Space responsibilities include:

- 7.9.1. Ensure space expertise is fully embedded in all functional areas of the ISR Division to better achieve aerospace integration in ISR operations.
- 7.9.2. Coordinate with ISR Division in a collaborative environment to bring appropriate space effects to their respective areas of responsibilities.
- 7.9.3. Coordinate with ISR personnel in the SD in areas of analysis, targeting, and collection that leverage appropriate space assets.
- 7.9.4. Coordinate with ISR personnel in the CPD to effect collaborative threat analysis and targeting support to enhance overall aerospace effects.
- 7.9.5. Coordinate with ISR personnel in the COD to enhance situational awareness, threat analysis/reporting, TCT, and dynamic battle management by leveraging appropriate space assets.
- 7.9.6. Monitor the status of red, blue, and gray space forces and assess the impact of those on theater operations.
- 7.9.7. Coordinate with appropriate intelligence agencies to ensure adequate intelligence gain/loss assessment is performed for space targets.
- 7.9.8. Monitor adversary use of GPS and GPS jamming and spoofing capabilities and plan for possible countermeasures.
- 7.9.9. Monitor and recommend COA for countering jamming of support provided by space platforms.

7.10. ISR Division Integrated Teams. As previously stated, the ISR Division provides significant support to other AOC divisions. The ISR Division Integrated Team responsibilities are provided in the following paragraphs.

7.10.1. Strategy Division. The ISR personnel within the SD assist in the development of the overall JFACC strategy, JAOP, and operational assessment. They synchronize and integrate related ISR efforts at AOC and JFC levels and provide SD products to the ISR Division and other ISR personnel. The SD draws heavily on IPB and targeting products produced in the ISR Division. The ISR personnel in the SD provide functional expertise in analysis, targeting, and collection. Their responsibilities are as follows:

7.10.1.1. Analysis.

7.10.1.1.1. Draft the adversary forces portions of the JAOP and the Aerospace Estimate of the Situation during crisis action planning.

7.10.1.1.2. Provide briefings on the operational environment, adversary capabilities, current situation, probable COAs and avenues of approach relevant to strategy development and of sufficient detail to support a comprehensive comparison and contrast between adversary and friendly COA.

7.10.1.1.3. Identify intelligence gaps and prepare requests for information, collection, and production to meet the SD information requirements.

7.10.1.1.4. Coordinate with Analysis, Correlation and Fusion Team in the ISR Division to develop commander's PIRs.

7.10.1.1.5. Coordinate with all AOC divisions to receive any information or intelligence necessary to support strategy development and assessment processes.

7.10.1.1.6. Disseminate to all AOC divisions any information or intelligence necessary to support strategy development and operational assessment processes (e.g., MISREP).

7.10.1.1.7. Identify significant operational environment and threat changes to the battlespace that might affect strategy.

7.10.1.2. Targeting.

7.10.1.2.1. Assist in developing and refining aerospace objectives, aerospace tasks, measures of effectiveness, and aerospace operations success indicators in order to meet JFC and JFACC objectives and desired effects.

7.10.1.2.2. Provide estimates on adversary COG for attack consideration.

7.10.1.2.3. Assist in development, validation, and prioritization of target sets to support planning.

7.10.1.2.4. Provide the JFC's restricted and no-strike lists.

7.10.1.2.5. Assist in developing operational assessment criteria.

7.10.1.2.6. Support operational assessment in the areas of BDA, munitions effectiveness assessment (MEA), mission assessment (MA) and restrike recommendations.

7.10.1.2.7. Assist in evaluating targeting strategy for effectiveness in meeting JFC/JFACC objectives and desired effects.

7.10.1.2.8. Develop and maintain target lists to include restricted and no-strike targets in accordance with JFC/JFACC guidance.

7.10.1.2.9. Provide dedicated support to the GAT Team regarding damage/kill requirements, weapons/aircraft recommendations (to be used for apportionment and allocation decisions), and ROE.

7.10.1.2.10. Compile and present daily target nominations and rationale based on requirements from the daily JTCCB. Submit final nominations to the Chief of Strategy for evaluation and approval.

7.10.1.2.11. Coordinate with other AOC elements and component/coalition/allied forces for integration of target nominations, priorities and targeting rationale.

7.10.1.2.12. Review BDA summaries and ensure BDA is factored into future target development and nomination.

7.10.2. Combat Plans Division. The ISR personnel in the CPD provide tailored threat analysis, targeting, and collection support for use in developing detailed plans for the application of aerospace resources. They conduct ISR planning in support of JFC guidance, GAT, MAAP, and ATO development processes. They ensure ISR assets (platforms) are properly synchronized within the MAAP and scheduled into the ATO. In concert with the ISR Division, they ensure appropriate ISR support is available for the full range of aerospace operations. Their responsibilities are as follows:

7.10.2.1. Threat Analysis.

- 7.10.2.1.1. Identify gaps in intelligence and submit production and collection requirements to fill these gaps. Identify and submit areas for increased collection emphasis.
- 7.10.2.1.2. Identify key aspects of the threat and battlespace environment and their impact on planning activities and weapon systems.
- 7.10.2.2. Targeting.
 - 7.10.2.2.1. Review ROE, JFC/JFACC guidance, operations plans, other component commander's objectives, sortie allocation, target status, and attack results.
 - 7.10.2.2.2. Ensure weapons effects and effects-based operations analysis is completed to assist operations planners in force and weaponeering application.
 - 7.10.2.2.3. Identify collection requirements in support of targeting and ATO development.
 - 7.10.2.2.4. Participate in mobile target planning efforts.
 - 7.10.2.2.5. Provide DMPI assignments and build daily TNL and submit via the appropriate theater battle management system.
- 7.10.2.3. Collection Planning.
 - 7.10.2.3.1. Forward intelligence requirements to the ISR Division in support of Combat Plans.
 - 7.10.2.3.2. Coordinate with the ISR Division to determine if collection requests are satisfied.
 - 7.10.2.3.3. Coordinate regularly with analysts and targeteers to anticipate intelligence needs.
 - 7.10.2.3.4. Coordinate ISR platform scheduling and placement in support of MAAP.
- 7.10.2.4. ISR Asset Planning.
 - 7.10.2.4.1. Track the availability of ISR assets through coordination with WOC and appropriate Service component liaisons.
 - 7.10.2.4.2. Develop daily ATO tasking recommendations for specific ISR assets based on collection priorities.
 - 7.10.2.4.3. Inform collection requirement managers of any shortfalls in ISR asset availability. Recommend reallocation/repositioning of ISR assets if necessary.
 - 7.10.2.4.4. Develop RSTA Annex.
 - 7.10.2.4.5. Coordinate all ISR asset requirements, to include airspace, refueling, command and control, retrograde and threat warning procedures, with the reconnaissance liaison officer and other mission planners.
- 7.10.3. Combat Operations Division. The ISR personnel in the COD provide functional expertise in situational awareness and threat analysis/reporting, time critical/sensitive targeting, and dynamic battle management. They are responsible for monitoring and dynamically adjusting ISR collection plans, monitoring current day's ATO targets and recommending roles, and monitoring or reporting on situational awareness and threat information. Their responsibilities include:
 - 7.10.3.1. ISR Situational Awareness and Threat Analysis/Reporting.
 - 7.10.3.1.1. Maintain current situational awareness and threat picture and provide updates as required.

- 7.10.3.1.2. Identify dynamic order of battle changes impacting ongoing operations.
- 7.10.3.1.3. Develop and disseminate warnings of impending enemy attack, threat advisories, and significant changes in the enemy force tactics, disposition, and projected COA.
- 7.10.3.1.4. Ensure all near real-time reporting received is rapidly screened, its significance assessed, and appropriate action recommended.
- 7.10.3.1.5. Provide support to CSAR and other functions or liaisons planning immediate operations within the ATO cycle.

7.10.3.2. Targeting Function. Dynamic changes in the battlespace may require changes to that day's ATO targets. Target operations personnel are responsible for monitoring ATO targets and making recommendations to rerole or retarget missions. In addition, fleeting targets may emerge requiring immediate response. ISR personnel must identify and nominate these types of targets.

7.10.3.2.1. Target Operations. Target Operations personnel have the following responsibilities:

7.10.3.2.1.1. Compare current day's ATO targets with BDA and current intelligence to validate preplanned targets and ensure effective use of strike assets.

7.10.3.2.1.2. Receive, validate and nominate targets for immediate attack, considering current guidance, ROE, and attack restrictions.

7.10.3.2.1.3. Provide feedback, as soon as possible, to targeteers in the CPD on any changes/modifications to preplanned strike targets.

7.10.3.2.1.4. Ensure target database is maintained with emerging and/or TST.

7.10.3.2.2. TCT ISR operations personnel have the following responsibilities:

7.10.3.2.2.1. Analyze the current battlespace for TST opportunities and forward nominations for approval.

7.10.3.2.2.2. Develop amplifying TST data for retasked strike assets.

7.10.3.2.2.3. Receive, validate, and nominate targets for immediate attack, considering current guidance, ROE, and attack restrictions.

7.10.3.3. ISR Management Function. Those actions taken for the rapid adjustment of collection tracks, sensors and associated intelligence collection, processing, and reporting in response to changes within the battlespace due to mission and/or priorities shift, and environmental factors or emerging threats and targets. ISR Management personnel have the following responsibilities:

7.10.3.3.1. Manage all ISR assets assigned or made available.

7.10.3.3.2. Review the RSTA Annex.

7.10.3.3.3. Maintain awareness of new and changing collection opportunities.

7.10.3.3.4. Obtain CCO or designated representative approval for all deviations and diverts while minimizing the impact of lost sorties or degraded sensors.

7.10.3.3.5. Ensure that any changes to mission tasking are fully coordinated with all affected agencies.

- 7.10.3.3.6. Coordinate reconnaissance airspace requirements with Combat Operations airspace managers and SADO, as required.
 - 7.10.3.3.7. Process, validate and task immediate requests for collection.
 - 7.10.3.3.8. Monitor execution of the RSTA Annex and disseminate collection results to the theater.
 - 7.10.3.3.9. Direct dynamic adjustment of assigned platform/sensors and cross correlate to other operations and intelligence data sources. All movement of platforms requires CCO or designated representative approval. In the event of conflicts with dynamic adjustments of ISR platforms/sensors, the CCO will prioritize requirements using established JFC/JFACC collection guidance after consulting with the ISR Manager.
 - 7.10.3.3.10. Provide feedback, as soon as possible, to affected agencies on any changes/modifications to pre-planned collection and any changes to planned ISR orbits.
- 7.10.4. Air Mobility Division. The ISR personnel in the AMD are responsible for evaluating ISR information for its effect on mobility planning, execution, and force protection. The AMD does not produce ISR information, but uses ISR information and products developed for the other AOC divisions and apply it to the mobility mission. The AMD also provides guidance and direction to ISR elements subordinate to the DIRMOBFOR in coordination with the CISR. ISR personnel in the AMD have the following responsibilities:
- 7.10.4.1. Identifying ISR requirements in support of the air mobility mission.
 - 7.10.4.2. Interfacing with ISR personnel in the other AOC divisions to ensure the most current intelligence information is provided.
 - 7.10.4.3. Supporting deployed intelligence assets at Tanker Airlift Control Element (TALCE) locations.

Chapter 8

AIR MOBILITY DIVISION

8.1. General. The Air Mobility Division plans, coordinates, tasks, and executes the theater air mobility mission. As one of the five divisions of the AOC that reports to the AOC Director, the AMD mission is to provide for integration and support of all air mobility missions. The DIRMOBFOR is responsible for integrating the total air mobility effort for the COMAFFOR or JFACC and, in this capacity, provides direction to the AMD to execute the air mobility mission. The Chief of AMD ensures the AMD works as an effective division of the AOC in the aerospace planning and execution process. Under the direction of the DIRMOBFOR, the AMD coordinates with the JFC movement requirements and control authority (e.g., Joint Movement Center [JMC]), the theater AMOCC (if established), and the AMC Tanker Airlift Control Center (TACC). The AMD will task intra-theater air mobility forces through wing and unit command posts when those forces operate from permanent home bases and maintain an acute awareness of the AEW, Aerospace Expeditionary Group (AEG), or WOC.

8.1.1. Concept. The global nature of inter-theater air mobility requires special attention in balancing resources with national requirements and priorities. At the same time, the air mobility system performing intra-theater and inter-theater missions must function in close coordination with one another to provide seamless air mobility to the supported combatant commander.

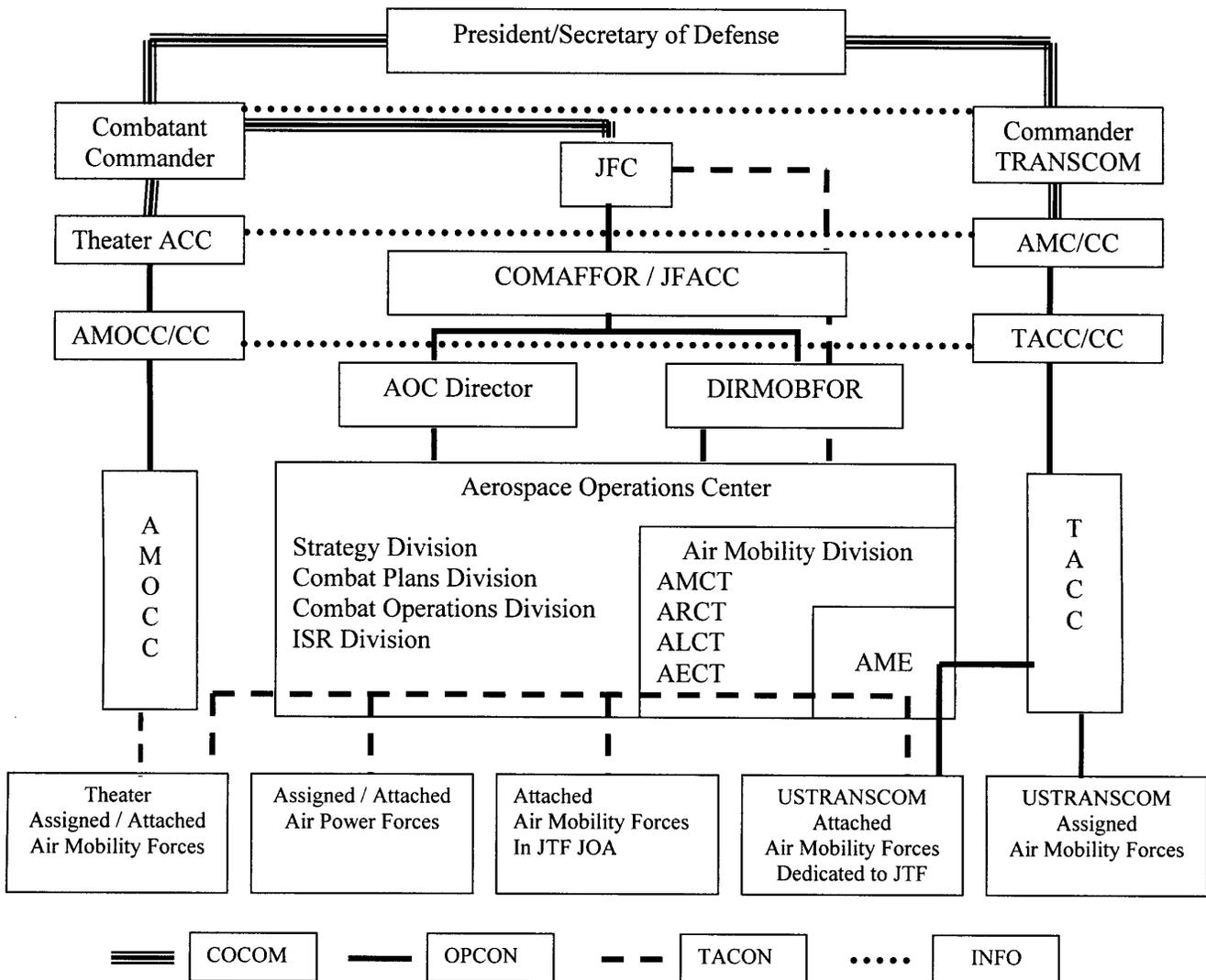
8.1.1.1. Command relationships must be established to allow an interlocking arrangement to manage intra-theater and inter-theater air mobility operations. These relationships will normally be defined in appropriate OPODs. These relationships are depicted in [Figure 8.1](#).

8.1.1.1.1. Normally, intra-theater air mobility forces will be assigned/attached to the JFC with OPCON or TACON delegated to the COMAFFOR or JFACC.

8.1.1.1.2. A JFC mission may require United States Transportation Command (TRANSCOM)-assigned air mobility augmentation. Air mobility ground elements attached to the JFC and in the AOR/JOA normally will be TACON to the JFC, delegated to the JFACC, and exercised through the DIRMOBFOR. In some circumstances, a very limited number of TRANSCOM-assigned aircraft may be transferred on a per sortie basis supporting the JFC through TACON to the JFACC and executed through the DIRMOBFOR.

8.1.1.1.3. Tanker aircraft are allocated to support refueling requirements based on priorities established by COMAFFOR or JFACC. Expeditionary Air Refueling Wings (EARW), Expeditionary Air Refueling Groups (EARG), and Expeditionary Air Refueling Squadrons (EARS) schedule, plan, and brief aircrews on individual tanker missions. Additional tanker assets may be requested by the combatant commander from commander TRANSCOM if additional validated refueling requirements exceed the capability of apportioned forces. The AMD provides intra-theater air refueling plans and control expertise to the Strategy, Combat Plans, and CODs, respectively.

Figure 8.1. Air Mobility Division Command Relationships.



8.1.1.2. In a contingency, air mobility requirements peak during the deployment/build-up stage of the operation. As the contingency transitions into the sustainment phase, requirements decrease to a near-steady level. The increased use of air mobility assets for military operations other than war also dictates the need for AMD readiness. Therefore, the AMD must be ready to deploy, set up, and begin full operations at the very outset of a contingency response. As requirements stabilize, the AMD can be resized as required.

8.1.2. Major Process Inputs. Major process inputs include STRANSCOM, AMC, JMC validated requirements, JAOP, AOD, JIPTL, ACP, ADP, ACO, TACOPDAT.

8.1.3. Major Process Outputs. Major process outputs include the Airlift Schedule, tanker schedule, Air Mobility Support Schedule, ATO SPINS, daily SITREPS to inform all higher headquarters and commanders of Air Mobility activity in the AOR/JOA, after-action reports, JULLS inputs, targeting nominations, and airspace control measure requests.

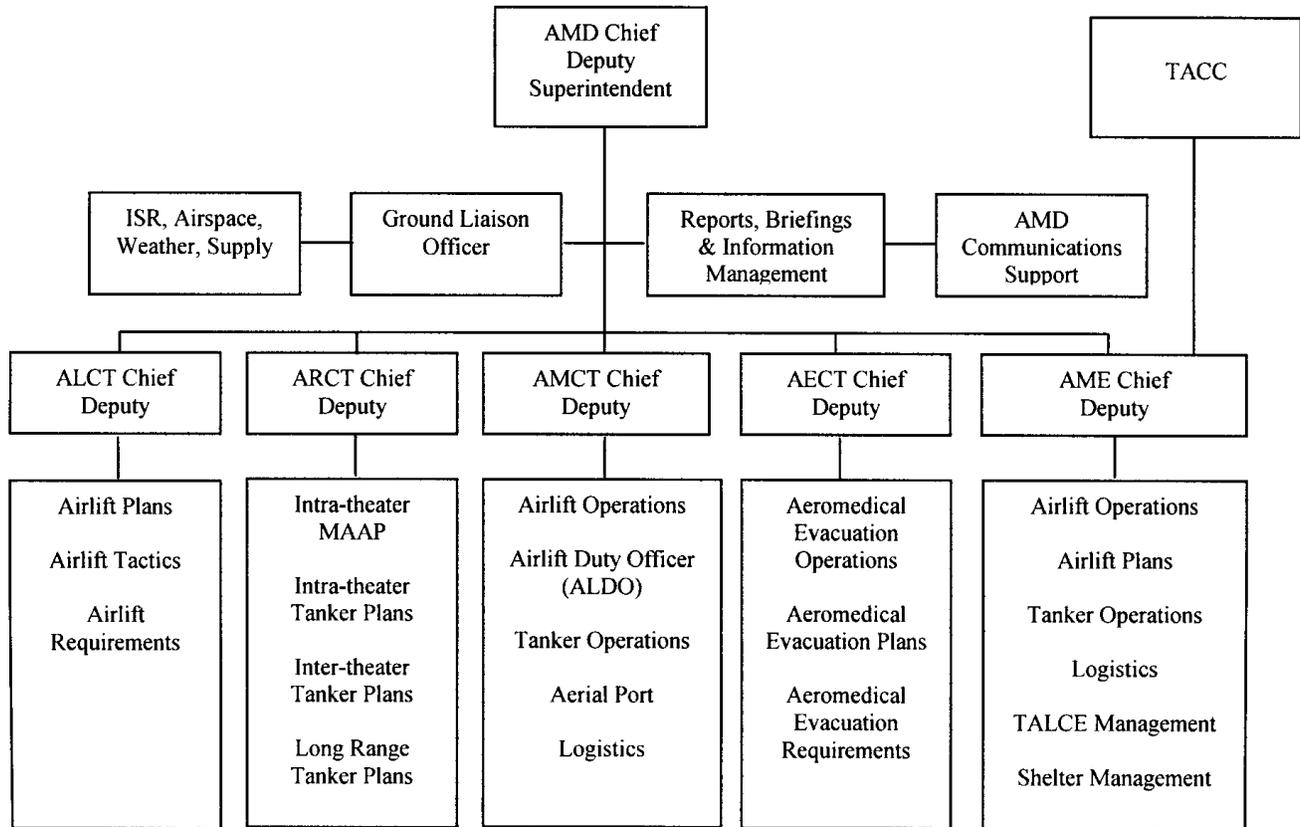
8.1.4. Supported and Supporting Division/Team Relationships.

- 8.1.4.1. Strategy Division: AMD provides long range tanker/airlift planning.
- 8.1.4.2. Combat Plans: AMD provides tanker/airlift planning for MAAP, tanker/airlift ATO inputs, and airspace requirements.
- 8.1.4.3. Combat Operations: AMD provides tanker/airlift duty officers.
- 8.1.4.4. ISR Division: ISR Division provides current theater intelligence.
- 8.1.4.5. Specialty/Support Teams: Communications, weather, space, and IW provide support to the AMD.
- 8.1.4.6. Component Liaisons: The AMD Ground Liaison Officer (GLO) coordinates with the BCD.

8.2. Organization.

- 8.2.1. The AMD may be composed of members from the AMC Air Mobility Operations Groups (AMOG), AMC units, AFRC, ANG, the ACC General Purpose Numbered Air Forces (GPNAF), Air Force, and theater air component organizations. The AMD will train, deploy, exercise, and operate together to the greatest extent possible.
- 8.2.2. The AMD is comprised of five core teams: Airlift Control Team (ALCT), Air Refueling Control Team (ARCT), Air Mobility Control Team (AMCT), Aeromedical Evacuation Control Team (AECT) and Air Mobility Element (AME).
- 8.2.3. As an element of the AMD, the AME will function as the forward extension of the TACC in managing and executing USTRANSCOM missions.
- 8.2.4. The AMD has the following responsibilities:
 - 8.2.4.1. Integrate and direct the execution of theater and TRANSCOM-assigned mobility forces operating in the AOR/JOA and in support of the JFC requirements/objectives.
 - 8.2.4.2. Maintain the flow of theater and TRANSCOM-assigned air mobility assets in support of JFC objectives.

Figure 8.2. Air Mobility Division Functions.



8.2.4.3. Coordinate air mobility support for mobility requirements identified and validated by the requirements and control authority.

8.2.4.4. Participate in the aerospace planning and execution process and coordinate with the CPD to ensure the air mobility mission is incorporated in the ATO.

8.2.4.5. Ensure air mobility missions are visible in the AMC standard C2 system and reflected in the ATO/ACO within OPSEC constraints.

8.2.4.6. Monitor current threat situation, coordinate with the ISR Division, and identify ISR requirements in support of the air mobility mission.

8.2.4.7. Up-channel data to AMC/TACC and AMOCC (if established) to support air mobility operations into the AOR/JOA.

8.2.4.8. Manage deployed intelligence assets at TALCE locations.

8.2.4.9. Integrate and direct the execution of combat support air refueling operating in the AOR/JOA and in support of the JFACC requirements/objectives.

8.2.4.10. Assist the in-transit visibility (ITV) and total asset visibility (TAV) effort.

8.3. Director of Mobility Forces. The DIRMOBFOR is the COMAFFOR's or JFACC's (Air Force) designated coordinating authority for air mobility with all commands/agencies both internal and external to the JTF. The DIRMOBFOR provides direction to the AMD on all air mobility matters. The AOC Director

provides policy and guidance to the AMD regarding the aerospace planning and execution process. When TRANSCOM inter-theater air mobility forces are employed in support of a JFC, the DIRMOBFOR should have experience in inter-theater air mobility operations. The DIRMOBFOR may be sourced by the theater Air Force component commander or nominated by the Commander of AMC. The COMAFFOR exercises ADCON over the DIRMOBFOR.

8.3.1. Specific authorities and responsibilities of the DIRMOBFOR include:

8.3.1.1. Direct the integration of inter-theater air mobility support provided by TRANSCOM-assigned mobility forces.

8.3.1.2. Direct the tasking of intra-theater air mobility forces (air and ground) assigned, attached, or made available for tasking to the JFC.

8.3.1.3. Coordinate with the AOC Director to ensure all air mobility operations supporting the JFC are fully integrated with the ATO cycle and deconflicted with all other aerospace operations.

8.3.1.4. Coordinate all applicable air mobility missions with the TACC and TRANSCOM to ensure the most effective use of these resources in accomplishing JFC, theater, and TRANSCOM missions.

8.3.1.5. Organize the AMD functions in a manner best suited to the particular contingency.

8.3.1.6. Select the Chief of AMD and the Deputy Chief of AMD from among the deployed personnel. Normally, an officer from an AMC AMOG will hold one of these positions and an officer from a GPNAF or AMOCC (if established) will hold the other position. This ensures equal representation from both intra-theater and inter-theater experts. Selection of the division chief and deputy will be based on individual expertise and scope of planned operations.

8.3.2. DIRMOBFOR Staff. The DIRMOBFOR staff is not part of the AOC UTC and will normally consist of a deputy, two rated officers, and two administrative personnel. Communications suite manpower and equipment for the DIRMOBFOR is sourced and tasked from an AMOG.

8.4. Chief of Air Mobility Division. The Chief of AMD is responsible to the DIRMOBFOR and the AOC Director for the direction and supervision of the AMD. The Chief of AMD will know and ensure AMD personnel know the President's and/or Secretary of Defense's, combat commander's, JFC's, and JFACC's guidance, intent, and daily apportionment.

8.4.1. The Chief of AMD or his designated representative will:

8.4.1.1. Be the point of contact for all air mobility operations in the AOR.

8.4.1.2. Ensure valid air mobility requirements are filled based upon prioritization of availability.

8.4.1.3. Respond to the DIRMOBFOR's direction to ensure smooth coordination of all air mobility and air mobility support assets.

8.4.1.4. Keep the DIRMOBFOR and AOC Director informed on air mobility actions and issues.

8.4.1.5. Recommend tailoring of AMD manning levels in response to long-term changes in sortie flows.

8.4.1.6. Report manning shortfalls to the AOC Director and DIRMOBFOR.

8.4.1.7. Select team chiefs and deputy team chiefs for each of the AMD teams from among the AMD staff. Normally, an officer from an AMOG will hold one of these positions, and an officer from a GPNAF or AMOCC will hold the other position (if established). Selection will be based on individual expertise and scope of planned operations.

8.4.1.8. Select the AMD Superintendent from among the AMD staff.

8.4.1.9. Perform other duties as specified by the DIRMOBFOR or the AOC Director.

8.4.1.10. Ensure positional guides, worksheets, and procedural checklists are developed, reviewed, and updated for all appropriate AMD duty positions

8.4.2. Deputy Chief of AMD. The Deputy Chief of AMD, is responsible for the day-to-day operating tasks of the AMD and will assume the duties of the Chief in the Chief's absence. The Deputy Chief will perform other functions as assigned by the Chief of AMD.

8.4.3. Superintendent. The Superintendent is normally the senior NCO of the AMD and may perform the duty of First Sergeant.

8.4.4. Reports, Briefings, and Information Management. The Reports, Briefings, and Information Management personnel are responsible to the Chief of AMD for all administrative functions to include reports and briefings. Specific duties are listed below.

8.4.4.1. Prepare briefings for the DIRMOBFOR and Chief of AMD.

8.4.4.2. Prepare and disseminate reports, messages, schedules, and general correspondence.

8.4.4.3. Maintain message traffic logs, read files, suspense control documents, classified and unclassified files, and publication files.

8.4.4.4. Post briefings to the appropriate web site.

8.4.4.5. Monitor information security requirements.

8.4.4.6. Ensure proper procedures for handling, dissemination, storage, and destruction of classified material.

8.4.4.7. Prepare Joint Universal Lessons Learned System (JULLS) information for after action reports.

8.4.4.8. Maintain all necessary administrative supplies for the AMD.

8.4.4.9. Establish and maintain an air mobility historical database.

8.4.4.10. Assist PC users with desktop and user configurations; establish and manage user accounts.

8.4.4.11. Troubleshoot and correct minor hardware and software computer problems. Coordinate with Communications Focal Point regarding more serious problems.

8.5. Airlift Control Team. The ALCT is the source of intra-theater expertise within the AMD. The ALCT brings intra-theater airlift functional expertise from the theater organizations to plan and coordinate intra-theater airlift operations in the AOR/JOA for the JFACC. TRANSCOM/AMC may augment the ALCT with intra-theater airlift expertise. These two sources of airlift expertise integrate into a single ALCT within the AMD.

8.5.1. Airlift Plans. Airlift Plans is responsible for planning air movement of cargo and personnel. Airlift Plans is responsible for completing the airlift portion of the ATO by processing validated airlift requests received from the JMC and merging them with forecast inter-theater airlift movements into the AOR/JOA. Airlift Plans has the following responsibilities:

- 8.5.1.1. Ensure inter-theater airlift visibility in the ATO.
- 8.5.1.2. Obtain intra-theater airlift taskings from the JMC.
- 8.5.1.3. Prepare plans for validated airlift requirements and determine aircraft configuration.
- 8.5.1.4. Monitor available airframes and aircrews to meet airlift tasking.
- 8.5.1.5. Prepare the Air Movement Schedule for publication in the ATO.
- 8.5.1.6. Coordinate and support immediate airlift requests with AMCT.
- 8.5.1.7. Coordinate airspace requirements with the CPD C2 Planning Team Airspace Managers.
- 8.5.1.8. Coordinate with WOC, TALCE, Mission Support Teams (MST), Special Tactics Team (STT), and fixed en route Air Mobility Control Centers (AMCC) on daily taskings.
- 8.5.1.9. Responsible for AOR transponder code management for all airlift assets.
- 8.5.1.10. Coordinate with Airlift Tactics and Aerial Port Management to determine rigging requirements for airdrop loads.
- 8.5.1.11. Prepare applicable briefing slides.

8.5.2. Airlift Tactics. Airlift Tactics provides tactical planning expertise within the AMD. It is responsible for creating the Concept of Operations (CONOPS) for tactical employment events based on required load, time required, and delivery method. Airlift Tactics normally provides one person to participate on the GAT and MAAP teams. This will ensure that airlift missions are integrated into the plan from the beginning of the process that will facilitate early identification of airspace and package support requirements. Integration cannot wait until the ATO production phase of the process. Airlift Tactics has the following responsibilities:

- 8.5.2.1. Maintain current information regarding intelligence, tactical employment, airspace, and C2, etc., for airlift missions.
- 8.5.2.2. Plan and coordinate with the rest of the AMD and AOC as necessary for all airlift missions.
- 8.5.2.3. Plan non-tactical missions as required.
- 8.5.2.4. Maintain liaison with other elements of the AOC (SOLE, NALE, MARLO, BCD, ISR, and Airspace sections) to keep the AMD apprised of the changing battlespace.
- 8.5.2.5. Maintain airdrop data on crew qualifications, pallet and parachute availability, buffer stop assemblies, centerline vertical restraints, and container delivery system kits, etc. Keep AMD apprised of theater airdrop capability.
- 8.5.2.6. Verify airdrop load plans.

8.5.3. Airlift Requirements has the following responsibilities:

- 8.5.3.1. In coordination with the validating authority, break down TPFDD identifying inter-theater and intra-theater requirements.
- 8.5.3.2. Identify requirements Short Tons/Passengers (STONS/PAX) per C day (e.g., TPFDD and immediate requirements if known).
- 8.5.3.3. Contact JMC for unit line number (ULN) validation (e.g., GCCS, TPFDD, and JMC).
- 8.5.3.4. Once validated, confirm cargo/passengers available for airlift (e.g., Aerial Port Management, Army Deployment Processing Center [DPC], or equivalent).
- 8.5.3.5. Once validated, confirm immediate requests available for airlift (e.g., Aerial Port Management, Army DPC, or equivalent) (see AMD AMCT on immediate requests).
- 8.5.3.6. Fill out requirement worksheet.
- 8.5.3.7. Identify the number of aircraft required for validated cargo (Loadmaster, Air Load Planning System [ALPS], Army Deployment Transportation Officer [DTO] – Load Plans).
- 8.5.3.8. Pass requirements to ALCT (Plans Chief logs requirement, assigns planner, and tracks progress).
- 8.5.3.9. Record mission numbers on back of worksheet. The mission number confirms planning in progress.

8.6. Air Refueling Control Team. The Air Refueling Control Team (ARCT) plans and tasks air refueling missions to support theater aerospace operations and coordinates air refueling planning, tasking, and scheduling to support an air bridge and/or global attack missions within the AOR/JOA.

8.6.1. Air Refueling Plans. Due to the unique differences in planning air-refueling missions to support intra-theater and inter-theater aerospace operations, separate paragraphs below cover the requirements of each. Because of the combined and joint nature of AOC operations, air-refueling specialists (planners) that reside in the AOC will plan intra-theater missions and will integrate all tankers into the ATO.

8.6.1.1. Intra-theater Air Refueling Plans. In the theater, air refueling enables combat operations and extends the mission duration of combat support aircraft. Air refueling planners are embedded in the CPD. They plan, coordinate, and task the employment of all intra-theater air refueling assets assigned or allocated to COMAFFOR or JFACC. Air Refueling Plans develops the initial Combat Support Air Refueling CONOPS to include the tanker requirements (assets, aircrews, and aircraft location), air refueling airspace requirements, air refueling SPINS, and the appropriate theater battle management system applications air refueling setup data.

8.6.1.1.1. MAAP Tanker Planners embedded in the MAAP Team (see Paragraph 5.4.) work directly for the MAAP Team Chief. They support MAAP development by identifying potential air refueling problems/shortfalls and propose solutions. MAAP Tanker Planners factor in the tanker forces available for tasking, tactical environment, airspace, SPINS, and the Communications Plan in determining overall air refueling capability.

8.6.1.1.2. Tanker planners build tanker missions using the appropriate theater battle management system applications to satisfy receiver air refueling requests. Tanker planners will:

8.6.1.1.2.1. Ascertain tanker user requirements and number of tanker sorties available for each specified operational time period.

8.6.1.1.2.2. After air-refueling conflicts have been resolved, tanker planners assign the best available type of tanker selected from the most appropriate base. Tanker planners build these air-refueling missions into the appropriate theater battle management system applications.

8.6.1.1.2.3. Coordinate controlling agency and airspace requirements.

8.6.1.1.2.4. Communicate with the tanker units on a daily basis, monitoring the status of tanker aircraft/aircrews and providing open lines of communication with the tanker units throughout the daily ATO planning cycle.

8.6.1.1.2.5. Ensure ATO, ACO, SPINS, and Communication Plans are distributed and received at the tasked air refueling units.

8.6.1.1.2.6. After release of the ATO, but prior to ATO execution, TDO in COD will accomplish air refueling ATO changes and enter these changes into the appropriate theater battle management system applications.

8.6.1.1.2.7. Analyze mission results and post-mission reports from TDOs and unit staffs for improvements in SPINS, airspace, communications plans, and tanker utilization.

8.6.1.1.3. Based on JFC/JFACC guidance, theater-assigned tankers may also provide air-refueling support to strategic aerospace operations (e.g., fighter deployments, long-range bomber strikes, etc.). Advanced coordination between TACC and the Inter-theater Air Refueling Plans must occur well in advance of the normal ATO cycle.

8.6.1.2. Inter-theater Air Refueling Plans. Normally, inter-theater air refueling missions are planned by the TACC; however, it is possible the AMD could be tasked with this responsibility. Inter-theater Air Refueling Plans provides tanker planning expertise in the AMD to support an inter-theater air bridge within the AOR/JOA. Inter-theater Air Refueling Plans may also coordinate aircraft location and redeployment of inter-theater tanker assets and fighter unit movements requiring tanker support.

8.6.2. Long Range Air Refueling Plans. Long Range Air Refueling Plans works with the Strategy Division, ARCT Chief, and Chief of AMD to identify future intra-theater tanker requirements to include tanker aircraft location. In addition, this function provides the operational assessment capability for combat support air refueling operations including data collection and trend analysis. The analysis feedback is provided to intra-theater air refueling plans for improvements to future air refueling planning.

8.7. Air Mobility Control Team. The AMCT serves as AMD's centralized source of air mobility C3 during mission execution. The Chief of AMD uses the AMCT to direct or redirect, as required, air mobility forces in concert with aerospace forces to respond to requirement changes, higher priorities, or immediate execution limitations. The AMCT deconflicts all air mobility operations into, out of, and within the AOR/JOA. The AMCT maintains execution process and communications connectivity for tasking, coordinating, and flight following with the AOC COD, subordinate air mobility units, and mission forces.

8.7.1. Airlift Operations. Airlift C2 is exercised by the AMCT in the AMD and provides centralized control of all intra-theater airlift operations in the AOR/JOA. Airlift Operations has the following responsibilities:

- 8.7.1.1. Perform C2 functions and mission management.
- 8.7.1.2. Direct diverts when required.
- 8.7.1.3. Plan and execute immediate airlift missions when necessary.
- 8.7.1.4. Launch ground alert aircraft when required.
- 8.7.1.5. Coordinate actions with appropriate AMD and AOC functional areas for ATO changes.
- 8.7.1.6. Ensure correct mission data inputs are entered into automated systems.
- 8.7.1.7. Act as AOR C2 focal point for all airlift WOC, TALCE, MST, and fixed en route AMCC locations.
- 8.7.1.8. Manage inter-theater mobility crews staging within the AOR or as specified by TACC.
- 8.7.1.9. Monitor and report airfield capability issues (maximum [aircraft] on ground [MOG], fuel, materials handling equipment [MHE], etc.) throughout the AMD and AOC.
- 8.7.1.10. Interface with AMC/TACC on inter-theater airlift missions and an AMOCC or equivalent (if established) for intra-theater missions.
- 8.7.1.11. Verify load plans for immediate missions.
- 8.7.1.12. Collect and record mission data.
- 8.7.1.13. Maintain and execute the quick-reaction checklists (QRC) and duty logs.
- 8.7.1.14. Up-channel incident or accident/loss reports for all air mobility aircraft within the AOR. Operations Report (OPREP) 3 reporting is the responsibility of the on-scene C2 element or, if none is available, the AMD duty officer must submit the report.
- 8.7.1.15. If TRANSCOM air mobility assets are required to support an intra-theater movement, Airlift Plans will coordinate the requirement with TACC. Once the intra-theater move has been approved by TACC, Airlift Plans and Airlift Control are responsible for planning and executing the mission.

8.7.2. COD Airlift Duty Officer (ALDO). If the AOC and AMD are not collocated, the AMD should employ an ALDO to liaise with the COD. The ALDO has the following responsibilities:

- 8.7.2.1. Coordinate changes in the current day's ATO with the functional elements of the COD.
- 8.7.2.2. Ensure information in the AOC automated planning systems accurately matches the information in the AMD automated planning systems.
- 8.7.2.3. Answer airlift questions from the DIRMOBFOR and the Chief of AMD regarding the COD and provides recommendations for improvements using the proper chain of command.

8.7.3. Tanker Operations. Tanker Operations manages and executes aerial refueling missions to support combat aerospace operations. TDOs embedded in COD (see Paragraph 6.4.6.) will provide air-refueling expertise to the COD. TDOs are responsible to the CCO, or SODO in the CCO's

absence, for monitoring and evaluating how actual aerospace operations meet the JFACC's objectives through the execution of the ATO.

8.7.3.1. Constant contact will be maintained by telephone, radio, or through the C2 system of record with the WOCs and other agencies to ensure the timely and effective use of each aerospace asset. When adjustments to the ATO are required, the TDO researches all available options and takes action, subject to the approval of the CCO, to implement those changes.

8.7.3.2. TDOs will divert scheduled tanker missions or replan tanker operations to support in-flight refueling requirements generated by the changing tactical situation. Because of the rapidly evolving tactical situation, it may not be possible to incorporate all changes into a formal ATO change.

8.7.3.3. When appropriate, the Defensive Operations Team, assisted by a TDO, will direct real-time changes to the ATO, including responding to emergency air refueling requests.

8.7.3.4. The AMD provides TDOs.

8.7.3.5. A TDO will be designated as the officer in charge of COD TDOs.

8.7.3.6. Inter-theater Air Refueling Execution. Inter-theater TDOs should be assigned to Air Refueling Execution with the primary responsibility of monitoring inter-theater tanker operations through the Global Decision Support System (GDSS)/Command and Control Information Processing System (C2IPS).

8.7.4. Aerial Port Management. Aerial Port Management is responsible for the commitment of aerial port resources to meet mission requirements. Aerial Port Management is responsible for maintaining contact with deployed locations to ensure a smooth flow of information between the AMD, TACC, and AMOCC (if established) or other theater C2 equivalent. Aerial Port Management, in conjunction with air terminals, WOCs, TALCE, MST, fixed en route Aerial Terminal Operations Center, and traffic management agencies will monitor and provide timely movement of passengers and cargo. Aerial Port Management will work with the TALCE representative, AMCT, ALCT, LRC, AFFOR A4 staff, and TACC to ensure the appropriate equipment, personnel, and MHE are on station for mission support. Aerial Port Management is the theater-level reporting point for all AOR/JOA air mobility ports. Aerial Port Management responsibilities:

8.7.4.1. Act as AMD point of contact for ITV.

8.7.4.2. Monitor aerial port activities and movement of passengers and cargo. Coordinate with Air Mobility Plans for any deviations.

8.7.4.2.1. Monitor flow of passengers, cargo, and aircraft to remain within port capabilities.

8.7.4.2.2. Review daily ATO to ensure timely cargo/passenger movement.

8.7.4.3. Coordinate and assist with validated airlift requirements.

8.7.4.3.1. Translate validated requirements into missions based on JMC prioritization and apportionment.

8.7.4.3.2. Review airlift missions to ensure proper aircraft configurations.

8.7.4.4. Maintain MHE and personnel status reports and logs.

8.7.4.4.1. Monitor status of MHE and direct repositioning, where necessary, to support changing mission requirements.

8.7.4.4.2. Monitor and ensure appropriate aerial port personnel are available at deployed locations to support air mobility operations.

8.7.4.5. Liaison with AMC TACC, JMC, and theater AMOCC (if established) or theater equivalent.

8.7.5. Air Mobility Logistics. Air Mobility Logistics is responsible for maintaining contact with deployed locations to ensure a smooth flow of logistics information between AMD, LRC, TACC, AMOCC (if established) or theater equivalent. Air Mobility Logistics, composed of maintenance and supply personnel, is also responsible for monitoring, controlling, and expediting movement of aircraft equipment and parts. They work in close coordination to obtain the required parts and support to return aircraft to mission capable status and serves as the logistics focal point for all air mobility aircraft in the AOR/JOA. Air Mobility Logistics is the theater-level reporting point for theater air mobility operating locations and has the following responsibilities:

8.7.5.1. Coordinate off-station maintenance repair team actions and assist in support of theater air mobility maintenance.

8.7.5.2. Monitor, control, and expedite movement of parts or repair of air mobility aircraft delayed for logistics reasons.

8.7.5.3. Provide logistic reports.

8.7.5.3.1. Maintain and report status of air mobility aircraft, aerospace ground equipment (AGE), and parts.

8.7.5.3.2. Report and monitor air mobility accidents and incidents.

8.7.5.3.3. Maintain status of Aircraft Defensive Systems (ADS)-equipped and ADS-capable aircraft by tail number and deployed location. Monitor and track location and quantity of ADS expendable stores.

8.7.5.3.4. Monitor parts levels (e.g., Mobility Readiness Spares Package [MRSP]) in the logistics supply system.

8.7.5.3.5. Maintain liaison and coordinate with theater AFFOR A4 staff and LRC for maintenance and supply issues

8.8. Aeromedical Evacuation Control Team. The AECT is the central source of expertise for aeromedical evacuation. This team is responsible for operational planning, scheduling, and execution of scheduled and unscheduled AE missions through the appropriate AE elements. The AECT monitors execution of AE missions and coordinates and communicates with theater planning cells and AE elements. The AECT advises and briefs the DIRMOBFOR on AE issues.

8.8.1. AE Operations. AE operations provides centralized control of intra-theater AE operations within the AOR/JOA and assists with inter-theater AE operations departing or transiting the AOR/JOA. AE Operations has the following responsibilities:

8.8.1.1. Perform AE specific C2 functions and mission management.

8.8.1.2. Coordinate with the AMCT to plan immediate AE airlift missions.

8.8.1.3. Assist the AMCT with AE ATO input and changes for immediate missions.

8.8.1.4. Notify the PMRC when mission taskings are scheduled.

8.8.1.5. Task AE elements to support mission requirements.

8.8.1.6. Coordinate with and provide airlift and patient information to AE elements.

8.8.1.7. Monitor patient/casualty movement.

8.8.2. AE Plans. AE Plans is responsible for planning aeromedical evacuation of casualties. AE Plans works with the ALCT to merge AE requirements with forecasted airlift movement and determines AE force requirements within the AOR/JOA. AE Plans has the following responsibilities:

8.8.2.1. Obtain patient movement taskings from the JMC Joint Patient Movement Requirements Center (JPMRC).

8.8.2.2. Coordinate with J-4 (JMC) on patient movement priorities to meet AE requirements and optimize the use of limited airlift assets.

8.8.2.3. Work with other AMD teams to determine requirement and frequency of AE channel missions.

8.8.2.4. Work closely with the ALCT for preplanned (channel) intra-theater airlift, the AMCT for immediate intra-theater airlift, and AME for inter-theater airlift requests.

8.8.2.5. Responsible for completing the AE portion of the ATO, in conjunction with the ALCT, for forecasted airlift movement.

8.8.2.6. Coordinate with the GLO and Service liaisons, in conjunction with the Joint Forces Surgeon staff, to determine AE element requirements within the AOR/JOA.

8.8.3. AE Requirements. AE Requirements analyzes TPFDD and patient movement requirements. AE Requirements works with the ALCT, AMCT, and AME to request airlift support for AE. AE Requirements has the following responsibilities:

8.8.3.1. Assist the ALCT with AE related TPFDD inter-theater and intra-theater requirements.

8.8.3.2. Analyze patient movement requirements.

8.8.3.3. Pass validated airlift requests to the ALCT/AMCT (for intra-theater requests) or AME (for inter-theater requests).

8.9. Air Mobility Element. The AME deploys to the theater as an extension of the AMC TACC. The AME may be requested when a DIRMOBFOR is established and TRANSCOM-assigned air mobility aircraft are employed in support of aerospace operations. It becomes an element of the AMD. The AME provides air mobility integration and coordination of TRANSCOM-assigned air mobility forces. The AME receives direction from the DIRMOBFOR and is the primary team for providing coordination with the TACC. Direct-delivery inter-theater air mobility missions, if required, will be coordinated through the AMD and tasked by the AMC TACC. The TACC commander maintains OPCON of direct-delivery missions during execution. The AME ensures the integration of inter-theater air mobility missions with intra-theater air and space operations planning. The Air Mobility Element coordinates with TACC to resolve problems and provide C2 information on air mobility operations (e.g., deconflict use of airspace, airfield operations, and other assets to ensure the seamless integration of intra-theater and inter-theater air mobility operations).

8.9.1. Inter-theater Airlift Operations: Airlift operations monitor and coordinate inter-theater airlift, and airlift supporting strategic aeromedical evacuation operations requirements using the GDSS, C2IPS, and Global Air Transportation Execution System (GATES)/Remote Consolidated Aerial Port Subsystem (RCAPS). Monitor airlift movements and integrate inter-theater and intra-theater capabilities to satisfy TPFDD requirements

8.9.2. Inter-theater Airlift Plans: Airlift plans monitor airlift movements and integrate inter-theater and intra-theater capabilities to satisfy TPFDD requirements.

8.9.3. Inter-theater Tanker Operations: Tanker operations monitor and coordinate inter-theater air refueling through the Global Decision Support System (GDSS)/Command and Control Information Processing System (C2IPS).

8.9.4. Logistics: AME logistics provide overall logistics and supply expertise for inter-theater air mobility operations and is responsible for advising TACC and DIRMOBFOR on air mobility issues.

8.9.5. TALCE Management. The TALCE liaisons provide TALCE expertise within the AMD to ensure TALCE-specific issues are addressed at the appropriate level. They maintain contact with deployed locations to ensure a smooth flow of information between the AMD, TACC, and AMOCC (if established) or other theater C2 equivalent. They monitor the ATO/Airlift Schedule and inter-theater airlift schedules to ensure successful mission completion. Specific duties include:

8.9.5.1. Coordinate with the TALCEs, WOCs, and deployed mission support forces (MSF) on issues within the AOR/JOA.

8.9.5.2. Coordinate logistics support for mobility mission support forces with the AMD Logistics function.

8.9.5.3. Maintain information on aircrews, MHE, and personnel available at each deployed TALCE/MSF location.

8.9.5.4. Establish and maintain an event log for TALCE/MSF issues/data and maintain a copy of daily SITREPs.

8.9.5.5. Ensure the local TALCEs/MSFs maintain good C2 and provide the most current data to Air Mobility Operations for input into C2IPS inputs.

8.9.5.6. Maintain, report, and monitor airfield status and surveys.

8.9.5.7. Advise Air Mobility Operations C2 and Airlift Plans on required support to the daily ATO and validated immediate airlift requests.

8.9.5.8. Assist in movement of TALCE equipment and personnel.

8.9.6. Shelter Management. Shelter Management maintains deployable shelters and support equipment to provide a working environment for the AMD in the event it is deployed to an austere, unimproved, non-fixed facility location. Shelter Management can deploy to virtually any site on the globe and set up, maintain, and redeploy up to six shelters. Shelter Management has the following responsibilities:

8.9.6.1. Perform periodic inspections and maintenance on shelters and equipment.

8.9.6.2. Pack up shelters and support equipment for air/land deployment.

8.9.6.3. When deployed, interface with appropriate agencies to obtain any needed support not organic to the team.

8.10. Support Functions.

8.10.1. Intelligence, Surveillance, and Reconnaissance. ISR is embedded into the AMD and is responsible for evaluating ISR information for its effect on mobility planning, execution, and force protection. The AMD does not produce ISR information but uses ISR information and products developed by other ISR functions within the AOC. This information is applied to the mobility mission. It also provides guidance and direction to ISR elements subordinate to the DIRMOBFOR. Air Mobility ISR responsibilities include:

8.10.1.1. Identifying ISR requirements in support of the air mobility mission.

8.10.1.2. Interface with other ISR function within the AOC to ensure the most current information on surface operations is being linked to aerospace operations and the airspace structure.

8.10.1.3. Coordinate with other theater intelligence functions and the command net to supply required intelligence information.

8.10.1.4. Monitor specific threats to air mobility operations in the AOR/JOA.

8.10.1.5. Monitor enemy airfield and base status in the AOR/JOA.

8.10.1.6. Coordinate and provide intelligence for planned or immediate air mobility missions and force protection information.

8.10.1.7. Up channel data to AMC/TACC and AMOCC (if established) to support air mobility operations into the AOR/JOA.

8.10.1.8. Provide intelligence data for the Chief of AMD and DIRMOBFOR, as required.

8.10.1.9. Support deployed intelligence assets at TALCE locations.

8.10.2. Weather. The AOC Weather Support Team (WST) supports the AMD by providing reports and data on any weather-related phenomena that might impact air mobility mission success. Paragraph 9.6.5. provides a detailed description of WST duties and functions.

8.10.3. Airspace Management. As an integral part of the Airspace Team, the AMD Airspace Management (ASM) will coordinate air mobility airspace matters with the AOC Airspace Managers to ensure air mobility airspace issues and mission requirements are taken into consideration during ATO/ACO production and execution. Specific duties include:

8.10.3.1. Interface with AOC/theater airspace managers to obtain or deconflict required airspace requirements.

8.10.3.2. Coordinate and maintain a current display (electronic or manual map) of the theater operating locations, airspace structure, and ACMs (e.g., airlift routes, air refueling orbits/tracks, and other measures) as deemed necessary to support air mobility operations.

8.10.3.3. Coordinate Identification, Friend or Foe/Selective Identification Feature (IFF/SIF) procedures for incorporation into the ATO and Air Movement Schedule.

8.10.3.4. Brief the Chief of AMD and staff, as required, on airspace issues, procedures, and problems.

8.10.3.5. Interface with intelligence, IW, and Airlift Tactics to create/adjust ACMs based on the threat.

8.10.3.6. Work with Airlift Tactics to ensure appropriate information is published in the SPINS and that airlift information is published in the ACO.

8.10.3.7. Interface with intelligence and the BCD, SOLE, NALE, and MARLO, as appropriate, to ensure the most current information on surface operations is being linked to the AMD airspace planning and is compatible with aerospace operations and the airspace structure.

8.10.4. AMD Communications Support. AMD Communications and Computer Support works closely with the Chief of AMD to ensure all communications requirements are rapidly established and maintained. The AMD communications package for the AMD will be exercise or contingency unique. Communications and information systems support to the AMD will be a team effort between deploying AMC communications and information systems elements and the in-place Communications Focal Point (CFP) function. Each situation can bring a different requirement. An AMD Communications and Computer Support representative will ensure AMD requirements including interface with supporting commands, telephone lines and equipment, frequency availability, and site availability are made known to the AFFOR A6, Chief of AOC Systems, AOC Director, and DIRMOBFOR. This includes assisting deployed elements with communications difficulties. Specific duties are listed below.

8.10.4.1. Plan, inventory, and pack all AMD communications and information systems needed for any deployments.

8.10.4.2. Set up, break down, and maintain all communications equipment and computer systems.

8.10.4.3. Ensure all required software, including proper versions and necessary patches, is loaded on communication equipment and computer systems.

8.10.4.4. Coordinate with CFP for all communication requirements (e.g., nets, frequencies, and sites).

8.10.4.5. Ensure proper operation of equipment in support of the AMD.

8.10.4.6. Maintain classified cryptographic accounts to include communications and operational codes.

8.10.4.7. Prepare equipment for Chief of AMD or DIRMOBFOR brief.

8.10.4.8. Establish connectivity with higher headquarters, subordinate units, and AMD equivalents where necessary.

8.10.4.9. Coordinate with the Chief of AOC Systems for the integration AMD communications and information systems in the AOC.

8.10.4.10. Troubleshoot and correct major hardware and software computer problems in coordination with the Information Management staff.

8.10.4.11. Assist outside agencies with computer connectivity to the AMD.

8.10.4.12. Test C2 systems for functionality.

8.10.4.13. Provide workgroup management support for AMD users.

8.10.4.14. Establish a web site in coordination with AOC Information Management staff as required for enabling the dissemination of air mobility briefings, historical data, beddown information, and closure dates, etc.

8.10.5. Ground Liaison Officer. The GLO is an Army officer supporting the AMD with information on Army operations, tactics, and equipment. The GLO has the following responsibilities:

8.10.5.1. Brief the DIRMOBFOR on Army issues and concerns associated with airlift.

8.10.5.2. Coordinate with the land component commander on behalf of the AMD.

8.10.5.3. Monitor the GOB.

8.10.5.4. Assist in planning, prioritizing, and executing Army airlift requirements.

8.10.5.5. Interface with the BCD, airspace management, combat tactics, and intelligence teams.

Chapter 9

SPECIALTY/SUPPORT FUNCTIONS

9.1. General. The specialty/support functions provide the AOC with diverse capabilities to help orchestrate theater aerospace power. Many of these capabilities are provided to the AOC from agencies external to the AOC organization. It is crucial to the success of the AOC that these capabilities are integrated into the aerospace planning and execution process to ensure the best use of available assets. Specialty/support functions are listed in the following paragraphs.

9.2. Component Liaisons. Component liaisons work for their respective component commanders and with the JFACC and staff. Each component normally provides liaison elements (e.g., BCD, SOLE, NALE, MARLO, etc.) that work within the AOC. These liaison elements consist of experienced warfare specialists who provide component planning and tasking expertise and coordination capabilities. They help integrate and coordinate their component's participation in joint aerospace operations (see [*JP 3-56.1, Command and Control for Joint Operations*](#)). The Air Force component may require other liaison augmentation to support AOC functions such as Coast Guard, space forces, Defense Intelligence Agency (DIA), National Security Agency (NSA), Central Intelligence Agency (CIA), Air Intelligence Agency (AIA), National Reconnaissance Office (NRO), and FAA in various operational and support areas.

9.2.1. Battlefield Coordination Detachment. The BCD supports integration of aerospace operations with ground maneuver. BCD personnel are integrated into AOC divisions to support planning, operations, air defense, intelligence, airlift/logistics, airspace control, and communications. In particular, the BCD coordinates ground force priorities, requests, and items of interest. One of the BCD's most important functions is to coordinate boundary line and FSCL changes and timing. The BCD brings GOB (both friendly and enemy) situational awareness and expertise into the AOC and will normally brief the ground situation/intelligence update. The BCD may also provide current ground situation inputs to AOC teams for incorporation into daily briefings and intelligence summaries.

9.2.2. Naval and Amphibious Liaison Element. The NALE personnel from the maritime components support the AOC in integrating naval air, naval fires, and amphibious operations into theater air operations and monitor and interpret the maritime battle situation for the AOC.

9.2.3. Marine Liaison Officer. MARLOs are representatives of the Commander, Marine Corps Forces (COMMARFOR) and his associated Aviation Combat Element Commander. The MARLOs will support the JFACC in integrating Marine Air-Ground Task Force (MAGTF) fires, maneuver, and Marine air into the theater campaign and supporting JAOP. This team will be well versed in the MAGTF Commander's guidance, intentions, schemes of maneuver, and direct support aviation plan.

9.2.4. Special Operations Liaison Element. The Special Operations Command (SOCOM) provides a SOLE to the JFACC to coordinate and integrate all SOF activities in the entire battlespace. This joint SOLE is comprised of representatives from SOF aviation, intelligence, airspace, logistics, Air Force STTs, Army Special Forces, and Navy Sea-Air Land Teams (SEAL). SOLE personnel work within the various AOC functional areas to ensure that all SOF targets, SOF teams, and SOF air taskings/missions are deconflicted, properly integrated, and coordinated during all planning and execution phases. The prevention of fratricide is a critical product of the SOLE's efforts.

9.2.4.1. Specific SOLE functions include, but are not limited to, inputs into the JFACC's strategy development; inputs into the ATO development; inputs into the ACO development; real time mis-

sion support coordination with the Joint Special Operations Air Component Commander (JSOACC) with special emphasis on airspace deconfliction; operational and intelligence inputs into the targeting process; and close coordination with the RCC/Joint Search and Rescue Center (JSRC).

9.2.4.2. As the JSOACC and the JFACC share a common environment throughout the entire battlespace, it is imperative that SOF aviation and surface forces are integrated into joint aerospace operations planning and execution to prevent fratricide, duplication of effort, and conflict. Active SOLE participation in the development of aerospace strategy and the supporting plans to the theater campaign plan ensures that SOF efforts will, in fact, be a force multiplier for the theater campaign plan.

9.2.4.3. SOF contributes to the theater campaign in four broad areas. First, SOF can act as an economy of force measure, striking selected targets thus allowing joint aerospace assets to be used to strike other high priority targets. Second, SOF can conduct surgical, direct-action missions beyond the capabilities of joint aerospace assets (e.g., weapons of mass destruction [WMD] production or storage facilities inaccessible to air strikes because of environmental or dispersal concerns). Third, SOF may facilitate joint air strikes (e.g., terminal guidance operations). And finally, SOF may employ their unique capabilities to assist in locating high pay-off deep targets.

9.2.4.4. Additionally, SOLE has the following responsibilities. Provide inputs and guidance to the IW Team. Act as the focal point for raising JFACC concerns or PSYOP objective/tasking to the JFC for consideration, planning, and execution. Provide support to the IW Team PSYOP effort to synchronize and deconflict PSYOP into the aerospace campaign (e.g., leaflet drops, message broadcasts, and aircraft mission are included into the ATO, etc.).

9.2.5. Coalition/Allied Liaison Officers. LNOs representing coalition/allied surface forces may improve AOC situational awareness regarding the disposition of friendly forces, especially when those forces do not have a mature TACS. They are also essential for unity of effort for coalition air defense operations and airspace deconfliction. When teamed with linguists, they can help overcome language barriers with remote allied/coalition forces. In force projection scenarios into an immature theater, AOC Directors must anticipate the need for LNOs and actively seek them out via the JFC staff, in-country military group (MILGROUP), staff country team, or direct contact with coalition forces, if necessary (see [JP 3-0, Doctrine for Joint Operations](#)).

9.3. Information Warfare Team. The MAJCOM/NAF IW Flight becomes the IW Team in the AOC. The IW Team conducts operations and planning to achieve JFACC objectives and subsequent aerospace operations. The IW Team deploys with the AOC (under an IW UTC) and provides a forward presence with additional reach-back capability. The IW Team requires representation/linkage at each stage of aerospace operations planning to effectively plan and execute IW. The team is composed of multiple functional experts who are fully integrated with each of the AOC divisions and specialty/support teams as appropriate. The IW Team uses its strategy, combat plans, combat operations, ISR, and AMD representatives to maintain situation awareness, plan recommended IW operations, track the progress of on-going operations, and ascertain the effectiveness of completed IW. Through reachback, the IW Team can pull or push information to various organizations in and out of the AOC's specific AOR/JOA.

9.3.1. Activities. The IW Team uses its representatives in the AOC to maintain situational awareness, plan recommended IW, monitor execution of IW, and perform combat assessment of IW. The AOC

Director controls the IW Team coordination process. The IW Team provides the planning focus for integrating Information Operations into the AOC. The IW Team has the following responsibilities:

9.3.1.1. Planning. The IW Team advocates potential IW strategies within the AOC Strategy Division. IW planning will be based on overall JFC and COMAFFOR or JFACC objectives. Creative cross-flow of information can enable dynamic conventional and non-conventional planning scenarios. IW actions, particularly those directly supporting a specific ATO mission (e.g., jamming in support of an attack package), require a high level of integration into the ATO timeline. IW integration with all other operations across the CPD and COD ensures synergistic effects most effectively cripple the enemy's war fighting capability. Those IW actions that directly support aerospace operations, but not necessarily a specific ATO mission, can be executed within a broader window of time with less constraint from specific ATO timelines.

9.3.1.2. Rules of Engagement. The IW Team, with the COD, and in coordination with A-6 and JA develops JFACC inputs to information operations standing ROE. Standing ROE for information operations are contained in Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3121.01, *Standing Rules of Engagement for US Forces*. Combatant commanders are responsible for requesting changes to the standing ROE through the CJCS for changes that require the President's and/or Secretary of Defense's approval.

9.3.1.3. Target Development. In coordination with the ISR targeting function, the IW team prepares IW target nominations for the JTCCB, coordinates on inputs to the restricted target list and/or no-strike list, maintains IW target folders, and nominates IW targets to the SD for initial commander objectives and follow-on attacks of IW targets based on combat assessment.

9.3.1.4. Direct Computer Network Defense.

9.3.1.4.1. Pre-deployment Integration. The IW Team establishes direct Computer Network Defense (CND) C2 relationships; recommends CND ROE to the JFACC; directs CND with the support of the Network Operations and Security Center - Deployable (NOSC - D) and the Network Control Center (NCC); and serves as the operations interface between MAJCOM/NAF, NOSC-D, and Air Force Computer Emergency Response Team (AFCERT). The IW Team coordinates CND C2 with the NOSC-D to ensure networks are not affected by fratricide during critical information transfer.

9.3.1.4.2. Deployment Integration. The IW Team and NOSC-D maintain CND responsibility and information assurance support for all sites involved in the contingency operations. The IW Team and NOSC-D will coordinate with AFCERT and the MAJCOM NOSC for additional support, when required, and execute CND for the JFACC in accordance with existing United States standing ROE and theater ROE. The IW Team will develop CND C2 to support theater objectives. The IW Team exercises CND C2, coordinating as applicable with the NOSC-D to ensure networks are not shut down or degraded when mission critical information is being transmitted, unless the present threat is more damaging than a temporary loss of service might be.

9.3.1.5. Information Assurance. The IW Team will coordinate information assurance data and product requirements with the NOSC-D, to the extent possible, to enhance NOSC-D support and minimize ad hoc operations. Additionally, the IW Team prepares a "Blue Force" criticality and vulnerability analysis report.

9.3.1.6. Special Information Operations. The IW Team will integrate special capabilities into aerospace campaign plans and operations. SIO is typically coordinated through joint planning processes, including Special Technical Operations. Identified SIO COAs support each phase of operation as appropriate and integrate into IW and overall strategy. SIO planners will participate in the targeting processes to ensure SIO is properly employed to accomplish JFC and JFACC objectives.

9.3.1.7. Deception Planning. The IW Team will develop a deception plan. The deception planners leverage country expertise and integrate, develop, coordinate, task, and assess the JFACC and JFC's deception plan. The deception planner will also provide information to the JFACC pertaining to JTF level and other Service deception plans, ensure timing and deconfliction with aerospace campaign plans and operations as required, and develop military deception MoE for the AOC.

9.3.1.8. Psychological Operations. The IW Team will analyze adversary PSYOP COA for PSYOP vulnerabilities related to air operations, develop PSYOP MoE for AF PSYOP objectives, and integrate PSYOP target nominations into the targeting cycle. Additionally the team will develop JFACC requirements for PSYOP, work with the JFC and Joint Psychological Operations Task Force (JPOTF) to include those objectives in the theater PSYOP plan, and incorporate planned delivery mechanisms for PSYOP (e.g., COMMANDO SOLO and leaflet drops) into the ATO.

9.3.1.9. Electronic Warfare. The IW Team will plan, coordinate, and integrate all EW aspects of IW into aerospace operations, as well as develop EW support, deconfliction, and targeting priorities and recommendations as described in [Chapter 5](#). The EW function will also coordinate activities and reachback as outlined in documents such as [AFI 10-703, *Electronic Warfare Integrated Reprogramming*](#) and the *USAF Electronic Warfare Integration Guide* document. The EW officer and NCO will provide Electronic Warfare Integrated Reprogramming (EWIR), support SEAD planning as tasked, and provide inputs into SPINs as necessary to support EW tasks and requirements. The IW Team will assist in the development of EW MoE for AF EW Plans. The IW Team will assist in developing methodologies to defeat and attack adversary electronic emitters, aid in developing EW COAs to achieve JFACC objectives, and recommend jamming aircraft orbits necessary to satisfy IW and EW requirements.

9.3.1.10. Counterdeception. The IW Team will conduct counterdeception analysis; establish reachback to national level agencies; and detect, analyze, evaluate, and propose COAs to the commander.

9.3.1.11. Counterintelligence. The IW Team will identify counterintelligence operational potential and deploy Air Force Office of Special Investigation (AFOSI) personnel assigned to the IW Team to ensure the most up-to-date counterintelligence tools and techniques are employed to protect the AOC.

9.3.1.12. Operational Security. The IW Team will identify critical OPSEC indicators and mechanisms for protecting them and coordinate OPSEC activities including telephone, cell phone, Internet, and e-mail monitoring in support of the JFACC's OPSEC program. The team will integrate solutions to general OPSEC vulnerabilities identified via monitoring programs. The OPSEC officer and NCO will incorporate the JFC OPSEC indicators and elements of friendly information as part of the JFACC's OPSEC program. The JFACC's OPSEC program will include, but is not limited to, JFC-level concerns. The OPSEC officer will provide details and guidance to the JFACC subordinate units on the JFACC's OPSEC concerns and policies, provide OPSEC guid-

ance for integration into the ATO SPINS, and coordinate with execution elements to change/modify operational procedures that reveal critical information.

9.3.1.13. Public Affairs. The IW Team will coordinate with Public Affairs (PA), ensure PA is working in coordination/deconfliction with IW planning efforts, and provide PA JFC and JFACC's OPSEC guidance on critical indication and elements of friendly information. They will also provide coordination as required on PA activities and events and include PA, as appropriate, in IW plans and activities for deconfliction and support a viable and robust PA program.

9.3.1.14. Space Support. The IW Team will coordinate with space operators in each AOC division to ensure space-based systems and capabilities are integrated into the overall aerospace campaign and meet JFACC objectives. They will provide guidance on OPSEC issues and concerns and ensure space-based systems and critical ground sites are adequately protected and secure. The IW Team will coordinate frequencies and identify critical command links to support information superiority and information assurance activities.

9.3.1.15. AFFOR Support. The IW Team will provide IW support, as required, to AFFOR during preparation of expeditionary forces for deployment.

9.4. Judge Advocate. The role of JAs and paralegals in an AOC is to employ legal expertise and resources to control and exploit the legal environment across the full spectrum of operational missions. JAs provide legal counsel to the COMAFFOR or JFACC, each of the five AOC divisions, and all of the specialty/support functions within the AOC. The size and nature of the aerospace operation, the tempo of AOC operations, and the processes used by the divisions dictate the number of JAs and paralegals assigned to an AOC.

9.4.1. In order to advise the COMAFFOR or JFACC, a JA will attend the major briefings or decision meetings attended by the COMAFFOR or JFACC. The JAs assigned to the AOC and/or the JFACC staff will provide advice on international agreements, status of forces agreements, command relationships among assigned forces, and responsibilities under the Law of Armed Conflict (LOAC).

9.4.2. Within the Air Force, JAs are responsible for coordinating civil affairs functions impacting aerospace operations. In an AOC, this would include coordination with other Services and agencies on humanitarian relief operations, liaison with Army civil affairs personnel, necessary interaction with local and host-nation government personnel, and coordination with international agencies or designated non-governmental organizations. Although the Army retains responsibility as the lead Service for civil affairs, JAs provide a limited organic Air Force capability.

9.4.3. JAs advising the SD will ensure that all proposed strategy is consistent with international law (which includes the LOAC), domestic law, ROEs, orders from superior headquarters, and any other specific guidance or constraints specified by the JFC, other superior commanders, or the COMAFFOR or JFACC. The JAs advising this division will act as facilitators in the process of drafting requests for supplemental ROE and reviewing ROE approved by the combatant commander or other higher echelons of command. ROE inputs are generated with representatives from all the major weapon systems, SOF, IW, space, ISR, legal, all the Services, and others designated by the COMAFFOR or JFACC. JAs may, when appropriate, brief ROE or assist others who brief ROE. They may also lead or assist the effort to train personnel in ROE.

9.4.4. JAs advising the CPD will ensure that a thorough legal analysis is conducted of the selection, weaponing, assignment of forces, and choice of tactics for all targets. This requires JAs to partici-

pate in the development of the target list, MAAP, and draft SPINS. JAs will also render legal advice on all other plans for aerospace operations that achieve effects in the AOR.

9.4.5. JAs advising the COD will provide legal counsel on all matters within the purview of that division, including TSTs and CSAR.

9.4.6. In conjunction with JAs, the AOC staff will consider a number of factors when analyzing the lawfulness of attacking any targets. These may include, but are not limited to, currency of information about the target and its location with respect to non-military structures and personnel, the weapon or weapon system being used, the likelihood of disproportionate collateral damage, ROE restrictions, and the likelihood of fratricide.

9.4.7. JAs advising the AMD will provide legal counsel on all matters within the purview of that division including aircraft accidents and international agreements affecting landing rights or over-flight.

9.5. Weather Support Team. The Weather Support Team (WST) collects, tailors and reports weather information to meet the short, medium, and long-range mission needs of each of the AOC divisions, specialty/support functions, and JFACC staff. They evaluate the impact of terrestrial, oceanographic, and space weather on weapons, weapon systems, and operations on both friendly and enemy forces. The WST is headed by the JFACC Staff Weather Officer (SWO).

9.5.1. JFACC Staff Weather Officer. The JFACC SWO is responsible for integrating weather information into the overall AOC process. Specific roles and responsibilities to the various AOC divisions are listed below. Weather information provided by the JFACC SWO, in general, consists of daily weather briefings to the staff, with updates as required, on significant weather, and weather data in support of strategic- and operational-level planning and execution. The JFACC SWO also defines requirements for reachback support from the appropriate weather agency.

9.5.2. Strategy Division. The WST will provide a liaison to the SD to supply climatological information, METOC, and medium- to long-range forecasts used in the development of the JAOP, AOD, and strategy.

9.5.3. Combat Plans Division. The WST will provide a dedicated liaison to convey medium- to near-term METOC information to the GAT and MAAP Teams to support all aspects of mission planning, including target area weather information, predictions of weather impacts on precision guided munitions (PGM) effectiveness, and weather impacts to ISR sensors. Weather-effect decision aids, including electro-optical and space weather effects guidance, will be provided for determination of timing as well as weapons planned for use in the MAAP.

9.5.4. Combat Operations Division. The WST will man a weather duty officer/NCO position on the COD floor to support all aspects of mission execution including TCT and CSAR missions, the BCD, and other emerging targeting decisions. The WST will also man a duty NCO position to maintain situational awareness of the meteorological/oceanographic/solar conditions, provide timely notification of weather elements affecting launch and recovery bases, active orbits/tracks, route of flight, and other operations or areas as directed by the CCO.

9.5.5. ISR Division. The WST will provide a dedicated liaison to the ISR division to provide meteorological information and predicted impacts on ISR sensors, and other friendly and enemy assets and activities. The liaison will also collect any weather information/imagery available from hostile areas or other areas where routine weather data are unavailable.

9.5.6. Air Mobility Division. The WST will provide a dedicated weather technician to supply the AMD with information on any weather-related phenomena that might impact air mobility mission success. This may include daily weather briefing for the DIRMOBFOR and staff, updates on significant weather and weather data in support of tactical event planning and execution (e.g., landing/drop zone forecasts, etc.).

9.5.7. WST Composition. The WST should consist of a JFACC Staff Weather Officer, Weather Strategist, Target Weather Analyst, Weather Duty Officer/NCO, Weather Intelligence Officer/NCO, and Air Mobility Weather Liaison.

9.6. Logistics Team. The Logistics Team is the focal point for logistics-related issues affecting the ATO process. The primary source of logistics information will come from collaboration with the AFFOR HQ staff. If the Logistics Team is expected to provide status on joint or coalition forces, then it will be staffed accordingly with joint and coalition logistics specialists. The Logistics Team participates directly in the strategy development and ATO planning and execution. The team is primarily comprised of logistics plans; munitions, petroleum, oil, and lubricants (POL), and aircraft maintenance personnel.

9.6.1. Chain of Command. This team is not part of the AFFOR LRC, but acts as a conduit of information between the AOC and the LRC. The team is led by the senior logistics officer and reports directly to the Chief of Combat Plans.

9.6.2. Overview of Functions.

9.6.2.1. Logistics Plans. The Logistics Plans function coordinates AOC requirements with COMAFFOR staff including force structure changes and movement of critical combat materiel in the AOR. During strategy development and in the planning process, Logistics Plans assesses and recommends appropriate beddown decisions and assesses the impacts of TPFDD feasibility and force closure estimates. Additionally, Logistics Plans provides data for daily JFACC decision/status briefings and recurring logistics status reports, and ensures automated planning systems data (e.g., POL, munitions type/number, and aircraft type/number) and decision support tools reflect the most current information.

9.6.2.2. Munitions. The Munitions function maintains current and projected munitions availability/status. During the planning process, Munitions assesses the impact of the proposed strategy on munitions stockpiles to include identification of actual or anticipated shortfalls or problems.

9.6.2.3. Aircraft Maintenance. The Aircraft Maintenance function maintains current and projected aircraft status and assesses the impact of the proposed ATO on aircraft sortie generation and maintenance capabilities to include identification of actual or anticipated shortfalls or problems.

9.6.2.4. Fuels. The Fuels function maintains current and projected fuels inventory status and assesses the impact of the proposed ATO on fuels inventories to include identification of actual or anticipated shortfalls or problems.

9.7. System Management Function. Specific responsibilities of the System Management function are listed below:

9.7.1. Design, execute, and manage the AOC COP/SAA architecture.

9.7.2. Coordinate C4I system requirements (e.g., systems, software, user account, data, etc.) with the AOC divisions/teams.

9.7.3. Submit validated C4I requirements to the communication support element. Format may be in the form of detailed floor plan diagrams or spreadsheets.

9.7.4. Submit user account information to the System Administrator.

9.7.5. Coordinate for sourcing of operational system data (e.g., National Imagery and Mapping Agency [NIMA] map and imagery data, ATO/ACO databases, etc.)

9.7.6. Validate and prioritize operator SYSAD support request.

9.7.7. Validate and prioritize C4I system software problem reports (SPR), baseline change requests (BCR), and documentation change requests (DCR).

Chapter 10

COMMUNICATIONS SUPPORT

10.1. General. The AOC is directly supported by organic communications and information systems support with equipment and personnel normally found in the collocated Air Communications Squadron (ACOMS). If required, other tactical communications units can augment the ACOMS with additional capabilities. The internal AOC communications operation is comprised of four teams – Communications Focal Point, AOC Networks, C2 Systems, and Data Link. Each team will have more than one work center. They provide AOC-unique services and tools for employment, generation, planning, and direction of aerospace forces. Operations, reporting instructions and responsibilities of the communications support will be in accordance with this instruction, applicable joint and Air Force directives, OPORDs, and local supplements. If any guidance conflicts with another, joint publications will always take precedence and will be followed until further guidance or clarification can be obtained from proper authority.

10.1.1. Major Process Inputs. All AOC divisions establish communications support requirements including, but not limited to, spectrum/frequency use, internal and external data network requirements (e.g., Email, SIPRNET, etc.), secure/non-secure voice requirements, special circuit requirements (e.g., high-bandwidth video teleconferencing [VTC], etc.), and computer hardware requirements. C4I system requirements will be funneled through and validated by the AOC System Manager (if appointed) (see Paragraph 9.7.)

10.1.2. Major Process Outputs. The major process outputs of the Communications Operations Team are communications systems architecture, communications plan, and systems technical expertise.

10.1.3. Supported and Supporting Division/Team Relationships. Communications personnel support the entire AOC by providing C4I systems support and communication architecture to facilitate ATO production, dissemination, execution, and combat operation assessment.

10.1.4. The Network Operations and Security Center (NOSC) is the AFFOR focal point for managing network defense, generating a situational awareness picture of communications and information systems, managing network configuration, and providing/overseeing information assurance. The Chief of AOC Systems will report communications status reports (COMSTAT) to the NOSC directly or via the host base NCC if one is already established or deploys to provide base support. The Chief of AOC Systems will implement procedures directed by the Communications Tasking Order and adhere to the guidance provided in the SPINS to Communicators document.

10.2. Chief of AOC Systems. The Chief of AOC Systems is normally the senior communications officer for the AOC. The Chief of AOC Systems is responsible to the AOC Director for oversight of AOC site communications operations and provides direct C4I system support to the AOC. The Chief of AOC Systems has the following responsibilities:

10.2.1. Act as the single focal point for AOC communications activities.

10.2.2. Coordinate current and new AOC communications requirements with the AOC Director and supporting component to determine priority of activation and restoration.

10.2.3. Have an authoritative knowledge of communications taskings in appropriate OPORDs, OPLANs, and CONOPS.

10.2.4. Advise the AOC Director, the System Manager (if appointed), and/or appropriate division/team chief on the mission impact of equipment and service outages and recommend the best methods for circumventing the outages.

10.2.5. Coordinate with the System Manager (if appointed), and/or appropriate division/team for all scheduled downtime of equipment and service affecting AOC operations and communications and information systems.

10.2.6. Inform the supporting component of the status of AOC and lower-echelon communications and information systems communications assets as directed in the appropriate Annex K or the Communications Plan (COMPLAN).

10.2.7. Liaison between the supporting component AOC Frequency/Spectrum Manager and AOC operators. Coordinate with C2 Planning Team on frequency assignments for SPINS.

10.2.8. Coordinate and make recommendations to the AOC Director, the System Manager (if appointed), and/or appropriate division/teams chiefs on all unplanned systems employed into the AOC. Unplanned systems must include sufficient technical support and maintenance.

10.3. Communications Focal Point. The CFP is a support staff for the Chief of AOC Systems and contains personnel who have specific working knowledge of the AOC mission, oversee site operations, and provide direct C4I system and communications support to the AOC. This team normally contains Chief CFP (Deputy Chief AOC Systems), Workgroup Manager, Job Control Technician, Information Management/Web Services Technician, and a Help Desk to assist in maintaining the overall AOC communications systems infrastructure as well as directing AOC communications personnel activities. The CFP has the following responsibilities:

10.3.1. Act as the single focal point for AOC communications problem resolutions.

10.3.2. Maintain the CFP status display systems to track status of all links, circuits, systems, and networks.

10.3.3. Continuously track system and circuit status and advise the Chief AOC Systems, and/or appropriate division/team of outages exceeding 10 minutes.

10.3.4. Receive and consolidate reports from subordinate units for transmittal to higher headquarters.

10.3.5. Ensure periodic systems checks are conducted on all systems to insure full operational status.

10.3.6. Maintain the CFP master station log (MSL) and a log of all problems encountered.

10.3.7. Maintain network diagrams that visibly display how the AOC connects to other internal/external communications support units (network, leased lines, SIPRNET, NIPRNET, DSN switches, DMS addressing schemes, email, Data Link architecture, etc).

10.3.8. Assign, track, and prioritize job repair numbers.

10.3.9. Coordinate with other C2 teams to insure all communications requirements are identified and properly addressed.

10.3.10. Route problems to outside agencies for assistance as required.

10.3.11. Coordinate with communication teams to resolve day-to-day user administration and technical system problems.

10.4. AOC Networks. The AOC Network team is another support staff for Chief of the AOC systems. This team normally contains Chief AOC Networks, Network Administration Technician, Information Assurance Operations Technician, and Configuration Management Technician. They provide secure and non-secure voice data and video capability. AOC Networks team has the following responsibilities:

- 10.4.1. Install, configure, and maintain the communications system and networks supporting the AOC.
- 10.4.2. Plan internal AOC network to include routers, switches, and hubs.
- 10.4.3. Monitor and control networks, available bandwidth, and hardware and software resources.
- 10.4.4. Activate circuits, end-to-end troubleshooting for circuit and network outages, and coordinating with the AFFOR SYSCON.
- 10.4.5. Maintain equipment and communications infrastructure in support of displays within the AOC.
- 10.4.6. Manage internal AOC area networks.
- 10.4.7. Implement and enforce national, DoD, and Air Force security policies to protect networks from internal and external threats. (Includes PSS and ISSE guard as required)
- 10.4.8. Install, configure, upgrade security hardware and perform security intrusion assessments.
- 10.4.9. Configure network hardware and software to specifications.
- 10.4.10. Maintain configuration documents.
- 10.4.11. Test and validate network security.
- 10.4.12. Monitor C2 system network capabilities and limitations.

10.5. Command and Control (C2) Systems. The C2 Systems team supports the Chief of the AOC systems. This team normally contains the Chief C2 Systems, Functional System Administrators (GCCS and TBMCS), Messaging Administrator Technicians, and Application Services Administrator Technicians. They ensure servers, workstations, peripherals, communications devices, and software is on-line and available to the users. C2 Systems team responsibility within the AOC is from the users terminal to the server and has the following responsibilities:

- 10.5.1. Install, configure, and maintain C2 systems servers.
- 10.5.2. Administer C2 systems operating systems.
- 10.5.3. Load C2 system application software and patches.
- 10.5.4. Install, configure, and maintain system workstation hardware.
- 10.5.5. Perform backup of C2 systems.
- 10.5.6. Manage all AOC small computer resources.
- 10.5.7. Manage user computer software configurations and tactical LAN systems.
- 10.5.8. Coordinate with users, workgroup managers, and CFP personnel to resolve computer software and hardware problems.

10.5.9. Coordinate changes to the C2 systems network, computers, servers, or LAN systems with the CFP.

10.6. Data Links. The Data Links team supports the Chief of the AOC System in planning, coordination, and establishment of the AOC Multi TADIL network. This team normally consists of Chief Data Links team, Data Link Maintenance Technicians, and ADSI Maintenance Technicians. They maintain and administer computer, networking, and cryptographic systems in support of the SAA Common Operational Picture within the AOC. Data Links team has the following responsibilities:

10.6.1. Assist in planning, managing, and coordination of the multi-TADIL network architecture with AOC divisions.

10.6.2. Ensure high interest circuits, links, nodes, and networks remain operational.

10.6.3. Maintain C2 systems hardware.

10.6.4. Monitor the multi-TADIL network.

10.6.5. Maintain network diagrams.

10.6.6. Maintain multi-TADIL equipment and communications infrastructure in support of situational awareness displays.

10.6.7. Maintain, repair, and administer the ADSI system.

10.6.8. Conduct ADSI operational system checks.

10.6.9. Analyze waveforms and resistance measurements.

10.6.10. Ensure ADSI processes, converts, displays, and correlates track data.

10.6.11. Provide alternate routing of TADIL links to insure situational awareness displays remain operational.

10.7. AOC Area Support. Specific area support is not normally assigned to the AOC; however, they are functionally accessible resources and coordinate AOC problem areas with the Chief of AOC System and/or CFP. AOC area support work centers resolve problems associated with the various elements of the AOC that CFP personnel might not be trained or equipped to address. Area support may include Transmission Systems, Power Production, HVAC, and Transportation.

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DCS, Air and Space Operations

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

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Abbreviations and Acronyms

A&AS—Advisory & Assistance Service

AADC—Area Air Defense Commander

AAMDC—Area Air and Missile Defense Command

ABC2DO—Airborne Command and Control Duty Officer

ACA—Airspace Control Authority

ACE—Airborne Command Element

ACF—Analysis, Correlation and Fusion

ACM—Airspace Control Measures

ACMREQ—Airspace Control Measure Requests

ACOMS—Air Communications Squadron

ACP—Airspace Control Plan

ADA—Air Defense Artillery

ADP—Air Defense Plan

ADS—Aircraft Defensive Systems

ADSI—Air Defense Systems Integrator

AECT—Aeromedical Evacuation Control Team

AEF—Aerospace Expeditionary Forces

AEG—Aerospace Expeditionary Group

AELT—Aeromedical Evacuation Liaison Teams

AETF—Aerospace Expeditionary Task Force

AFC2ISRC—Air Force Command and Control & Intelligence, Surveillance, and Reconnaissance Center

AFC2TIG—Air Force Command and Control Training and Innovation Group

AFCERT—Air Force Computer Emergency Response Team

AFDD—Air Force Doctrine Document

AFFOR—Air Force Forces

AFI—Air Force Instruction

AFLE—Air Force Liaison Element

AFMAN—Air Force Manual

AFOSI—Air Force Office of Special Investigations

AFPC—Air Force Personnel Center

AGE—Aerospace Ground Equipment

AIA—Air Intelligence Agency
AIRSUPREQ—Air Support Request
ALCT—Airlift Control Team
ALDO—Airlift Duty Officer
ALLOREQ—Allocation Request
ALO—Air Liaison Officer
ALPS—Air Load Planning System
AMC—Air Mobility Command
AMCC—Air Mobility Control Centers
AMCT—Air Mobility Control Team
AMD—Air Mobility Division
AME—Air Mobility Element
AMOG—Air Mobility Operations Groups
ANG—Air National Guard
AOC—Aerospace Operations Center
AOD—Aerospace Operations Directive
ARCT—Air Refueling Control Team
ASM—Airspace Management
ASOC—Air Support Operations Center
ATC—Air Traffic Control
AUTODIN—Automatic Digital Network
AWACS—Airborne Warning and Control System
BCD—Battlefield Coordination Detachment
BCR—Baseline Change Request
BDA—Battle Damage Assessment
C2IPS—Command and Control Information Processing System
CAP—Combat Air Patrol
CAS—Close Air Support
CCO—Chief of Combat Operations
CFP—Communications Focal Point
CIA—Central Intelligence Agency
CID—Current Imaging Day

CISR—Chief of ISR
CJCS—Chairman of the Joint Chiefs of Staff
CJCSI—Chairman of the Joint Chiefs of Staff Instruction
CMA—Collection Management Authority
CND—Computer Network Defense
COD—Combat Operations Division
COG—Centers of Gravity
COMAFFOR—Commander, Air Force Forces
COMMARFOR—Commander, Marine Corps Forces
COMPLAN—Communications Plan
COMSTAT—Communications Status Reports
CONOPS—Concept of Operations
CONPLAN—Concept Plan
CPD—Combat Plans Division
CRC—Control and Reporting Center
CSAR—Combat Search and Rescue
CSAR DT—CSAR Duty Technician
CSARDO—CSAR Duty Officers
DCGS—Distributed Common Ground System
DCN—Datalink Coordination Net
DCR—Documentation Change Requests
DDO—Defensive Duty Officers
DDT—Defensive Duty Technicians
DIA—Defense Intelligence Agency
DIRMOBFOR—Director of Mobility Forces
DJTAC—Deployable Joint Task Force Augmentation Cell
DMS—Defense Message System
DOC—Designed Operational Capability
DPC—Deployment Processing Center
DRMD—Deployment Requirements Manning Document
DTO—Deployment Transportation Officer
EAF—Expeditionary Aerospace Force

EARG—Expeditionary Air Refueling Groups
EARS—Expeditionary Air Refueling Squadrons
EARW—Expeditionary Air Refueling Wings
EI—Essential Elements of Information
ELINT—Electronic Intelligence
ENMC—Enterprise Network Management Center
EOB—Electronic Order of Battle
ESC—Electronic Systems Center
EW—Electronic Warfare
EWIR—Electronic Warfare Integrated Reprogramming
FAA—Federal Aviation Administration
FAC (A)—Forward Air Controller-Airborne
FAM—Functional Area Manager
FLOT—Forward Line of Own Troops
FSCL—Fire Support Coordination Line
GAT—Guidance, Apportionment and Targeting
GATES—Global Air Transportation Execution System
GCCS—Global Command and Control System
GDSS—Global Decision Support System
GLO—Ground Liaison Officer
GMF—Ground Mobile Forces
GOB—Ground Order of Battle
GPNAF—General Purpose Numbered Air Forces
GPS—Global Positioning System
HD/LD—High Demand/Low Density
HF—High Frequency
HIDACZ—High - Density Airspace Control Zone
HTACC—Hardened Theater Air Control Center
HVAA—High Value Airborne Asset
I&W—Indications and Warnings
ICAO—International Civil Aviation Organization
ICO—Interface Control Officer

ICT—Interface Control Technician

ID—Identification

IFF/SIF—Identification, Friend Or Foe/Selective Identification Feature

IMINT—Imagery Intelligence

INTSUM—Intelligence Summary

IPB—Intelligence Preparation of the Battlespace

ISOPREP—Isolated Personnel Report

ISR—Intelligence, Surveillance, and Reconnaissance

ITV—In-Transit Visibility

IW—Information Warfare

JA—Judge Advocate

JAAT—Joint Air Attack Team

JAOP—Joint Air Operations Plan

JCEOI—Joint Communications Electronics Operating Instruction

JCMB—Joint Collection Management Board

JDIICS-D—Joint Defense Information Infrastructure Control System-Deployed

JFACC—Joint Force Air Component Commander

JFC—Joint Force Commander

JIPCL—Joint Integrated Prioritized Collection List

JIPTL—Joint Integrated Prioritized Target List

JMC—Joint Movement Center

JOA—Joint Operations Area

JP—Joint Publication

JPOTF—Joint Psychological Operations Task Force

JSEAD—Joint Suppression of Enemy Air Defense

JSOACC—Joint Special Operations Air Component Commander

JSRC—Joint Search and Rescue Center

JSTARS—Joint Surveillance Target Attack Radar System

JTCB—Joint Targeting Coordination Board

JTCWG—Joint Target Coordination Working Group

JTIDS—Joint Tactical Information Distribution System

JTL—Joint Target List

JUH-MTF—Joint User Handbook-Message Text Format

JULLS—Joint Universal Lessons Learned System

LOAC—Law of Armed Conflict

LOGDET—Logistics Detail

LRP—Limited Response Package

MA—Mission Assessment

MAAP—Master Air Attack Plan

MAGTF—Marine Air-Ground Task Force

MAJCOM—Major Command

MANFOR—manpower force packaging system

MARLO—Marine Liaison Officer

MEA—Munitions Effectiveness Assessment

METOC—Meteorological and Oceanographic

MHE—Materials Handling Equipment

MILGROUP—Military Group

MISREP—Mission Reports

MoE—Measures of Effectiveness

MOG—Maximum (Aircraft) On Ground

MRR—Minimum Risk Route

MRSP—Mobility Readiness Spares Package

MSF—Mission Support Forces

MSL—Master Station Log

MST—Mission Support Teams

MTF—Medical Treatment Facilities

MTL—Master Tasking List

NAF—Numbered Air Force

NALE—Naval and Amphibious Liaison Element

NANU—NAVSTAR Users

NATO—North Atlantic Treaty Organization

NAVAIDS—Navigational Aids

NAVLO—Naval Liaison Officer

NAVSTAR—Navigation Satellite and Reconnaissance

NCC—Network Control Center
NGB—National Guard Bureau
NIMA—National Imagery and Mapping Agency
NIPRNET—Non-Secure Internet Protocol Router Network
NOSC—Network Operations and Security Center
NOSC-D—Network Operations and Security Center-Deployed
NRO—National Reconnaissance Office
NSA—National Security Agency
OA—Operational Assessment
OB—Order of Battle
OCR—Office of Collateral Responsibility
ODO—Offensive Duty Officers
ODT—Offensive Duty Technicians
OPCON—Operational Control
OPLAN—Operation Plans
OPR—Office of Primary Responsibility
OPREP—Operations Report
OPSEC—Operations Security
OPTASK LINK—Operational Tasking Data Link
PA—Public Affairs
PBA—Predictive Battlespace Awareness
PDO—Publishing Distribution Office
PE—Program Element
PED—Processing, Exploitation, and Dissemination
PGM—Precision Guided Munitions
PID—Planned Imaging Day
PIR—Priority Intelligence Requirements
PMRC—Patient Movement Requirement Center
POL—Petroleum, Oil, and Lubricants
PSYOP—Psychological Operations
QRC—Quick-Reaction Checklists
QRP—Quick Response Package

RADC—Regional Air Defense Commanders
RCAPS—Remote Consolidated Aerial Port Subsystem
RCC—Rescue Coordination Center
RECCEDO—Reconnaissance Duty Officer
RECCEXREP—Reconnaissance Exploitation Reports
RFI—Request For Information
ROE—Rules of Engagement
ROZ—Restricted Operations Zone
RSTA—Reconnaissance, Surveillance, and Target Acquisition
SADC—Sector Air Defense Commanders
SADO—Senior Air Defense Officer
SADOT—SADO Technician
SCDL—Surveillance Control Data Link
SCI—Sensitive Compartmented Information
SD—Strategy Division
SDIPT—Spiral Development Integrated Product Team
SDO—Space Duty Officer
SEAD—Suppression of Enemy Air Defenses
SEAL—Sea-air-land team
SEI—Special Experience Identifier
SHF—Super High Frequency
SIGINT—Signals Intelligence
SIPRNET—Secret Internet Protocol Router Network
SITREP—Situation Report
SME—Subject Matter Expert
SOCOM—Special Operations Command
SODO—Senior Offensive Duty Officer
SOF—Special Operations Forces
SOLE—Special Operations Liaison Element
SORTIEALOT—Sortie Allotment
SORTS—Status of Resources and Training System
SOTA—Signals Intelligence (SIGINT) Operational Tasking Authority

SPINS—Special Instructions
SPR—Software Problem Reports
SSM—Surface To Surface Missiles
STO—Special Technical Operations
STONS/PAX—Short Tons/Passengers
STT—Special Tactics Team
SWO—Staff Weather Officer
SYSCON—Systems Control
TAC—Terminal Attack Controller
TACC—Tanker Airlift Control Center
TACON—Tactical Control
TACOPDAT—Tactical Operations Data
TACP—Tactical Air Control Parties
TACS—Theater Air Control System
TACSAT—Tactical Satellite
TADIL—Tactical Digital Information Link
TAGS—Theater Air-Ground System
TALCE—Tanker Airlift Control Element
TALO—Theater Airlift Liaison Officers
TARBUL—Target Bulletins
TAV—Total Asset Visibility
TCT—Time Critical Targeting
TDC—Track Data Coordinator
TDT—Track Data Technician
TDO—Tanker Duty Officers
TLAM—Tomahawk Land Attack Missile
TMD—Theater Missile Defense
TMDN—Theater Missile Defense Net
TMDO—Theater Missile Defense Officers
TMDT—Theater Missile Defense Technicians
TNAPS—Tactical Network Analysis Planning System
TNL—Target Nomination List

TRANSCOM—United States Transportation Command

TRP—Theater Response Package

TSN—Track Supervision Net

TST—Time Sensitive Target

UAV—Unmanned Aerial Vehicles

UHF—Ultra High Frequency

ULN—Unit Line Number

USFK—United States Forces Korea

USSPACECOM—United States Space Command

USTRANSCOM—United States Transportation Command

UTC—Unit Type Code

VPN—Voice Product Net

VTC—Video Teleconferencing

WMD—Weapons of Mass Destruction

WOC—Wing Operations Center

WST—Weather Support Team

Attachment 2

AOC EQUIPMENT/SYSTEMS LIST

The official list of approved AOC equipment/systems is controlled by AFC2ISRC's AOC SDIPT and maintained on AFC2ISRC's Decision Support Tool Set web site

<https://afc2isrc.acc.af.mil/warfighter/aoc/>.