COMBAT SUPPORT

Air Force Doctrine Document 2-4
23 March 2005

(Incorporates 27 December 2005 Revisions)

This document complements related discussion found in Joint Publication (JP) 1-0, *Doctrine for Personnel Support to Joint Operations;* JP 4-0, *Doctrine for Logistic Support of Joint Operations;* and JP 6-0, *Doctrine for Command, Control, Communications, and Computer (C4) Systems Support to Joint Operations.*

BY ORDER OF THE
SECRETARY OF THE AIR FORCE

AIR FORCE DOCTRINE DOCUMENT 2-4
23 MARCH 2005

SUMMARY OF REVISIONS

This revision restructures the entire publication for better presentation of key ideas; provides the overarching construct of agile combat support (ACS) and the subset of expeditionary combat support (chapter 1); discusses combat support command and control (CSC2) (chapter 2); describes the ACS master processes (chapters 3-8); updates the ACS functional specialties (appendix B); and provides best practices and lessons learned from recent operations.

This document was revised on 1 November 2005 to correct the definitions for Agile Combat Support, Expeditionary Combat Support, corrections to the number of combat support functional areas (from 23 to 26), and the addition of Education and Training community roles to the table on page 49. Paragraphs revised are annotated with a solid line in the right border.

Supersedes: AFDD 2-4, 22 Nov 99
OPR: HQ AFDC/DR (Lt Col Kathleen A. Kelly, USAF)
Certified by: AFDC/CC (Maj Gen Bentley B. Rayburn)
Pages: 71
Distribution: F
Approved by: JOHN P. JUMPER, General, USAF
Chief of Staff

FOREWORD

Air and space forces respond to global taskings within hours. The support for these forces must be equally responsive. This is the challenging job of combat support, the foundation of air and space power. Air and space expeditionary task forces employment capabilities demand rapid positioning of force packages to achieve combat, peacekeeping, counterdrug, and nation-building effects.

Air Force agile combat support capabilities are provided by people and organizations responsible for planning, programming, and sustaining the forces; determining who and what are deployed; as well as how they arrive and return home safely. Agile combat support is an Air Force distinctive capability that touches every functional area and is key to meeting the US Air Force's mission to organize, train, equip, and employ air and space power. The dedicated support of our people makes agile combat support a reality. The goal of agile combat support is to provide the most capable air and space forces to combatant commanders.

JOHN P JUMPER
General, USAF
Chief of Staff

Intentionally Blank

TABLE OF CONTENTS

Intentionally Blank

INTRODUCTION

PURPOSE

This Air Force Doctrine Document (AFDD) establishes doctrinal guidance for combat support to air and space forces across the full range of military operations.

APPLICATION

This AFDD applies to all active duty, Air Force Reserve, Air National Guard, and civilian Air Force personnel.

The doctrine in this document is authoritative, but not directive. Therefore, commanders need to consider the contents of this AFDD and the particular situation when accomplishing their missions. Airmen should read it, discuss it, and practice it.

SCOPE

AFDD 2-4, *Combat Support*, is the keystone document addressing the full spectrum of agile combat support functions that operate in peace and in war. It stresses the need for tailored combat support packages with the Airmen, facilities, equipment, and supplies required for supporting Air Force forces.

COMAFFOR / JFACC / CFACC
A note on terminology

One of the cornerstones of Air Force doctrine is "the US Air Force prefers—and in fact, plans and trains—to employ through a COMAFFOR who is also dual-hatted as a JFACC." (AFDD 1)

To simplify the use of nomenclature, Air Force doctrine documents will assume the above case unless specifically stated otherwise. The term "commander, Air Force forces" (COMAFFOR) refers to the Title 10 Service responsibilities while the term "joint force air and space component commander" (JFACC) refers to the joint operational responsibilities.

While both joint and Air Force doctrine state that one individual will normally be dual-hatted as COMAFFOR and JFACC, the two responsibilities are different, and are typically executed through different staffs.

Normally, the COMAFFOR function executes operational control/administrative control of AF forces through a Service A-Staff while the JFACC function executes tactical control of all joint air and space component forces through an air and space operations center.

When multinational operations are involved the JFACC becomes a combined forces air and space component commander. Likewise, though commonly referred to as an AOC, in joint or combined operations the correct title is JAOC or CAOC.

FOUNDATIONAL DOCTRINE STATEMENTS

Foundational doctrine statements are the basic principles and beliefs upon which AFDDs are built. Other information in the AFDDs expands on or supports these statements.

- Agile combat support (ACS) is the ability to create, protect, and sustain air and space forces across the full range of military operations. It is the foundational and crosscutting United States Air Force system of support that enables Air Force operational concepts and the capabilities that distinguish air and space power-speed, flexibility, and global perspective. (Page 1)

- Expeditionary combat support (ECS) is a subset of ACS that responds quickly, is highly mobile, technologically superior, robust, flexible, and fully integrated with operations. ECS is the deployed ACS capability to provide persistent and effective support for the applications of air and space power on a global basis. (Page 1)

- ACS master processes apply the capability to produce the desired effects necessary to create, operate, and sustain globally responsive air and space forces. (Page 3)

- ACS capabilities are aggregations of many activities; imbedded and cross-functional tasks performed by the 26 combat support functional areas. Collectively, the combat support functional areas generate combat capability by creating, posturing, bedding down, protecting, servicing, maintaining, and sustaining support and operational forces. (Page 4)

- ACS is heavily dependent on integration; 26 combat support functional areas make vital contributions to US Air Force operational mission capability, relying on total force (active duty, Air Reserve component, civilians, and contractors). ACS forces are organized, trained and equipped into one seamless team to optimize readiness capability and total force utilization. (Page 6)

- Networked, adaptive combat support command and control facilitates integration with warfighting functions to optimize the commanders' ability to execute their military operation. (Page 7)

- ACS makes no distinction between peacetime and wartime processes, the effects promote and defend US national interests at anytime or place. (Page 15)

Intentionally Blank

CHAPTER ONE

COMBAT SUPPORT OVERVIEW

> *The…different doctrinally defined functional areas of combat support provided effective support to commanders across the AOR through innovation, adaptability, and professionalism.*
>
> **—Task Force Enduring Look Report, Operation IRAQI FREEDOM, Vol. 2, *Decisive Operations***

AGILE COMBAT SUPPORT (ACS) DEFINED

ACS is the ability to create, protect, and sustain air and space forces across the full range of military operations. It is the foundational and crosscutting United States Air Force (USAF) system of support that enables Air Force (AF) operational concepts and the capabilities that distinguish air and space power-speed, flexibility, and global perspective. Foundational means that ACS supports all operations in the Air Force and is crosscutting because it synergistically combines previously stovepiped communities into an integrated effort.

EXPEDITIONARY COMBAT SUPPORT (ECS)

ECS is a subset of ACS that responds quickly, is highly mobile, technologically superior, robust, flexible, and fully integrated with operations. ECS is the deployed ACS capability to provide persistent and effective support for the applications of Air and Space power on a global basis. The ECS aspect of ACS specifically supports air and space expeditionary task force (AETF) operations. ECS includes the essential capabilities, functions, activities and tasks necessary to employ all elements of air, space and land operational forces in deployed locations, to include redeployment and reconstitution.

ECS provides essential support while minimizing the forward footprint. The combination of operational mission, environment, and resource availability, criticality, and risk management determine the components of support capability provided. Therefore, right-sized ECS requires aggressive planning to produce effective support. This enables leaders and planners at every level to assess preparation, training, movement, support and sustainment in a disciplined routine. ECS planners must analyze and assess mission requirements, the operating environment, aircraft and munitions configurations, and other sustainment requirements essential to determining minimum assets to be deployed forward.

ACS ATTRIBUTES

The defining attributes of ACS are agility, reliability, integration, and responsiveness.

- Agility is the attribute of ensuring timely deployment concentration, adaptive employment, and resourceful sustainment of air and space power.

- Reliability results from the effectiveness of the ECS team, competency and health of personnel, dependability of equipment, trustworthiness of information, and the consistency of ACS effects.

- Integration brings together or incorporates diverse parts into a common team. This is not just a combination of parts; integration creates a synergistic effect, whereby the sum is much greater than its constituent parts.

- Responsiveness results when critical ACS capabilities are right sized, when and where needed.

The combat support community has made great strides in reducing the airlift requirements, improving depot responsiveness, and streamlining the acquisition processes since Operation DESERT STORM. The continuous goal of increasing velocity and decreasing the footprint will ensure we can quickly get to the fight with minimum ECS force presence, yet with maximum ECS effectiveness. This is a key concept defining combat support as "agile".

Figure 1.1 provides an overview of ACS. The functional areas (for more information on the different areas see appendix B) combine to create different combat support capabilities. Using the master processes, the desired effects are achieved, and in turn become enablers available to the combatant commander to achieve mission objectives.

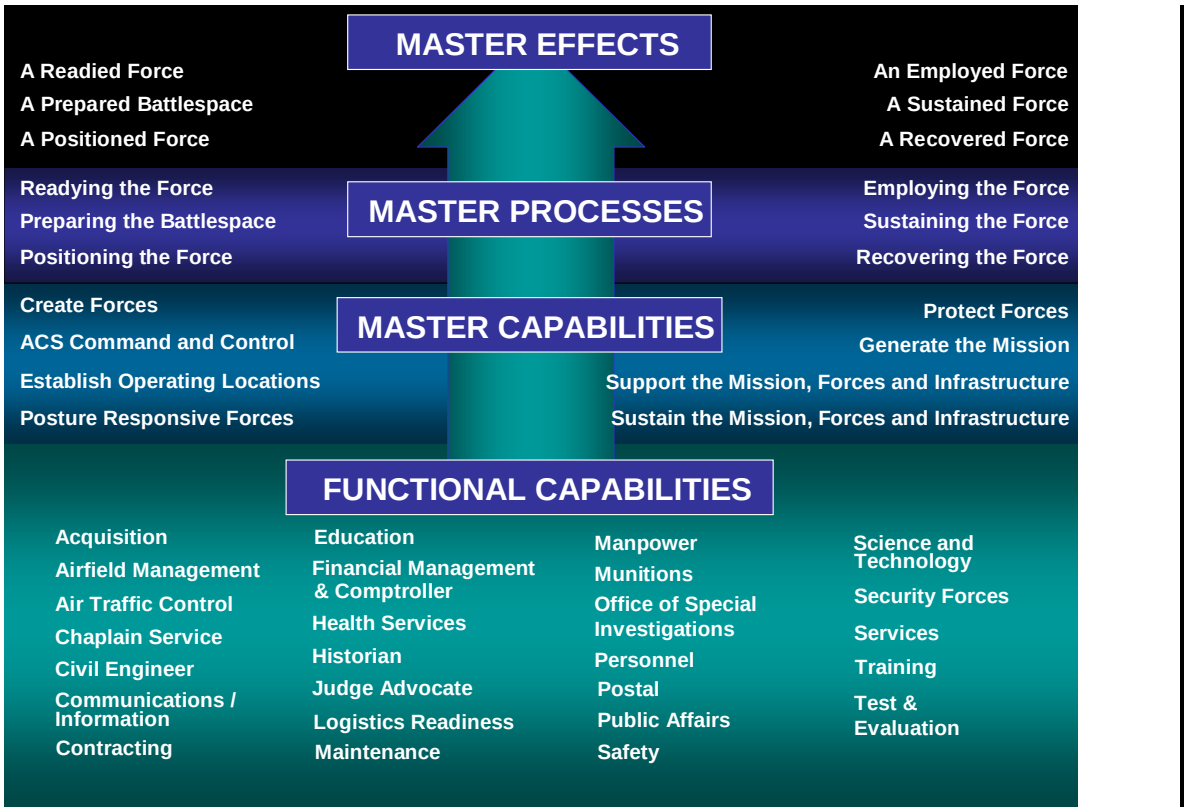


Figure 1.1. Agile Combat Support Overview

ACS EFFECTS

An effect is a state defined by measurable conditions resulting from the dynamic application of capabilities through a prescribed process. The desired effect is the product we provide to the commander, Air Force forces (COMAFFOR). Defining these effects is important to being able to build capabilities that are flexible in their application and can be adapted to changing strategic and operational environments.

- **Readied Forces—**Combat-capable forces that are healthy, protected from disease and injury, organized, trained, and equipped to provide efficient and effective combat and combat support effects across the full range of military operations.

- **Prepared Battlespace—**An environment where assessment, planning, and posturing for employment in an operational area have been accomplished to provide rapid, and appropriate application of air and space power capabilities, tailored to support of the supporting and supported combatant commanders' requirements.

- **Positioned Forces—**Combat and combat support forces that have been prioritized, right-sized, and effectively deployed, received, and bedded-down at final destination.

- **Employed Forces—**A supportable combat and combat support force applied to attain specific military objectives.

- **Sustained Forces—**A force sustained and protected for the duration of an operation with time-definite supply of materiel and personnel, and force protection measures to maintain on-going operations.

- **Recovered Forces—**A force that has been reconstituted and set for future operations.

ACS MASTER PROCESSES

ACS master processes apply the capability to produce the desired effects necessary to create, operate, and sustain globally responsive air and space forces. *The master processes measure and answer the operationally imperative questions—are the forces ready, is the battlespace prepared, etc.* ACS is a key enabler in readying and preparing USAF forces for quick response, as well as sustaining all operational activity with the *right resource, at the right place, at the right time, and for the right length of time.* It includes the procurement, protection, maintenance, distribution, and replacement of personnel, materiel, and installations to ensure responsive AETF support for right-sized forces supporting contingency operations. The six ACS master processes depict critical ACS capabilities that produce military readiness and responsiveness across the full range of operations:

- **Readying the Force—**ensuring force fitness and organizing, training, and equipping to provide military capability.

- **Preparing the Battlespace—**assessing, planning, and posturing for rapid employment.

- **Positioning the Force—**tailoring, preparing for movement, deploying, receiving, and integrating forces.

- **Employing the Force—**generating timely launch and/or strike capability, providing right-sized essential support, and ensuring safe recovery of engaged forces.

- **Sustaining the Force—**maintaining effective levels of support for global operations worldwide beginning day one of employment operations.

- **Recovering the Force—**redeployment and reconstitution, ensuring that the instrument of air and space power can effectively and repeatedly be applied at the direction of the President/SecDef.

ACS CAPABILITIES

ACS is an amalgamation of capabilities that can be assessed or measured in peace and war, in garrison and deployed for their contribution to desired operational effects. A capability is the combined capacity of trained personnel, materiel, and equipment systematically operating together in a defined activity to achieve a desired outcome. A capability is applied in a process singularly or in combination with other capabilities to achieve desired effects.

ACS capabilities are aggregations of many activities; imbedded and cross-functional tasks performed by the 26 combat support functional areas. Collectively, the combat support functional areas generate combat capability by creating, posturing, bedding down, protecting, servicing, maintaining, and sustaining support and operational forces. The eight top-level ACS capabilities are:

- **Create Forces—**Providing a fit and healthy force and organizing, training, and equipping the combat and support capabilities of the Total Force to meet combatant commander requirements on a global basis. This includes designing and acquiring standing forces, including the ability to tailor forces and organize, train, equip, and size forces to produce a responsive, sustainable, and survivable combat support force prepared to promote and defend national interests anytime, anywhere. Such a force must be tailored, trained, organized, and equipped to support multifaceted missions ranging from humanitarian and peacekeeping operations to military conflicts at forward, deployed locations. Meeting the requirements of diverse missions demands integrated, effective, and efficient support functions designed for rapid deployment, engagement, and recovery from operations. Air Force members must be ready to operate in-garrison or with minimal infrastructure and logistics footprint in forward areas.

- **ACS Command and Control** (C2)—Monitoring, assessing, planning, and executing the capabilities of ACS forces across the range of military operations. C2 is critical to the successful conduct of ACS and ECS operations through centralized control and decentralized execution of all combat support activities. This capability is further explained in Chapter 2.

- **Establish Operating Locations—**Planning, reconfiguring or building a supportable infrastructure to support personnel and equipment at a specific locality from which operations are projected or supported. Fundamental requirements include providing operating location assessments that address the following infrastructure items: runways, taxiways, ramps, roads, and building sites; utility grid(s); communications grid(s); aviation fuels grid(s); munitions storage area(s); and facilities.

- **Posture Responsive Forces—**Assessing, structuring (e.g., Force Modules), scheduling (i.e., Volume II, Air & Space Expeditionary Force Presence Policy [AEFPP], Capabilities Allocation Annex), and processing of force capabilities for their discrete assignment to combatant commander requirements, including execution of prepositioning strategy to maximize ACS responsiveness and speed of employment. Assessing force capabilities are the actions needed to define common operating and support pictures for global, theater, and operating location current and future operating environments. Structuring force capabilities are the actions needed to right-size, in modular and scalar form, singular and combined capabilities or unit type codes (UTCs) to create specified effects as required by the combatant commander. (e.g., force modules such as Open the Base, Establish the Base, etc.) Processing force capabilities are the actions needed to (1) assure real-time visibility and availability of capabilities and their component parts of personnel, materiel, and equipment, (2) accurately account for deploying force capabilities, (3) accurately account for debarkation of capabilities. Scheduling force capabilities is the action needed to centrally manage all Air Force forces, to include combat coded units apportioned to a combatant commander, to best meet the overall requirements of the national defense strategy. Executing prepositioning strategy consists of the actions needed to assess, plan, and place prescribed levels of resources at strategic locations in order to meet required availability and timing.

- **Protect Forces—**Applying integrated offensive and defensive action to detect, preempt, prevent, or mitigate the damaging effects of hostile actions or environmental and health threats against air and space operations and assets. Actions required include detecting, identifying, and defeating penetrative, standoff threats to personnel and resources; assessing operating locations for threats and available support from host civil/military agencies; disseminating information and warning personnel; and protecting infrastructure.

- **Generate the Mission—**Preparing and generating mission elements; launching/initiating air, space, SOF, information, and humanitarian relief operation (HUMRO) missions; recovering mission elements; and regenerating mission capability repetitively in the full range of mission operations. “Prepare and generate” includes actions necessary to repair, configure, and provide support to operations to accomplish the assigned mission. Supporting launch/initiation includes actions necessary to set up for a specific mission. Recovering mission elements involves receiving and assessing the status of mission elements to include actions necessary to repair, restore, and reconfigure in preparation for another mission.

- **Support the Mission, Forces, and Infrastructure—**Directly assisting, maintaining, supplying, and distributing at operating locations to achieve the mission and assure the operational utility of all personnel, materiel, equipment, and the operating location infrastructure. "Support and Sustain the Mission and Forces" provides the foundation for, and enables generation of, the mission and maintenance of the operating location and its infrastructure, assuring lean-force support begins immediately through the maximum use of reachback.

- **Sustain the Mission, Forces, and Infrastructure—**Maintaining effective capacities of mission services and support for the duration of operations worldwide. Services include lodging, feeding, hygiene, fitness, medical, religious, postal, legal and financial. These services contribute to the health, morale and cohesiveness of all forces. This assures lean-force support begins immediately through the maximum use of reachback.

These ACS capabilities are combined differently to support the iterative process from preparation through deployment and recovery/reconstitution. This ensures the AF forces are prepared to perform the process all over again.

ACS INTEGRATION

ACS is heavily dependent on integration; 26 combat support functional areas make vital contributions to US Air Force operational mission capability, relying on total force (active duty, Air Reserve component, civilians, and contractors). ACS forces are organized, trained and equipped into one seamless team to optimize readiness capability and total force utilization. In addition, ACS unifies the depth of support managed at all echelons of command, as well as the breadth of organic, commercial, wholesale, retail, interservice, and international environments. ACS also integrates the diverse functional areas (see Figure 1.1) that provide unique contributions essential to Air Force operational success, thus allowing ACS to maximize effects; making the sum more dynamic than any of its individual parts. Air Force combat support capabilities are fundamental to the success of employing air and space power.

CHAPTER TWO

COMBAT SUPPORT COMMAND AND CONTROL ROLES AND RESPONSIBILITIES

INTRODUCTION

Networked, adaptive combat support C2 facilitates integration with warfighting functions to optimize the commanders' ability to execute the military operation. Combat support command and control (CSC2) supports the mission and provides operational risk mitigation, near-real-time combat support information, and cross-AOR resource arbitration. The key to operational risk mitigation is the integration of sustaining base and ECS capabilities for global, short-term inventory optimization. Additionally, near real-time dynamic, continuous management of combat support information and operational intelligence ensures adaptive operations and combat support plans.

C2 is the means by which Air Force commanders monitor and maintain situational awareness, achieve common understanding of the battlespace, assess status, plan potential courses of action, and synchronize appropriate activities to achieve effects essential to meeting military objectives. Effective C2 requires well-defined process, streamlined organization, and collaborative decision-making constructs that are adaptable to meet unexpected challenges. C2 of combat support enables the commander to employ capabilities and resources effectively (despite competing demands) provides the means for implementing combat support plans, and the agility to modify those plans as necessary to meet evolving operational requirements.

C2 is critical to the successful employment of air and space power and should be interoperable, horizontally integrated across functions, vertically integrated across all echelons of command, and provide organizational connectivity between commanders and decision makers down to the employing units. C2 supports centralized control and decentralized execution of all combat support activities.

C2 of Combat Support

The commander, Air Force forces (COMAFFOR) requires the ability to maintain awareness of the status of the blue order of battle, recognize what support capability is needed where, and direct resources accordingly. Because many Air Force resources are limited and designed to serve the needs of multiple missions in widely dispersed unified commands, *centralized control and decentralized execution* are especially critical to assure an optimum balance between flexibility and responsiveness of Air Force combat support. Key to this is the concept that various echelons need visibility and authority over assets relevant to their respective roles and responsibilities.

CSC2 Processes and Capabilities

The CSC2 process possesses the inherent capabilities of monitoring, assessing, planning, and executing that allows commanders to employ combat support capabilities and resources

effectively. CSC2 systems provide the tools and technology to access, analyze, display and act upon relevant information enabling them to ready, deploy, employ, and sustain forces for assigned missions worldwide.

The following definitions of CSC2 capabilities and processes bring into focus the continuum of action required to link operational and combat support capabilities to achieve desired effects. The four sub capabilities that make up the overall C2 capability are monitoring, assessing, planning and executing.

- **Monitoring** involves the processes of collecting, storing, maintaining, and tracking of data.

- **Assessing** results is the ability to determine the nature and impact of conditions and events on force capabilities and commander's intent. It involves the processes of analyzing and evaluating along with modeling and simulation to describe situational awareness and alternatives solutions.

- **Planning** is how we support the operational objectives; develop, evaluate, and select courses of actions; generate force lists (capabilities) and force movement requirements; and detail the timing of sequential actions. Planning is essentially a description and prioritization of how to achieve stated mission goals.

- **Execution** is the overall dissemination and action of the plan to ensure successful mission accomplishment.

The MAJCOM commanders serve as the theater COMAFFOR in both peacetime and wartime. His/her staff forms the core of a theater AFFOR staff. During a contingency, the engaged NAF commander serves as the COMAFFOR to the JFC, and his NAF staff then forms the core of the regional AFFOR staff, and establishes reachback to the MAJCOM theater AFFOR for support as required. Where multiple contingencies (e.g., separate warfighting and HUMRO missions) employ multiple JTFs, and, by proxy, multiple regional AFFORs operate simultaneously within the same theater, the theater AFFOR will provide support to each regional AFFOR as required. A separate COMAFFOR for each JTF is also possible, depending on the size of the operation.

Total asset visibility (TAV) is one example of tracking that provides data that allows commanders to monitor resource levels. This data can be used to assess and predict critical support shortfalls and recovery expectations. TAV not only includes an awareness of the location of assets, but also other key information elements such as readiness status, ownership, availability, and accessibility. Combat air forces (CAF)-wide implementation of standard Automated Information Technologies (AIT) is an essential tool to achieve TAV.

Full range planning and execution of Air Force forces requires an ACS communication and information system architecture that is integrated across the functional areas shown in figure 1.1 and provides nonsecure and secure capability. For example, the foundation for reachback consists of C2 information centers and their supporting databases. Connectivity to any deployed

operating location, including bare bases, is needed early; robust secure communications and information capabilities should connect all combat support functions. Support to achieve interoperability requires standards, frequency management, standardized systems and databases, and common processes.

ORGANIZATION

Air Force combat support command relationships are hierarchically structured the same as the operational elements. These relationships provide the basis for authority, accountability, and responsibility of all the elements that cooperate and integrate to achieve military objectives. Although commanders may delegate authority to accomplish a mission, they cannot delegate the accountability and the responsibility for the attainment of mission objectives. Proper command relationships also assure unity of command and provide for clear delineation of responsibility, authority, and accountability from the tactical to strategic level of operations.

A unified combatant commander exercises combatant command (COCOM) and directive authority for logistics. For assigned Air Force forces, he exercises his authority through the commander, Air Force forces (COMAFFOR) who is normally dual-hatted as the joint force air component commander (JFACC). Additionally, when TRANSCOM is supporting a combatant commander with airlift and air refueling capabilities, the JFACC provides the command and control interface for those assets. Air Force command and control structures for combat support are designed to enable a COMAFFOR's ability to support the combatant commander's exercise of his "directive authority for logistics."

Roles and Responsibilities

The Chief of Staff, United States Air Force (CSAF) has a subordinate Air Staff for policies and advisory support to respective combat support functional areas. They also provide Service support to both in garrison and expeditionary forces. Air Staff functional elements maintain liaison through their respective counterparts down to squadron level. They similarly coordinate directly with respective functional counterparts on other Service staffs as well as the Joint Staff and the Unified Combatant Command staffs in support of the Air Force's global mission.

When MAJCOMs are the combatant command's air component, they advise how to organize and employ these forces to accomplish assigned missions. MAJCOMs, as the theater AFFOR, provide theater reachback support to the regional AFFOR. NAFs provide the senior Air Force warfighting echelon and provide the organizational combat support planning expertise. The NAF staff plans the C2 architecture for operations and forms the core of the regional AFFOR staff. Air Force commanders should be prepared to accept single-Service responsibility for joint common use items. Regardless of the source of support or support C2 structure, the Service component is responsible for ensuring essential combat support for assigned or attached Air Force personnel within a joint command.

The combat support center (CSC) is the strategic level CSC2 node at the Pentagon. It provides global views of Air Force combat support capabilities, and also monitors and assesses

global resource allocation by integrating multi-theater requirements. The CSC also conducts integrated assessments and recommends allocation of actions for critical resources. It is the agile combat support component of the Air Force Operations Group (AFOG) and supports the AFOG in its mission to support the CSAF, SECAF, and the CJCS.

Air Force combat support global responsibilities may include, but are not limited to, the following key tasks to monitor, assess, plan, and execute the development, maintenance, and sustainment of combat support capabilities:

- Plan and coordinate communications and information support
- Plan and coordinate force protection support
- Establish and identify manpower and equipment requirements
- Develop supporting plans to meet combatant commander mission requirements
- Identify host-nation support (HNS) requirements
- Coordinate planning activities and requirements with force provider(s)
- Coordinate with commander's staff to identify employment locations
- Develop expeditionary site plans (ESP) for approved employment locations
- Establish CSC2 nodes and responsibilities
- Manage allocated war reserve materiel (WRM)

Air Force Components of Combatant Commands

Within the AFFOR headquarters, combat support functions are aligned in the A-Staff, as well as the special staff. The A-staff structure is used instead of the "traditional" US Air Force staff designations (DP, LG, SC, etc.) to more readily identify the Air Force component staff equivalents of the corresponding J-staff functions. The COMAFFOR exercises combat support control through the A-staff structure. A-staff roles and responsibilities are defined in AFDD-2, *Organization and Employment of Air and Space Operations.*

AFFOR combat support staff elements coordinate with joint task force staffs to plan, coordinate, and execute required combat support functions. The joint force commander may establish various centers, boards, and offices to facilitate C2 of combat support functions. They are organized around specialized tasks (e.g., the Deployment/Distribution Operations Center, the Joint Civil-Military Engineering Board, the Joint Rear Tactical Operations Center, the Joint Blood Program Office, the Joint Mortuary Affairs Office and the Joint Information Bureau). AFFOR staffs interface with J-staffs, to:

- Coordinate in all decision making and planning
- Synchronize combat support with operations

- Develop detailed combat support plans
- Establish a joint combat support architecture
- Ensure unity of combat support effort
- Organize for continuous operations
- Maintain flexibility
- Integrate national and theater combat support
- Perform logistics sustainability analysis

Vertical and Horizontal Integration

During the execution of ACS functional plans, staff planning and reachback occurs simultaneously at all echelons of command:

- The Air Staff conducts contingency resource allocation
- COMACC, through the AEF Center, tasks, organizes, and deploys AEF forces
- MAJCOMs establish processes and procedures to support combatant command reachback operations
- AETFs establish bases and support

Each echelon accomplishes its tasks in coordination vertically with other elements. At the same time, there are horizontal linkages between common functional elements across units and MAJCOMs as well as between supporting and supported commands, fostering continuity and standardization.

Air component commands and the Air Staff have roles in determining support requirements and assessing AF capabilities to support those requirements. Some combat support resources, such as munitions, are centrally computed, managed, and allocated to theater combatant commands for specific operational needs. Other support may be determined by air component commands and sent forward to the Air Staff for approval. It is imperative for the staffs involved to coordinate with one another to exploit opportunities to develop consolidated support activities that may support more than one theater. For example, consolidated intermediate repair facilities (CIRFs) that operated during Operation ENDURING FREEDOM (OEF) and Operation IRAQI FREEDOM (OIF) and en route support bases served as central distribution hubs for both the European and southwest Asia (SWA) theaters. In addition, coalition support facilities may be closer and more responsive than CONUS options for serving deployed units and the allocation of war reserve materiel (WRM) resources.

UNIQUE CAPABILITIES/RELATIONSHIPS/ORGANIZATIONS

The following is a list of unique capabilities/relationships/organizations that both impact and are impacted by ACS/ECS operations:

Force Modules

Force modules (FM) provide a packaged capability of combat and combat support forces for presentation to a combatant commander. The Air Force packages UTCs together to comprise a force module. Each module represents a specific modular and scalable capability; they are not necessarily deployed in series, but are designed to deploy and employ incrementally and in parallel. FMs are used extensively in deliberate and crisis action force flow planning. Planners should attempt to use the same or similar FMs for all of their plans to ensure continuity. As an example, the Air Force recommends the use of the five force modules for base establishment, deployment, and employment: Open the Airbase, Command and Control, Establish the Airbase, Generate the Mission and Operate the Airbase. The supported combatant command staff determines which force modules are actually used in a deliberate or crisis action operations plan. Right-sizing UTCs within the Air Force planning and execution process is essential to ensuring rapid response to crisis with light, lean, decisive capability to meet mission requirements.

Air Mobility Command

Air Mobility Command (AMC) will normally place air mobility support units, such as tanker airlift control elements (TALCEs) and mission support teams (MSTs) within the theater to support inter- and intra-theater operations. The director of mobility forces (DIRMOBFOR) will evaluate the capabilities of combat support, and the requirements for airlift and tanker aircraft assigned or attached to the theater, to determine their ability to provide transportation and air refueling support. To ensure close coordination with the overall airlift effort, the DIRMOBFOR is normally collocated with the air and space operations center (AOC) and JFACC (see AFDD 2-6, *Air Mobility*). The theater COMAFFOR is responsible for ensuring that proper support requirements are met.

US Air Force Special Operations Command (AFSOC) Forces

OPCON of theater AFSOC forces is normally exercised through the theater special operations command (TSOC). The TSOC is responsible for providing SOF-specific combat support materiel. COMAFFOR is responsible for providing non-SOF specific combat support to AFSOC forces in coordination with AFSOC. Air Force planners should include these additional support requirements when developing combat support plans and sustainment objectives.

Air Force Space Command

Space forces may be global, theater-deployable, or theater-organic. Command relationships for space forces depend on the nature of those forces. The majority of Air Force space assets, particularly on-orbit assets such as GPS, support multiple theaters and are normally provided to a JFC via the support command relationship. Deployable, ground-based space assets may be attached to a JFC via OPCON or may act in support. In theater, the Director of space forces (DIRSPACEFOR) serves as the senior space advisor to the JFACC. The DIRSPACEFOR

conducts coordination, integration, and staffing activities to tailor space support for the JFACC. The DIRSPACEFOR is a senior Air Force officer with space expertise and theater familiarity, nominated by AFSPC/CC and appointed by the theater COMAFFOR. The DIRSPACEFOR is attached to the COMAFFOR, and should be part of the COMAFFOR's special staff (see AFDD 2-2.1, *Counterspace Operations*).

Regional Supply Squadron (RSS)

The Regional Supply Squadrons are the consolidated C2 hub for materiel management and distribution. They directly support the AFFOR/A-4 during contingencies from the theater and/or rear location. Their primary focus is on weapon system support, however, the RSS also provides spares support for vehicles, communications and support equipment, and other base operating support items as required. As a critical node for CSC2, the RSSs provide a theater-wide perspective, extensive reachback capability, and a link between deployed units and the support structure.

Consolidated Intermediate Repair Facility (CIRF)

CIRFs provide a unique deployable intermediate repair capability for critical aircraft and system components. This capability is built on modular scalable UTCs and is designed to either augment existing work centers in or near the AOR or be built in place at bare or austere base locations. Assets repaired at CIRFs will rely on effective C2 using information technology to provide asset visibility and time definite transportation. The deployed capability depends on numerous logistics factors that are evaluated by the supported command; these include potential locations, expected load, availability of transportation, footprint, etc. CIRFs offer the benefit of reduced initial deployment lift, better force response time and reduced logistics footprint and force protection profile.

Support to Other Services

When participating in joint operations, the Air Force may be required to provide support to other services, either by being appointed by the joint force commander as the lead Service for a particular commodity or by designation by the SecDef or specified subordinates of the SecDef as the executive agent for a particular function. It is important to remember the inherently organic capability of combat support to Air Force forces to the successful accomplishment of the air and space mission. The capability to establish operations at bases of varying functional types must be maintained to meet future mission assignments.

The joint force commander may designate the Air Force as lead Service to provide common support, such as land transportation, bulk fuels, or contracting services in order to avoid duplication of effort among the services. Typically, the predominant user is named lead Service. Memoranda of Agreement may provide a framework and detailed procedures for joint Service interoperability.

Multinational Operations

Combat support for multinational operations is normally provided by respective Service components. Coordination with allies can foster efficient resource allocation, but exchange of

assets between Air Force and allied elements is subject to specific laws and agreements. For example, acquisition and cross servicing agreements (ACSA), or another properly executed international agreement, must be used to exchange support between US and foreign forces. Understanding allied cultural, regulatory, and management differences are essential to unity of effort.

Decision Support Systems/Tools (DSS/DST)

The combat support information system architecture will employ a series of decision support systems/tools that translate large quantities of data into functionally useful information. Some of the analysis needs required for effective C2 of AF forces include:

- Planning, managing, and tracking airbridge/theater air refueling and inter/intratheater airlift
- Determining time-phased resource requirements
- Evaluating the operational impacts of alternative combat support systems design and operation
- Tracking resources (personnel, supplies, equipment for locations, conditions, movement requirements)
- Identifying bottlenecks/shortfalls in system operations or resources
- Providing early warning of potential problems
- Comparing actual to planned performance
- Compiling multiple Expeditionary Support Plan requirements to gage theater-wide requirements

CONCLUSION

CSC2 includes the means to monitor, assess, plan, and execute combat support operations, providing accurate and timely decision-quality feedback on combat support capability status and limiting factors. Access to combat support information allows commanders to plan alternative courses of action and make those operational-level decisions required to provide effective global combat support.

CHAPTER THREE

READYING THE FORCE

INTRODUCTION

Readying the force is defined as the process of establishing an organized, trained, and equipped force set to operate in peace or war. Actions include but are not limited to:

- Establishing quality of life
- Monitoring world situations
- Supporting training operations
- Establishing and securing lines of communication
- Ensuring personal health and fitness
- Providing a medically ready force
- Informing the force and public
- Promoting spiritual and emotional well being.

Readying the Force

"Readying the force" ACS capabilities can be broken down into the individual functional area unit type codes (UTCs) consisting of skilled personnel, trained organizations, appropriate materiel, and functional equipment acting together in a prescribed activity to produce a desired effect. **ACS makes no distinction between peacetime and wartime processes; the effects promote and defend US national interests at anytime or place.**

The process of readying the force produces a responsive, sustainable, and survivable support force prepared to promote and defend national interests anytime, anyplace. Meeting the requirements of diverse missions demands integrated, effective, and efficient support functions designed for rapid engagement and recovery from operations. This means that employment may occur from garrison locations in CONUS for intertheater missions or a requirement for Air Force forces to be ready to operate with minimal infrastructure in forward areas, where support may be severely limited. Rapid deployment capability from bases in the CONUS and key installations around the world provides the essential combat support for expeditionary combat operations.

Prepare

The first step to readying the force is preparing warfighters for contingency operations. ACS prepares personnel through a host of functions such as medical, financial, spiritual, and legal services. For example, health services ensure that every Air Force member is healthy and

fit and has been given proper preventive health measures such as immunizations and preventive health assessments. The Judge Advocate provides legal services such as preparing wills and powers of attorney. Services such as these are vital to ensuring the force is ready to deploy anytime. Failure to adequately prepare the force undermines mission effectiveness.

ORGANIZE

Planning and preparation are crucial for commanders to ready personnel and equipment for immediate response. Combat support should be aligned to minimize turmoil and confusion in transitioning from peacetime roles and missions to those required during contingencies.

The environment of military operations is ever changing. To meet the challenge, assessment is made of evolving mission, employment, and support concepts. Changes in technology, weapon systems, and equipment also affect how we think about our methods and structures of organization. Combat support has evolved from an emphasis on massing of forces and equipment when transportation was relatively expensive and slow, to the present where highly skilled personnel and complex equipment can be transported in specific quantities, to specific localities, in minimum response timing.

As an example, combat support is now tailored to support the requirements of the combatant commander, using force modules that provide modular, scalable capabilities. A force module is a grouping of operational and combat support forces with their accompanying supplies and required non-unit resupply and personnel necessary to sustain forces for minimum periods. The elements of force modules are linked together or are uniquely identified so that they may be extracted from or adjusted as an entity in the Joint Operations Planning and Execution System (JOPES) database to enhance flexibility and usefulness of the operation plan during a crisis (JP 1-02). The AETF presentation is in the form of five different force modules, which are modular and scalable. It includes Open the Airbase, Command and Control, Establish the Airbase, Generate the Mission, and Operate the Airbase.

The force modules are composed of multiple UTCs, which are tailored for deployment based on needed capabilities. This allows air and space combat support to deploy with the smallest required footprint to support the mission. For those capabilities not brought forward, reachback is obtained from CONUS and rear overseas locations, and can include MAJCOM, depot, or commercial support.

TRAIN

Comprehensive and rigorous training for all warriors is necessary to meet the complex and dynamic nature of modern, agile military operations. Combat support forces train and exercise in realistic scenarios with their operational counterparts to maximize the employment of air and space power. Educated and trained forces serve as force multipliers that enable a smooth transition from peacetime to wartime operations.

All Airmen, when first entering the Air Force, attend basic training or some form of basic officer training. Enlisted personnel begin with basic training. Upon completion, they will attend

technical training. Upon arriving at their assigned location, enlisted Airmen will receive additional home-station on-the-job training (OJT) and functional skill level training. Officers receive accession training through three sources (e.g., Air Force Academy, Reserve Officer Training Corps or Officer Training School). Officers, just as the enlisted, attend a technical training school, and receive follow on home-station OJT. All Airmen receive professional military education (PME) at various points in their careers. Certain career fields (e.g., Security Forces and Civil Engineering) have regional/theater training centers that focus on functional skills training within that career field. They also provide AOR-specific training, as needed.

The Air Force ACS training cycle is iterative, ongoing and aligned with AEF cycles. The foundation ensures individuals grow professionally within their functional career path through technical training, basic and professional military education, professional continuing education, and on-the-job experience. Expeditionary preparation prepares personnel for deployments with common expeditionary skills as well as functional skills that can be performed at home station. Functional communities determine the requirements for skills training where personnel participate in individual or team skills training. Exercises support training programs by providing an opportunity to validate prior training and ensure the desired capabilities are available. The reason we train to realistic scenarios is to ensure all personnel are prepared to perform their duties in an expeditionary environment. After the down period following a deployment, the training cycle begins again (Figure 3.1).

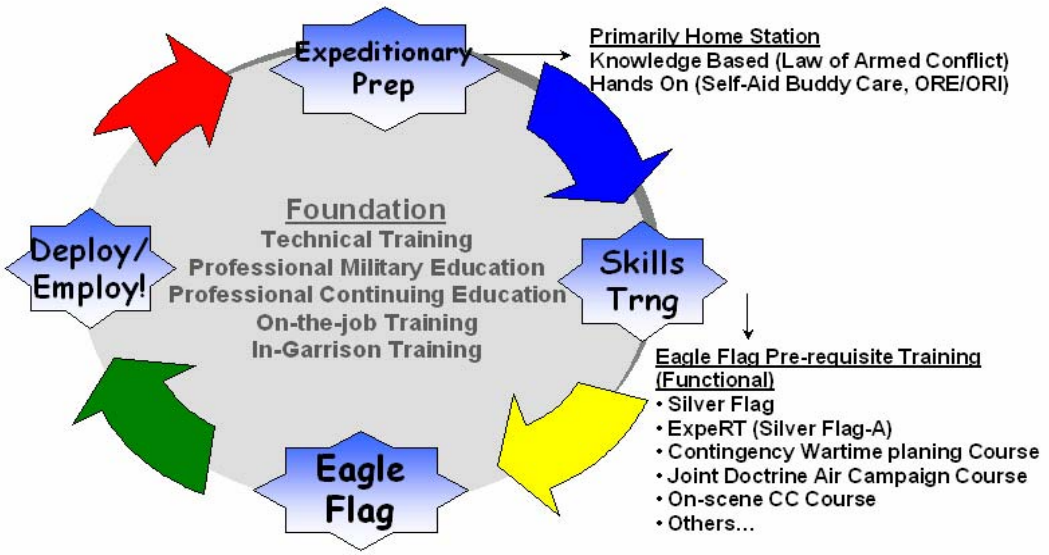


Figure 3.1. The ACS Training Cycle

An example of ECS preparation is EAGLE FLAG:

EAGLE FLAG

More than 350 expeditionary combat-support warriors from around the Air Force arrived at Fort Dix, New Jersey, on October 13, 2003, for the inaugural Eagle Flag, the Air Force's newest flag-level field-training exercise. The goal of the exercise is to stress the ability of the participants to open and establish an air base achieving operating capability for a forward operation, regardless of mission or aircraft type. The Air Mobility Warfare Center's 421st Training Squadron, located at Fort Dix, N.J., is the lead agency for conducting the exercise.

ECS personnel are assigned to role-play Eagle Flag, playing the parts of media, terrorists and local residents. First to arrive is an eight-person assessment team to determine what repairs or upgrades the site will require in order to make it operational as a U.S. Air Force forward-operating base. While the assessment team continues its work, the balance of the three AETF force modules will arrive.

Module 1, (Open the Airbase) consists of people from aerial port, contracting, fuels, medical, security forces, special tactics and supply, to name a few, along with the respective equipment required to open the air base.

Module 2,(Command and Control) consists of communications, logistics planners, personnel specialists and public affairs professionals. These airmen will provide support to the deployed commander during the "command and control" module phase of the operation.

Module 3, (Establish the Airbase), consists of people who will help expand the base's infrastructure—Chaplains, CE, safety, services, weather and others fall into this module.

At the end of the exercise, the base is ready to receive the first of the AETF Force Module forces to include FMC aircraft and mission generation forces consisting of maintenance and munitions personnel.

Lessons Learned

Incorporation of lessons learned from recent operational experience is critical to the continued success of the Air Force mission. Commanders at all levels should strive to capture both positive and negative lessons for future reference. Air Force and joint doctrine at the basic; operational, and tactical level is largely built on ensuring that we continue to develop "best practices" while avoiding those methods that are proven failures. Training programs should continually evolve, allowing the preparation phase for the next AEF cycle to gain from lessons learned during the last cycle.

The Air Force is currently constructing its formal lessons learned process. Task Force ENDURING LOOK was formed to capture lessons learned during Operation ENDURING FREEDOM, a mission that has recently been taken over the Air Staff as a permanent, standing organization to capture and disseminate all operational lessons learned. Other informal methods of capturing "best practices" and avoiding failure repetition also exist—all of these channels should feed into improved training to better prepare the force for the next operational task.

EQUIP

The overarching objective of equipping the Air Force is to provide commanders and forces the right equipment, at the right time, in the right place and for the right price, during peacetime and contingencies. Equipping the Air Force is considered on several levels—determining requirements, initial acquisition, and sustaining the force to support training, maintain readiness, and supporting operational missions.

- **Requirements Determination:** The Air Force determines combat support based on required capabilities to achieve desired effects. Combat support capabilities should support commanders for the full spectrum of operational employment.

- **Investment Strategy:** MAJCOMs develop investment requirements based on capability shortfalls and provide their inputs to the Program Objective Memorandum (POM) process to ensure operational deficiencies are identified and prioritized for investment.

- **Acquisition supports ACS by acquiring resources.** The acquisition process buys everything from an individual black box, to a flight line tow tractor, to the F-22 *Raptor*. By following ACS precepts, important benefits such as reduced footprint, can be designed into weapons and support systems from their inception. Important warfighting capabilities such as joint and coalition interoperability can also be achieved this way.

CONCLUSION

ACS forces should be ready within the AEF construct to respond to a full range of military operations, ranging from regional/global crises to humanitarian support, to general/major theater wars. This readiness ability relies upon the basic Title 10 Service responsibilities to organize, train, and equip. The ACS master process, readying the force, fulfills these responsibilities by ensuring that the resources necessary to maintain readiness are available and in the required state of preparedness.

Intentionally Blank

CHAPTER FOUR

PREPARING THE BATTLESPACE

INTRODUCTION

Preparing the battlespace is defined as assessing, developing, and posturing for the employment of forces in an operational area. Actions include but are not limited to:

- Knowing the battlespace environment, factors and conditions
- Performing and disseminating intelligence
- Garnering and clarifying strategic, operational, and tactical levels of support
- Identifying employment requirements through deliberate and crisis action planning
- Defining levels of theater assets (for deployment and prepositioned)
- Accomplishing host-nation and coalition support agreements
- Establishing and maintaining deployment capabilities of resources through intra-theater and inter-theater movement

ASSESSMENT PROCESSES

The battlespace includes the environment, factors, and conditions that must be understood to successfully apply combat power, protect the force, and complete the mission. ACS ensures all mission-critical resources are constantly maintained and readily available to meet the warfighter's global needs by rapidly and accurately assessing support capabilities and infrastructure. This is critical to Air Force agility because it allows planners to determine support requirements and to properly tailor force packages for immediate response to crises. Continuous assessment of theater and reachback capabilities and constraints underpins the master process of preparing the battlespace. There are a number of critical risk assessment considerations that must be included in the planning for support of theater operations.

"Preparing the battlespace" actions are an intelligence and communications intensive activity relying on various platforms and infrastructure. Disseminating the right information to the right warfighters is crucial to this master process. The true ACS role is defined through the expeditionary site planning (ESP) process. That is best called "prepare the base." In the joint community, this is called intelligence preparation of the battlespace, and is defined as a systematic method employed to reduce uncertainties concerning the enemy, environment, and terrain for all types of operations. Intelligence preparation of the battlespace builds an extensive data base for each potential area in which a unit may be required to operate. The data base is then analyzed in detail to determine the impact of the enemy, environment, and terrain on operations

and presented in graphic form. Intelligence preparation of the battlespace is a continuing process.

Logistics Sustainability Analysis

The logistics sustainability analysis (LSA) is a product of sustainment planning. It provides an assessment and action plan to improve key combat support capabilities required to execute a combatant commander's planned operation. It is required for OPLANS, CONPLANS with time phased force and deployment data (TPFDDs), and any planned operation the combatant commander deems necessary. The assessment spans the plan duration and addresses the four pillars of logistics sustainability (materiel, infrastructure, logistics support forces, and lift) identified in the Logistics Supplement of the Joint Strategic Capability Plan (CJCSI 3110.03). These four pillars are mutually dependent and require an integrated evaluation to fully comprehend sustainability.

The LSA process anticipates ACS challenges and stimulates action to resolve them before they become showstoppers. Critical forces and capabilities are identified and evaluated against risks to the plan. The findings highlight logistics deficiencies and their associated risk and are included in the combatant commander's readiness assessment reports and considered as candidate issues for further analysis in war games and other capability assessments.

Contingency Response Group

Air and space expeditionary force contingency response groups (CRGs) are organized, trained, and equipped to provide an initial "Open the Base" capability to combatant commanders. The theater CRG provides a rapid response team to assess operating location suitability and defines combat support capabilities needed to establish air and space expeditionary force operating locations.

The Expeditionary Site Survey Process

The expeditionary site survey process (ESSP) is a standardized process that represents the capability to effectively identify potential operational locations, collect site data, store site data, and access site data in support of the warfighter decision-making process. ESSP provides decision makers with reliable and substantive site survey information. Air Force planners access site survey data for expeditionary locations via standardized data storage and processing systems to visualize site survey data through a common installation picture. Ultimately, the ESSP is an integrated way to address initial operational questions critical to planning air and space operations.

The Importance of an Effective Expeditionary Site Survey Planning Process

The ESSP process is critical to creating a prepared battle space and a prepared force. However, during Operation ENDURING FREEDOM, there were several instances where the process was not effectively implemented. There was inadequate preparation and coordination at several bases resulting in high unit health risks when 100 personnel were beddown with only two latrines. This occurred because course of action and basing decisions were made before site surveys were conducted and after forces were committed. Additionally, surveys were redundant for some locations, missing or inaccurate, and not readily available or easily shared.

PLANNING

Planning is an important part of every mission and task at every echelon of command. The cycle of monitor, assess, plan, and execute assures dynamic, responsive capabilities are postured for action and decisive in operations.

The Air Force operational planning process begins when the joint force commander (JFC) assigns a task to the COMAFFOR and ends when the plan is implemented or rescinded. Preplanning is required at each echelon of command and across the spectrum of anticipated combat support master processes. Anticipating requirements, coordinating with all the relevant participants, improving responsiveness posture, and rehearsing the execution plan are all important elements of planning. Combat support planners should be involved in planning, from readying the force through recovering the force, to ensure the feasibility of planned operations.

The operational environment ranges from broad, theater-wide activities to focused base support assessment and planning. Many factors must be understood to successfully apply combat power, protect the force, and complete the mission. These include but are not limited to the air and space, land, and maritime domains; relevant enemy and friendly forces; environment and facilities; electromagnetic spectrum; and information environment within operational areas and related areas of interest. Planners should gather, assess, analyze, and disseminate information on the environment's support capabilities and constraints and present it in an appropriate annex or appendix of an OPLAN.

In planning combat support, the minimum possible footprint consistent with effective operations is desired. Limiting the footprint reduces lift requirements, force protection, and combat support and sustainment requirements. Wherever possible, establishing processes and infrastructure with maximum reachback capability improves agility and efficiency.

Deliberate Planning

Deliberate planning prepares for possible contingencies based upon the best available information (i.e., assumptions are listed) and using forces and resources apportioned by the Joint Strategic Capabilities Plan. Deliberate planning attempts to address all the major likely support scenarios for military operations in advance of impending operations. A quick transition can be made to Crisis Action Planning (CAP) when deliberate planning is approached as a continuous

process, with periodic updates. Whether the specific preplanned OPLAN, some variation of that plan, or some entirely unanticipated operation is required, CAP is required in preparation for deploying and employing forces.

Crisis Action Planning (CAP)

Crisis action planning leads into positioning the force and is usually accomplished in a time-constrained environment addressing situations and emergencies using assigned, attached, and allocated forces and resources. Crisis action planners follow prescribed CAP procedures that parallel deliberate planning, but are more flexible and responsive to changing events. Combat support should be an integral part of all planning. When developing potential courses of action (COA), close coordination between combat support and operations planners is essential to assure feasibility of potential COAs. As a subset of this activity, logisticians should consider alternative logistics COA to support and sustain operations. Because significant assets are committed in various steady-state contingencies, any new CAP considerations should include the impact of already committed assets in other theaters and the potential necessity for using some of those to support higher priority commitments.

Expeditionary Site Planning

Expeditionary site planning (ESP) is the foundation for Air Force expeditionary operations. The Air Force Instruction that covers base support and expeditionary site planning provides focus, guidance, integration, and prioritizes actions for site survey teams. The expeditionary site planning process produces an In-Garrison Expeditionary Site Plan (IGESP) and an expeditionary site plan (ESP). IGESPs are primarily developed for locations with a permanent Air Force presence, and are fully developed by the collaborative planning efforts of many functional experts with a deliberate planning timeline. ESPs are chiefly associated with locations without a permanent Air Force presence and may only contain the minimum data necessary to make beddown decisions. Air Force units and personnel should plan and execute site surveys using the Expeditionary Site Survey Process (ESSP), a subset of the overall expeditionary site planning process.[1] ESSP is used to plan deployment, reception and beddown, employment, and sustainment of air and space expeditionary forces. It also provides the necessary detailed information required by planners at all levels in the process.

Air Force planners base their beddown capability analysis on the following hierarchy of operating locations in the theater to which they are deploying. Bases are labeled by function and intensity of operations. Base functional types include:

- **Main Operating Bases (MOB).** MOBs are characterized by highly developed infrastructure and support activities. These bases cover the varying extremes in operating environments with a high degree of sophisticated infrastructure.

[1] The process is outlined in the ESSP CONOPs, dated 25 June 03.

- **Collocated Operating Bases (COB).** COBs are usually owned and operated by an ally. These bases vary in accessibility, readiness, infrastructure, and support activity and are suitable for total force requirements/support.

- **Joint Operating Bases (JOB).** JOBs are usually "forward fighting position" bases where joint-use of space, resources, joint defense, etc. will be issues.

- **Forward Operating Bases (FOB).** FOBs range from austere bases with little or no infrastructure to bases that are well developed. Usually, FOBs are minimally maintained with limited support capabilities. These bases include en route support bases, forward operating locations (FOLs), bare bases, and forward arming and refueling points. The most challenging situation is a bare base, defined as a site with a usable runway, taxiway, parking areas, and a source of water that can be made potable.

Support Agreements

Agreements with allies, basing access, overflight rights, staging bases, en route infrastructure, and air bridge planning are examples of tasks and requirements that are preplanned and coordinated during deliberate planning. CAP leverages these aspects of deliberate plans where feasible. Preparations include reviewing the laws and agreements that enable and constrain matrixed support. These may include interservice support agreements; agreements between US military departments; acquisition/cross-servicing agreements between the US services and other countries, and foreign military sales agreements. Agreements should specify for all parties what the Air Force will receive or provide to whom, in what quantities, and for how long as well as the payment or reimbursement options.

Joint operating base agreements need to be specified. Specifically, the senior Airman at a base needs some level of authority over airfield operations, even if another Service has the senior officer present.

Contract Augmentation Programs

Air Force practice is to integrate commercial contract support into the Total Force wherever appropriate while preserving core-uniformed competencies. There are three standing contract capabilities immediately available to support Air Force contingency operations in the theater.

- The Air Force contract augmentation program (AFCAP) is a cost-plus contract established as a force multiplier option to augment civil engineer and services capabilities during worldwide contingency planning and deployment operations. AFCAP can provide construction support at overseas locations and can support recovery operations after a natural disaster, accidents, or terrorist attacks. Major capabilities include the full scope of civil engineer capabilities and logistics, with the exception of EOD and flight line crash fire rescue. Services capabilities supported by AFCAP can include food service, troop support, lodging, laundry, fitness and recreation.

- The Navy's construction capabilities contract (CONCAP) is a cost reimbursable contract administered by the Navy's Atlantic Division. The contractor is usually a large construction firm, joint venture firm, etc., with international capability. The contract offers responsive engineering and construction capabilities for a wide range of construction missions.

- US Army Materiel Command (USAMC) support contract provides engineering, construction, and general logistic services. USAMC is supported by US Army Corps of Engineers (USACE) for engineering and construction contract management and by the Defense Contract Management Agency for logistic services contract administration.

Planning Documentation

Reviewing a preplanned TPFDD is an important preparation task as the TPFDD is a principal source of joint planning and execution information central to every aspect of deployment and reception. It provides a prioritized list of what UTCs deploy in support of a particular operation plan. It catalogs the UTCs to deploy and outlines the notional sourcing for them. It also identifies where they are going, how they get there, cargo weights, number of personnel, and the non-organic personnel movement required. (For additional information see Volume II, AEFPP, Capabilities Allocation Annex and the Air Force Wartime UTC Summary [AFWUS] statements.)

POSTURING FOR EMPLOYMENT

Posturing for employment bridges the gap between assessment and planning, and the execution portion of any plan. Posturing involves a continuous, global effort ranging from maintaining worldwide readiness of personnel, equipment and units through training, exercising, and continuous assessment to worldwide prepositioning equipment strategies.

Intratheater Movement

Intratheater movement is critical to supporting and sustaining Air Force operations, must be planned and coordinated in advance of deployment, and be ready to implement as soon as practical. A key component to intratheater movement is airlift. Frequency or regular channel support is done through scheduled theater airlift routes system (STARS), which are a series of hub and spoke routes developed and set up to move people, mail, parts and other types of resupply items. The theater J4 is responsible for defining the requirements through the deployment distribution operations center (DDOC)/joint movement center (JMC). The COMAFFOR/JFACC through the AOC and the AMD is responsible for designing the routes to satisfy requirements for all services.

CONCLUSION

Posturing is the last step of preparing the battlespace. The next logical step is positioning the force.

CHAPTER FIVE

POSITIONING THE FORCE

INTRODUCTION

Positioning the force is defined as the deployment, reception, and beddown of tailored and prioritized forces. Actions include but are not limited to:

- Receiving and accounting for forces
- Accounting for US host nation and coalition pre-positioned assets and support
- Deploying en route support force and employment elements
- Establishing initial operational cadre in the AOR
- Reviewing and conducting baseline surveys and situational awareness to protect forces
- Preparing for operations
- Beginning reachback operations

Lines of Communication

Air, ground, and sea lines of communications (LOC) are transportation bridges to deploy, sustain and redeploy forces to and from CONUS and within a theater. Establishing efficient and protected inter- and intra-theater LOCs is vital to the success of combat support. The Air Force establishes LOCs and nodes among selected aerial ports of embarkation (APOEs), en route locations, forward support locations (FSLs), and aerial ports of debarkation (APODs). Combat support forces are integral to establishing and operating the air LOCs and the supporting nodes.

Bases used for APODs, en route, or final destination are frequently non-US and require extensive support provided by the host nation. This reduces the need to lift Air Force support to the new location. It is critical to consider the following when developing LOCs:

- Overflight, landing, port, and ground transportation rights provided by the host and en route nations
- Existing host-nation agreements
- Feasibility of establishing host nation agreements
- Availability of support
- Pre-sited munitions handling areas, especially at ports of debarkation for afloat prepositioning force and standard munitions packages hot cargo areas
- Ability to protect the LOC and transit corridors

- Distances to/between APODs

Modular-Scaleable UTCs

Prioritizing and right-sizing combat support forces and their equipment in UTCs are critical to ensuring adequate capability with minimum forward footprint. UTCs today are developed to provide a wide variety of capabilities. The goal is to develop these capabilities in order to deploy right-sized, stackable UTCs in order to minimize tailoring. A right-sized UTC represents a logical module of capability that can be used across the range of military operations, from steady state to crisis, small-scale contingencies to major combat operations. Right-sized UTCs provide a generic building block capability, greater flexibility to planners, and enable optimal support to the warfighter. At execution, tailoring should be accomplished, based on mission and deployment location. UTCs are not self-sustainable and are made up of personnel, personnel and equipment/tools or just equipment/tools.

For a UTC to be considered right-sized, it must meet the following criteria:

- It must be modular/scalable. A modular/scalable UTC is a UTC that can be used across the full range of operations including peacekeeping/humanitarian relief operations, steady-state rotations, smaller-scale contingencies, or major combat operations. If necessary, augmentation UTCs may be added to a core UTC to provide greater capability at a given location. A key element in modular-scalable UTCs is the UTC resources are mutually exclusive.

- It must be global. A UTC is global if it can be deployed to any AOR and originates from any MAJCOM.

- UTCs should be developed so the entire UTC can be tasked to a single organization. This will eliminate the need to task the UTC across multiple units. The UTC should not exceed unit manpower document (UMD) manpower authorizations or allowance standards for equipment. Air Force UTCs are not Modified Table of Organization & Equipment (MTOE). A MTOE is an authorization document that prescribes the modification of a basic TOE necessary to adapt it to the needs of a specific unit or type of unit. The Air Force UTCs are a Table of Distribution and Allowances (TDA). A TDA is an authorization document developed for non-doctrinal units that prescribes the organizational structure and the personnel and equipment requirements and authorizations of a military unit to perform a specific mission for which there is no appropriate TOE.

- The UTC should be developed to fulfill a specific capability. Once a desired capability is defined, a mission capability statement (MISCAP) must be developed to fully explain the desired capability. UTCs must be capable of stand-alone operations within their functional area, unless specifically designed otherwise (such as augmentation/follow-on elements). The UTC must be able to perform its mission across the spectrum from a bare base through an established main operating base. Prepositioned WRM further enhances and/or extends the capability of a UTC.

DEPLOYING

Deploying personnel and equipment fulfills the requirements levied by the commander to meet operational priorities. Deployment should expedite personnel, aircraft, and equipment movement to meet operational priorities.

Flow Prioritization

Prioritization should be based on the combatant commander desired capabilities and timing for force closure, as reflected in the TPFDD. Phasing provides an orderly schedule to move forces and assists commanders in refining requirements in terms of the having the right capabilities in place, in the right order, to maximize the efficiencies of beddown and minimize force protection risks. Proper phasing of deploying forces is essential to ensure the coordinated buildup of support, C2, sustainment, and combat power throughout the theater and at each operating location.

En Route Infrastructure

Political or physical restrictions on personnel, aircraft, and equipment in a forward environment may restrict the ability to deploy. These restrictions mandate an en route infrastructure capable of staging, storing, caring for, and managing assets and their flow between the time they leave the origination point to the time they arrive at the final destination. An efficient en route infrastructure that can be quickly activated and tailored should assist in overcoming these restrictions. Adequate infrastructure and personnel enable operations to begin quickly after arrival (see AFDD 2-6, *Air Mobility*).

In-Transit Visibility

Accurate, timely, and complete in-transit visibility (ITV) information on cargo, passengers, medical patients, and personal property provides commanders the ability to track the location and progress of movement of critical resources essential to the readiness of forces in the theater. Modern C2 systems utilize ITV to reduce the element of uncertainty inherent in deployed operations. C2 systems should be integrated in a network accessible to theater commanders to provide status of assets at en route locations, reception points, staging points, and final destinations.

Equipment accountability is critical to mission success, warfighter support, efficient retrograde, and maintenance of our warfighting capability. Commanders are directly responsible for equipment accountability and they must ensure proper stewardship of Air Force assets. Accountability begins with the home station and continues throughout the deployment, employment, and re-deployment phases.

Contingency Comptroller

The deployed financial manager provides customer service and financial advice to the deployed commander and personnel. The senior commander in charge of the deployment declares periods of field duty and determines methods and sources for feeding and billeting during periods of field duty. Prior to the deployment, the supporting MAJCOM and base-level disbursing/paying agent should find out as much information as possible about the deployed

location. The deployed financial manager is responsible for knowing what can and cannot be purchased locally, and also the best way to obtain goods and services.

RECEIVING AND BEDDING DOWN

Receiving forces involves offloading at staging locations, accounting for all assets, and moving to operating locations. Bedding down forces occurs at a variety of locations ranging from main operations bases (MOBs) to austere bare bases. Forces should immediately be able to support operations upon arriving at their final destination.

Reception, Staging, Onward Movement, and Integration (RSO&I)

In addition to receiving and bedding down permanent forces, we must also be capable of providing RSO&I. RSO&I consists of the processes required to transform arriving personnel and materiel into forces capable of meeting operational requirements throughout a theater. Air Force units operating at an APOD should be prepared to facilitate Joint RSO&I activities for other Service components. Separate staging areas need to be established for units that will beddown at the APOD and other forces that will be marshaled for onward movement. Sustainment and force protection for transiting forces is required until onward movement occurs.

Personnel Accountability

Accountability of personnel is the personnel support for contingency operations (PERSCO)'s primary mission and perhaps the most important item to establish after arrival. Commanders must have accurate, complete information on personnel transiting or deployed to contingency locations. Force accountability allows commanders to determine when they have force closure; when they have the forces needed to accomplish their mission. Proper force accounting allows commanders to plan for additional combat support needs such as beddown space and feeding capability. Should an emergency occur at home station or the deployed location, commanders must also be able to locate their people quickly. Coordination with the contingency contracting office, should also account for all contractor personnel assigned to support operations at the deployed location.

Force Protection

Force protection (FP) is executed by every functional area and indeed, every Airman, civilian, and family member. Enhanced protection against conventional and asymmetric threats of chemical, biological, radiological, nuclear, and high yield explosive elements (CBRNE) are absolutely critical. This requires combat support solutions that will protect deployed and non-deployed forces, resources and facilities from conventional and non-conventional threats. Force protection capabilities include remote threat detection and identification; neutralization of penetration and stand-off threats, counterintelligence, explosive detection; blast and fragmentation protection, risk management tools; improved situational awareness; command and control; CBRNE defense; camouflage, concealment and deception, combat casualty care; and increase health and physical fitness. Denial of information, access, and influence to a hostile force is key to FP efforts. (For more information, see AFDD 2-4.1, *Force Protection.*)

CHAPTER SIX

EMPLOYING THE FORCE

INTRODUCTION

Employing the force is defined as the conduct and support of air and space operations. Actions include but are not limited to:

- Generating forces to combat or operational levels
- Providing timely information and intelligence dissemination
- Launching, recovering, or regenerating operational elements
- Planning for force replacement to continue operations
- Preserving installation security

EMPLOYING COMBAT SUPPORT CAPABILITIES

Employing the force is the execution of the commander's assigned missions through the use of air and space forces. The optimum situation is for all combat support functions to be in place prior to initial mission aircraft arrival. However, operations may commence while combat support is being received and integrated. Manpower and Personnel must accurately account for and report arrival of forces so commanders can determine when they have force closure and are able to commence operations. Those support forces, as determined by planners to be of the proper type, mixture, and quantity, will be employed to accomplish the assigned mission at the deployed location. Augmenting capabilities are prioritized and movement dates are established to provide the appropriate support to assure mission success. Only required support assets should move forward. Duplicative and unneeded support merely creates a need for additional support, drains scarce resources, increases the footprint, and wastes airlift. Specific examples include: rapid runway repair, mortuary affairs, military working dogs, and battle-damage assessment through intelligence reports and computer software. To support the agility concept, it is imperative that only combat support forces and equipment essential to the mission are employed in these efforts, and supplemented as necessary by host-nation contracted support. Maintaining accountability of people and equipment is vital to continuing and completing the mission.

Right-Sized Essential Support

In theater, the combat support elements that perform combat support center/logistics readiness center (CSC/LRC) actions now perform those functions necessary to generate the air tasking order (ATO). They provide capability information required for use in shaping the ATO, and respond to JTF commander and JFACC guidance by sourcing and distributing required combat support resources to best meet mission tasking. Resource requirements that cannot be

supported with in-theater assets are satisfied through reachback. CSC/LRC cells maintain visibility of in-theater assets and requirements, and make distribution/re-distribution decisions for new assets allocated to the region and to optimize the effectiveness of those resources already under AOR control (Figure 6.1).

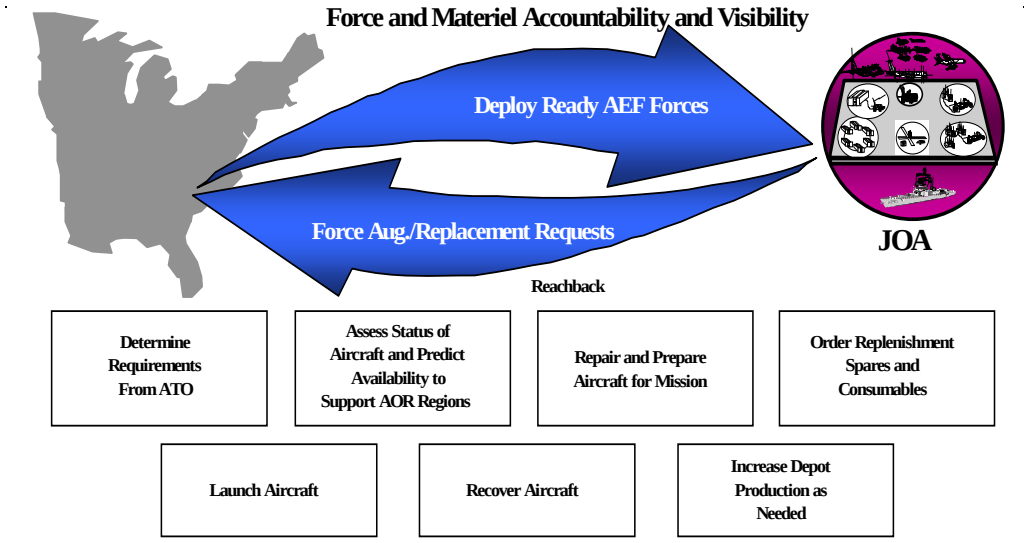


Figure 6.1. Force and Materiel Accountability and Visibility

REACHBACK SUPPORT

Information required for seamless integration of home station capabilities and sustaining base capabilities with ECS requirements falls into two categories: (1) anticipated service and/or weapons system-specific products, applications, and services; and (2) unanticipated spillover tasking from the theater AOC.

Deployed forces in the battlespace reachback for (1) force augmentation, replacement and rotation and (2) personnel program support operations. CSC2 processes and capabilities enable flexible, adaptive logistics support for the COMAFFOR to meet COCOM objectives across AORs. Scarcity of resources and competing needs are elevated through CSC2 channels for resolution IAW Joint Publication 0-2, *Unified Action Armed Forces* (UNAAF).

CONCLUSION

The main focus of the Employing the force process is launch, recover, and regeneration to regain the capability to do it all over again. As the airbase achieves full operational capability the focus is on what needs to happen to ensure the ability to support and sustain operations for the duration required by the combatant commander.

CHAPTER SEVEN

SUSTAINING THE FORCE

INTRODUCTION

Sustaining the force is defined as the ability to maintain and prolong combat support to all users in the theater for the duration of the operation. Actions include but are not limited to:

- Transitioning the initial force to a mature, steady-state operation
- Optimizing intelligence, communication, and resource flow
- Improving quality of life for deployed personnel
- Maintaining operational security

SUSTAINMENT

For this master process to be effective, the Air Force must acquire and maintain equipment that is easily transportable and readily deployable. The capability to sustain the force is the cornerstone on which all other combat support capabilities rely on. To keep the force agile and capable of meeting the sustained mission objectives, support forces must provide an effective base infrastructure, provide personnel adequate quality of life, and execute time-definite delivery and reachback capability. There are four goals that must be achieved for the successful sustainment of forces:

- Networked, adaptive, responsive ACS command and control
- Ensured time-definite battlespace delivery and distribution
- A lean and responsive depot structure that operates using performance-based business processes and metrics to provide improved financial performance and institutionalized agile logistics
- Weapon and support systems that meet mission requirements with high reliability, low life-cycle costs, and a small mobility footprint

Elements of the sustainment phase simultaneously begin the day after the deployment operation commences (C+1) along with the deployment phase. As units are received in the theater and initiate sortie generation, they consume critical assets that require responsive replenishment actions. As a result, immediate resupply and retrograde operations are necessary to sustain forces and maintain a ready flow of reparables to sources of repair.

Combat Support Command and Control

The Air Force employs a sustainment concept that depends on reachback, real-time visibility and control of all resources to reduce the forward footprint and enable more airlift to be

dedicated to moving combat power. Because of the reduction in forward deployed inventories, resupply must begin almost immediately.

Reachback for sustainment of equipment, information, materiel, and personnel resources requires robust, long-haul communication links to identify, coordinate, and monitor combat support requirements ensuring deployed forces are sustained from the onset of operations. In this context, CSC2 ensures information is both a conduit and product to be used by combat support forces. In that light, information technology is used to identify the source, location, availability, quantity, or cost for sustainment assets.

DISTRIBUTION AND DELIVERY

Intratheater distribution occurs in that part of the distribution pipeline extending from ports of debarkation to final destinations. The theater distribution system (TDS) consists of those capabilities and resources necessary to move personnel and materiel (to include retrograde movement) throughout the joint operations area (JOA), regardless of the phase of the operation. An emerging concept, the deployment distribution operations center (DDOC), is an expanded, robust JMC which links strategic deployment and distribution processes to operational and tactical functions. The COMAFFOR, through the A-4, and JFACC, through the DIRMOBFOR, are responsible for planning and establishing the theater airlift system. The theater airlift system usually consists of a mixture of regularly scheduled theater airlift routes for routing movement and special assignment airlift missions to move high priority cargo and links inter- and intra-theater airlift in a hub and spoke type system. The A-4 should ensure the theater airlift system is integrated with other modes of transportation to for a coordinated TDS with resources and procedures in place to maintain ITV throughout the theater airlift system. The COMAFFOR's A-4 staff also coordinates the supply process. The materiel management, and specifically the supply system, operates in the same manner during peacetime, contingency, and wartime operations. It should be structured to provide uninterrupted support of both in-place and deployed forces. Since Air Force sustainment needs begin at day one, planners will build a logical flow at the outset of operations. Key aspects of the sustainment that planners should consider early on include: theater distribution alternatives and forward support locations; optimal and alternative transportation modes for various classes of supply; RSO&I, and TAV.

Air Mobility Division

The Air Mobility Division (AMD), one of the five standard AOC divisions, manages day-to-day intratheater air mobility operations. The AMD is normally broken into various teams which plan, coordinate, and execute on behalf of the JFACC. See AFDD 2-6, *Air Mobility Operations*, for further information.

Depot Support

The depot is responsible for retrograde management of assets coded for depot level maintenance. The depots will establish accountability measures to ensure assets coded for repair are located, prioritized, tracked and moved to the repair activities as soon as possible. Timely retrograde movement of reparables is crucial to the repair process and overall customer wait time. The A-4 should establish high priority retrograde lift requirements in the TPFDD for inter- and intra-theater movement to repair activities.

Contracting for repair services and procurement of new spares are convoluted processes, requiring an accurate projection of requirements to provide the necessary lead-time. Depots must begin surge operations to support spare parts repair almost immediately. Contractors and manufacturers, key partners in the sustainment equation, must prove themselves capable of meeting stringent delivery schedules while at the same time producing quality products. Host nation support should also be used when applicable to provide needed assets and services to deployed forces.

Wartime Development and Employment

An overlooked facet of sustainment is the ability to accelerate the research, development, and fielding of a new or modified weapon system to meet special or unforeseen needs. For example, the GBU-28 “Bunker Buster” bomb was developed in 18 days during Operation DESERT STORM; and the E-8 Joint Surveillance, Target Attack Radar System, (J-STARS) was deployed while under development testing in the US. Development programs should consider the potential to accelerate the fielding of immature systems, should the need arise.

AIRCRAFT MAINTENANCE

Aircraft maintenance is a vital link in the "kill chain" for the Air Force's combat mission and it is crucial to understand the role it plays in combat.

Regardless of which concept a weapon system operates under, the required maintenance defined by technical orders is necessary for operation. In this way, the operation and maintenance of a weapon system are intrinsically intertwined. Aircraft cannot be flown without the expectation that maintenance be properly performed.

Aircraft and equipment readiness is the maintenance mission. However, it is essential to remember that "readiness" carries both short and long-term connotations. While we have to be ready to execute a daily schedule, ultimately the maintainer's primary job is to maintain combat readiness for the long run. It is the responsibility of maintenance leaders to provide effective oversight of all maintenance production processes to ensure aircraft and equipment readiness.

A flying unit must balance its annual flying hour program between the competing requirements of the operations and maintenance functions. Aircrew and maintenance personnel require upgrade and continuation training, and aircraft fleet health must be preserved for long-term viability.

Weapon System Support

Mobility readiness spares packages (MRSP), consumables support packages, and deployable bench stock form the core of supply weapon system support. Once in place at the deployed location, the authorizations for these packages will be filled by sources of supply to sustain the deployed force throughout the course of the operation.

Petroleum, oils, and lubricants (POL) support is crucial for all air operations. Quickly establishing necessary storage and dispensing capability, resupply, and appropriate backup stock ensures flexibility and uninterrupted support for operations.

Establishing safe and effective munitions support for air and ground operations depends on quick establishment of necessary storage, production, resupply, and delivery capabilities. This requires extensive preplanning to consider quantity-distance clear zones that may limit explosive storage and aircraft parking capabilities and impact uninterrupted munitions support.

CIRFs provide flexibility to the warfighter by providing regional, intermediate repair capabilities for those items that cannot be repaired at forward locations. CIRFs provide an intermediate maintenance repair, not depot level repair, capability for selected commodities such as engines, propellers, electronic countermeasure pods, low-altitude navigation and targeting infrared for night (LANTIRN) targeting pods, avionics, wheels/tires, brakes, and aircraft fuel cell repairs. CIRFs use existing or "scratch built" facilities and leverage information to provide repair to maximize critical resources and increase distribution efficiency. The consolidated capability results in a reduced theater footprint, and reduced lift and force protection requirements.

Agile combat repair (ACR) provides weapon system and component availability commensurate with operational needs. Key to this is planning the repair and sustainment capability for weapon systems deployed to FOLs. ACR looks at the repair process as a system that encompasses maintenance, materiel management, distribution, acquisition, and inventory management, providing sustainment for forward deployed weapon systems.

MUNITIONS

The munitions function plans, forecasts, requisitions, receives, inspects, warehouses, assembles, tests, troubleshoots, loads for transport, transports, recovers, inventories, accounts for, reports, certifies, and disposes of conventional air and ground munitions. Effective munitions support depends on clear and timely communication of requirements. Munitions operations require a large infrastructure footprint (clear zones). Quantity-distance explosive separation requirements necessitate a large area to minimize destruction and loss of mission capability in the event of an accident or sabotage.

CONCLUSION

Since the critical processes have been established at this point, sustainment can theoretically be maintained for as long as needed by the combatant commander. Once the decision is made that the objectives have been met and combat forces are no longer required at the deployed location, the recovery process begins.

CHAPTER EIGHT

RECOVERING THE FORCE

INTRODUCTION

Recovering the force is defined as readying the forces to deploy, redeploy or reintegrate to home station. Actions include but are not limited to:

- ✪ Assigning personnel to support redeployment efforts
- ✪ Continuing medical surveillance
- ✪ Deploying en route support forces
- ✪ Launching redeployment forces
- ✪ Maintaining intelligence and communication flow
- ✪ Controlling the flow of resources
- ✪ Considering environmental impact
- ✪ Reconstituting resources

REDEPLOYMENT

Recovering the force includes readying forces to redeploy or reintegrate into their home station. Both actions can occur simultaneously. Planning for redeployment and reconstitution starts during the preparing the battlespace process. Planners track resources throughout the recovery process to enable rapid reconstitution and continued readiness during recovery. Recovering the force involves more than aircraft and units, and may also include acquiring new types or updated equipment to set the force for future operations. Bases may have to be closed, repaired, or returned to host nations. Environmental guidance must be complied with. Essential base services must continue until all personnel have departed. Force protection and accountability continues throughout the redeployment process. Deferred maintenance, refurbishment, and reconstitution to make the unit ready should take priority.

Considerations

Commanders may have to make tradeoffs in capability and accept some risk as the war termination process occurs and personnel and equipment begin the drawdown process. Risk management is accomplished through analysis to determine what functions can be performed at a reduced level without adverse impact to on-going and/or recovery operations. Successful recovery operations result from the same kind of disciplined execution required during the other

operational phases of the mission. The use of analytical models and decision support tools can provide helpful information for redeployment. Activities accomplished during the readying the force and preparing the battlespace phases include initial RSO&I data collection providing a good foundation to prepare personnel and equipment for return or forward movement. Security and support for LOCs are essential to combat support operations enabling effective management of the distribution systems.

When directed to redeploy, commanders should evaluate the support requirements needed to successfully accomplish redeployment actions. Evaluation results are used to develop the redeployment TPFDD. It requires the same dedicated planning to assure the proper and safe sequencing of assets for departure, movement, and recovery.

Redeployment Focal Point

Redeployment movement support can originate from a variety of sources, including host nation, contract, fixed port, aerial port, and unit (self) moves. Logistics readiness officers and personnel are primary points of contact working in conjunction with PERSCO. It is the redeploying unit's responsibility to prepare unit cargo and vehicles for redeployment, and ensure all items are movement ready. This includes customs and agricultural clearances from departing and arriving countries. For movements via other modes, applicable USTRANSCOM representatives will normally coordinate with an Air Force representative to ensure proper shipping configuration. The TDS is assumed to remain viable throughout redeployment operations.

CLOSING LOCATIONS

The commander may direct closure of a deployed location when that location is no longer required to support operations. It is essential that actions to collect environmental and resource information are taken and that site condition be compared to the information from the original ESSP. Units must perform required cleaning/decontamination and arrange for hazardous waste disposal and hazardous spill remediation of the site to return it to the condition it was in prior to its use as a deployed base. Additionally, redeployment of assets/equipment as well as the closing out of all accountable records, to prevent inadvertent movement of assets to the inactivated contingency location, must be done. Units must pack their equipment and mark items for refurbishment or disposal (ensuring reparables are returned to depot). When another DOD organization remains, actions beyond the movement of the deployed assets will be accomplished as directed. As forces depart a FOL, commanders should review support infrastructure (including contracted support) and reduce requirements to maintain the smallest footprint possible to meet required movement timing. One of the major objectives of redeployment is to ensure a coordinated withdrawal while maintaining unit integrity.

RECONSTITUTION

Reconstitution is the restoration of combat capability following operations. Reconstituting capability to meet future threats presents a tremendous challenge; one that must be met within the constraints of budgetary realities, with an eye toward our transformational

force, and the demands of ongoing deployed operations. Reconstitution of the force includes both equipment and personnel. This includes post deployment health assessment. Health concerns should be reported immediately to a medical provider. Fitness, recreation, and family-oriented programs play an essential role in recovering the force. Returning personnel should be provided time to reintegrate into their families, communities, and work places. Allowing adequate time to reestablish these ties is essential to the long-term viability of the force. An aggressive review of reconstitution requirements and asset serviceability should be completed when establishing movement priorities. Reconstitution for traditional Guard and Reserve forces is unique since many of them will be integrating back into a civilian job, which places additional burdens upon these personnel. Reconstitution is a very important phase for both traditional Guard and Reserve military members and military civilian employers. "Taking care of the Total Force" keeps morale of our personnel high and ensures we quickly achieve a high state of readiness.

The objective of combat support in reconstitution is to maintain control over resources and maximize asset recovery consistent with time and transportation limitations for movement to designated locations. If performed at the employment location or another deployed site, reconstitution is managed under the guidance of the COMAFFOR. Reconstitution at home station is normally under the guidance of the parent MAJCOM. In either case, the objective is to prepare the reconstituted force for future operations in minimum time.

LESSONS LEARNED AND APPLIED

An important task in any operation is to document and analyze new and innovative ideas and best practices as well as mistakes and problems. Capture of lessons learned should be documented throughout all ACS master processes. In many cases, documenting and disseminating lessons learned and applied them early in the operation can improve efficiency and effectiveness for the remainder of the operation. Care will be taken to ensure documented lessons learned are clear, concise, and measurable. Experience gained through well-documented lessons learned will benefit future leaders and Airmen alike.

CONCLUSION

Recovering the force utilizes many resources throughout the Air Force in the AOR and CONUS. Accounting for perishable items, bringing equipment back, and re-integrating personnel back into home life closes the loop of the master processes—and "readying the force" begins.

Intentionally Blank

SUGGESTED READINGS

Air Force Doctrine Documents

(Note: All Air Force doctrine documents are available on the Air Force Doctrine Center web page at https://www.doctrine.af.mil)
AFDD 1, *Air Force Basic Doctrine*
AFDD 1-1, *Leadership and Force Development*
AFDD 2, *Organization and Employment of Aerospace Power*
AFDD 2-3, *Military Operations Other Than War*
AFDD 2-4.1, *Force Protection*
AFDD 2-4.2, *Health Services*
AFDD 2-4.4, *Bases, Infrastructure, and Facilities*
AFDD 2-4.5, *Legal Support*
AFDD 2-5, *Information Operations*
AFDD 2-6, *Air Mobility*
AFDD 2-8, *Command and Control*

Air Force Policy Documents

AFPD 10-29, *Air and Space Expeditionary Force Presence Policy*

Joint Publications

JP 0-2, *Unified Action Armed Forces (UNAAF)*
JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*
JP 4-0, *Doctrine for Logistic Support of Joint Operations*
JP 6-0, *Doctrine for Command, Control, Communications, and Computer (C4) Systems*

Other Publications

Agile Combat Support CONOPS, 15 July 2005
Air Force Manual (AFM) 10-100, *Airman's Manual*
Army Field Manual 3-100.21, *Contractors on the Battlefield*
Volume II, AEFPP, Capabilities Allocation Annex and the Air Force Wartime UTC Summary (AFWUS) statements

Books

Moving Mountains: Lessons in Leadership and Logistics from the Gulf War, Lt Gen William G. Pagonis (US Army, Retired)

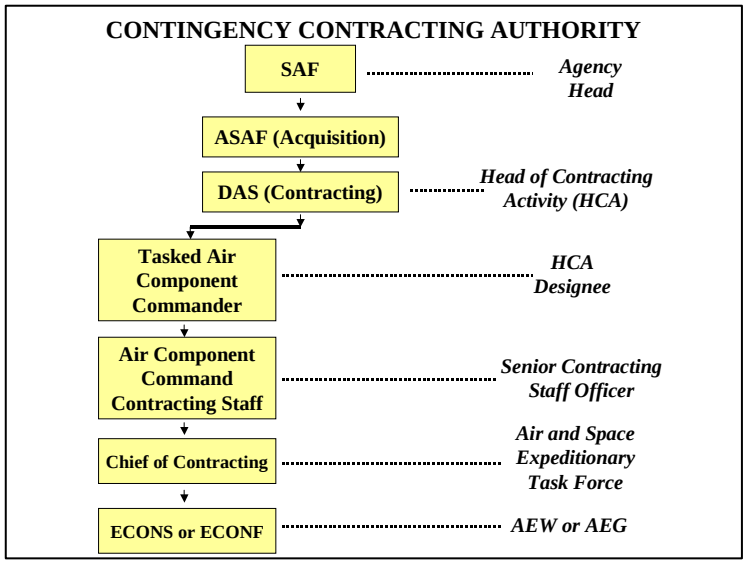
Intentionally Blank

APPENDIX A

CONTINGENCY CONTRACTING

Contracting Authority

Contracting authority gives a contracting officer the legal right to enter into contracts and obligate funds on behalf of the US government. Contracting authority, referred to as Head of Contracting Authority (HCA), and command authority are separate. Contracting authority flows from the SECAF to the Deputy Assistant Secretary (Acquisition) and is re-delegated/designated further depending on the type and nature of effort to be performed. In a JCS-declared contingency operation, the commander of the Air Force component command responsible for supporting the supported commander is the HCA designee for contracting actions supporting the operation. HCA authority is normally re-delegated to the staff officer with overall responsibility for contracting on the commander's staff. Contingency Contracting Officers (CCOs) are appointed by and responsible to this chain of authority for the contracts they award and manage while deployed. Legal support is essential when operating in a foreign country. (See AFDD 2-4.5, *Legal Support*)



[NOTE: Expeditionary Contracting Squadron (ECONS) and Flight (ECONF)]

CCOs sometimes support Air Force units that do not deploy under an AETF (e.g., tanker airlift control element (TALCE), Rapid Engineer Deployable Heavy Operational Repair Squadron, Engineer (RED HORSE), and Special Operations). In this case, contracting authority will flow to the contracting officer from their home unit. CCOs deploying in support of these operations should take advantage of contracting capability already in place in the region to include sharing vendor information and using existing contracts. While sometimes unavoidable, exclusive contracting support is inherently inefficient. Providing dedicated CCO support to a single mission or unit should be deliberate and rare.

Air Force CCOs sometimes deploy in support of other Services or multi-national organizations. In theses cases the CCO remains under the administrative control of their home unit and commander. The supported organization will provide operational control and contracting authority. In some cases they may elect to honor the CCO's Air Force contracting officer appointment; however, the CCO will follow the contracting rules of the supported agency. Home unit commanders should maintain liaison with the supported agency and CCO, if possible, to ensure they are accounted for and properly supported.

The COMAFFOR may establish expeditionary regional contracting centers (ERCCs) to support one or more operating locations. ERCCs increase flexibility, align in-theater CCO assets to vendor bases, increase effectiveness, coordinate and consolidate negotiation leverage, improve ability to allocate scarce resources, prevent duplication of effort, and reduce personnel tempo. An ERCC can support multiple deployed locations within the same country or region, as well as remote deployed locations, that are heavily dependent on commercial and/or military transportation. If ERCCs are used, a contracting liaison should remain at each operating location to facilitate contracting service from the ERCC.

There are typically three categories of contractors performing work at a deployed location: systems contractors, external support contractors, and theater/local support contractors. The CCO's primary responsibility is to award and manage theater and local contracts. However, deployed commanders will rely on the deployed CCO to address issues related to all applicable contracts and contractors on the installation and in the commander's AOR. As such, procuring contracting officers (PCOs) should strongly consider delegating authority to administer systems and external support contracts to the deployed CCO before seeking external or dedicated support to perform these duties. Air Force PCOs should provide the CCO, through the Air Component Command contracting staff, as much information as possible about contractors performing within the AOR of the combatant commander.

Contingency Contract Planning

Contracting personnel should be involved in the operational planning process at every level to ensure that contracting support, when used, will be responsive to the needs of the commander. An operation plan should reflect which agent is designated as the cognizant contract administration activity and appropriate delegations of authority should be put in place. Contracting officers should not perform finance functions. Properly included in the planning process, contingency contracting personnel:

- Locate vendors within and near the mission area.
- Identify supplies, services and equipment available from the local economy.
- Advise the commander how to leverage this commercially available support.

This allows planners to maximize available airlift and sealift assets. Contingency contracting personnel also help commanders avoid basing their plans on false assumptions about the availability or suitability of commercial supplies, services, and equipment in the mission area.

Contracting personnel play an integral role in the site survey. They identify commercially available goods and services in or near the mission area and help logistics planners determine how best to integrate those potential assets into their logistics concept of support. A current, accurate, and complete analysis of the local market conditions and vendor capabilities is crucial to effective planning for any contingency that relies on CCO support.

Planners should not assume their CCOs are the only customer for locally available commodities and services. Other DOD and allied forces deployed in a given AOR may require support from the same business base. When practical, planners should consolidate expeditionary contracting units at a given deployed location to take advantage of economies of scale on procurements, reduce internal competition within a local vendor base, and prevent duplication of effort.

Planners should consider and address the inherent force protection challenges associated with allowing local contractors, both local national (LN) and third country national (TCN) access to base facilities and personnel. Planners should also consider alternative support options in the event that LNs or TCNs are not allowed on base or are unwilling to come on base because of force protection or other operational issues.

Contracting personnel should be among the earliest to arrive at a deployed location. CCOs and paying agents normally operate as a team. In the early phases of the operation, a single CCO and paying agent will be the deployed commander's sole life line to the local economy.

Intentionally Blank

APPENDIX B

ACS FUNCTIONAL SPECIALTIES DESCRIBED

FUNCTIONAL	ROLE
Acquisition	Plans for, develops, and procures everything from spare parts to complete weapons and support systems, including acquiring resources for ACS. Provides the right resources at the right time during the readiness phase and is focused on reducing cycle times to render acquisition more responsive to a rapidly changing security environment.
Airfield Operations	Facilitates the safe, orderly, and expeditious launch, recovery, and beddown of aircraft supporting national objectives and the overarching air and space capabilities of global vigilance, reach and power.
Air Traffic Control	Provides safe, orderly, and expeditious movement of US, allied, and civil aircraft around the world during peacetime, training, and contingency operations.
Chaplain Service	Provides for the spiritual health of the Air Force, which is fundamental to the overall well-being of assigned personnel and their families. Spiritual wellness has an explicit impact on mission effectiveness by enabling Air Force members to swiftly and decisively respond to any contingency.
Civil Engineer	Provides bases, infrastructure, and facilities in support of the projection of air and space power across the range of operations to include explosive ordnance disposal; disaster preparedness; major accident recovery; fire protection; and mitigation and recovery from the effects of weapons of mass destruction (including nuclear, biological, and chemical weapons), peacetime emergencies, and terrorist incidents. Provides initial open the base capability, support, and sustainment.
Communications and Information	Provides nonsecure and secure voice and data connectivity to support C4 functions at home station and deployed locations around the world. This enables air and space forces to retrieve, create, fuse, and disseminate information when and where desired. Effective communication includes ability in the native language of coalition partners and/or opposition forces in the mission area. Provides guidance, assistance and support in the management and maintenance of Air Force records, regardless of media.
Contracting	Provides contingency contracts to operations and other force support activities engaged in ACS, and establishes contracts and agreements with local services to provide basic life support, including lodging, food, water, transportation, and fuel.

Education	Providing Airmen the ability to apply the knowledge and experience they gain to the dynamic battlespace faced by our expeditionary Air Force is mandatory. Education plays a major role in the development of expeditionary Airmen and civilians. Education enhances our ability to think independently, creatively, and analytically. All Airmen and civilians must be intellectually prepared to assume leadership positions within the Air Force and the joint and coalition forces of the 21st century.
Financial Management and Comptroller	Provides early support to commanders in airlift and tanker operations, and theater-based coordinated action with contracting in arranging lodging, food, supplies, and materials in the area of operations prior to the arrival of deploying forces.
Health Services	Provides force health protection, health surveillance and risk assessment, dentistry, prevention, health care delivery; interfaces with aeromedical evacuation.
Historian	Provides Air Force leadership at all levels with accurate and well-reasoned historical knowledge and documentation of key activities including collection, preservation, evaluation, and interpretation of current operational data.
Judge Advocate	Provides legal advice to commanders on all areas of combat support to include command relations, budget, personnel, military justice, claims, status-of-forces agreement status, international agreements, contracting actions and specialized support in multinational, civil-military, and combat operations. Provides services that maximize the legal readiness of the force on both organizational and personal levels.
Logistics Readiness	Provides expeditionary site planning, management of war reserve materiel, and implementation of efficient combat support across the range of military activities. Provides the transportation component for deploying to, reception of forces in, sustaining, and redeploying from the theater of operations. Responsible for managing and maintaining the fleet. Facilitates efficient availability of the right materiel, in the right place, in the right condition, and in the right quantities to meet the mission needs of the warfighter. Ensures quality petroleum products and cryogenic fluids are acquired and issued to meet combatant commander mission requirements.
Maintenance	Repairs weapon and support systems and their components. Provides organic, intermediate, and emergency battle damage depot-level maintenance on the flight line.
Manpower & Personnel	Responsible for manpower policy and management, organization policy and designations, performance management, and competitive sourcing & privatization strategy and policy. Develops methodology to determine Total Force manpower requirements and composition, and mix of active duty and civilian end-strengths to meet wartime and peacetime needs. Provides force accountability and personnel management to integrate the active duty, Guard, Reserve, and civilians

	(both civil servant and contractors) to meet personnel resource requirements. Provides casualty reporting capability to ensure timely and humane notification to next of kin.
Munitions	Procures, manages, allocates, and maintains munitions to include maintenance, buildup, staging, delivery, and loading.
Office of Special Investigations	Conducts counterintelligence activities to enhance force protection by identifying and mitigating the threat "outside the wire" from terrorists, foreign intelligence services, and other criminal and insurgent elements. Gathers information regarding existing or emerging threats through the use of human sources and a vast network of police and security service contacts around the globe. The Air Force single point of contact with federal, state, local and foreign national law enforcement, counterintelligence, and security agencies.
Postal	Provides mail services around the world in partnership with USTRANSCOM and the United States Postal Service.
Public Affairs	Communicates truthful, timely, and accurate information about Air Force activities to provide effects-based response to ongoing military activities. Provides trusted counsel to leaders, enhances Airman morale and readiness, gains and maintains public support, and communicates US military resolve in a manner that provides global influence and deterrence.
Safety	Promotes a safe environment for air and space forces to live and work, resulting in the preservation of vital resource. Assists with implementation and integration of operational risk management into all operations and missions.
Science and Technology	Develops technologies for lighter, leaner, and more lethal weapon systems and their support structure through the continuing discovery, exploitation, demonstration, and rapid transition of technology to meet users' operational needs
Security Forces	Provides responsive force protection capability and defense forces capable of countering installation ground threats. Provides enhanced base defense, physical security, combat arms training and maintenance, military working dogs, and police services. Lead agency for protection of convoy movements, noncombatant evacuation operation support, criminal investigations and detainee (prisoner) escort.
Services	Provides food service, mortuary affairs, lodging, fitness, protocol, retail sales and services, laundry and dry cleaning services, and recreational opportunities. Enhances combat capability and improves productivity by providing life-sustaining and essential services, and quality-of-life programs to support force reception and beddown across the spectrum of military operations.
Test and Evaluation	During weapons system development, T&E is integral to the system engineering process that brings the weapons system to the point where it is ready for production. Ensures the weapons system is

	operationally effective and suitable. Incorporates lessons learned during test and evaluation into the new system to increase its agility. Takes a rapid response process project, developed in response to a combatant commander's critical wartime need, and makes sure it will work as designed. Readies an immature weapons system for immediate wartime deployment, making critical decisions as to the system's ability to perform its mission sufficiently well to warrant deployment without jeopardizing irreplaceable resources or delaying the system's initial operating capability.
Training	Providing Airmen with the necessary skills to perform their duties in the field. From a training perspective, AETC must produce mission-ready graduates who meet Air Force requirements and are capable of contributing to the expeditionary Air Force immediately upon graduation. The operational objective of the training is to provide mission-ready Airmen to the combatant commanders. However, the training mission does not end with initial training. Airmen continue to receive training throughout their careers to maintain proficiency.

GLOSSARY

Abbreviations and Acronyms

A1	personnel directorate (COMAFFOR)
A2	intelligence directorate (COMAFFOR)
A3	operations directorate (COMAFFOR)
A4	logistics directorate (COMAFFOR)
A6	communications directorate (COMAFFOR)
A7	installations and mission support(COMAFFOR)
A8	programs and financial management(COMAFFOR)
A9	analysis and assessments(COMAFFOR)
ACR	agile combat repair
ACS	agile combat support
ACSA	acquisition and cross servicing agreements
AEF	air and space expeditionary force
AEFC	Air and Space Expeditionary Force Center
AETF	air and space expeditionary task force
AFCAP	Air Force Contract Augmentation Program
AFDC	Air Force Doctrine Center
AFDD	Air Force doctrine document
AFFOR	Air Force forces
AFRC	Air Force Reserve Command
AFSOC	Air Force Special Operations Command
AFSPC	Air Force Space Command
AMT	air mobility team
ANG	Air National Guard
AOC	air and space operations center
AOR	area of responsibility
APOD	aerial port of debarkation
APOE	aerial port of embarkation
ATO	air tasking order
BOS	base operating support
C2	command and control
CAP	Crisis Action Planning
CBRNE	chemical, biological, radiological, nuclear and high yield explosives
CCO	contingency contracting officer
CE	civil engineers
CIRF	consolidated intermediate repair facility
COA	course of action
COB	Collocated operating base
COCOM	combatant command (command authority)
COMACC	Commander, Air Combat Command
COMAFFOR	commander, Air Force forces

CONUS	continental United States
CSAF	Chief of Staff, United States Air Force
CSC	combat support center
CSC2	combat support command and control
CRG	contingency response group
DIRMOBFOR	director of mobility forces
DIRSPACEFOR	director of space forces
DOD	Department of Defense
DSS	decision support system
DST	decision support tools
ECONF	expeditionary contracting flight
ECONS	expeditionary contracting squadron
ECS	expeditionary combat support
ERCC	expeditionary regional contracting center
ESP	expeditionary site planning
ESSP	expeditionary site survey process
FOA	field operating agency
FOB	forward operating base
FOL	forward operating location
FP	force protection
HCA	head of contracting authority
HNS	host-nation support
HUMRO	humanitarian relief operation
ITV	in-transit visibility
JFACC	joint force air component commander[JP 1-02]; joint force air and space component commander {USAF}
JTF	joint task force
JOA	joint area of operations
JOPES	Joint Operation Planning and Execution System
JSTARS	Joint Surveillance Target Attack Radar System
JTLM	Joint Theater Logistics Management
LANTIRN	low-altitude navigation and targeting infrared for night
LOC	line of communication
LOGCAP	Logistics Civil Augmentation Program
LRC	logistic readiness center
LSA	logistics sustainability analysis
LN	local national
MAJCOM	major command
MISCAP	mission capability

MOB	main operating base
MRSP	mobility readiness spares package
NAF	numbered air force
NEO	noncombatant evacuation operation
NGO	nongovernment organizations
OEF	Operation ENDURING FREEDOM
OIF	Operation IRAQI FREEDOM
OPCON	operational control
OPLAN	operation plan
PCO	procuring contracting officer
PERSCO	personnel support for contingency operations
POL	petroleum, oils, and lubricants
Prime BEEF	prime base engineer emergency force
RED HORSE	Rapid Engineer Deployable Heavy Operational Repair Squadron, Engineer
RSO&I	reception, staging, on-ward movement, and integration
RSS	regional supply squadron
SECAF	Secretary of the Air Force
SecDef	Secretary of Defense
SOC	special operations command
SOF	special operations forces
SSC	small-scale contingencies
STARS	scheduled theater airlift routes system
SWA	Southwest Asia
TALCE	tanker airlift control element
TAV	total asset visibility
TCN	third country national
TDS	theater distribution system
TPFDD	time-phased force and deployment data
UNAAF	Unified Action Armed Forces
US	United States
USAF	United States Air Force
USTRANSCOM	United States Transportation Command
WRM	war readiness materiel

Definitions

agile combat support. Agile combat support is the ability to create, protect, and sustain air and space forces across the full range of military operations. It is the foundational and crosscutting United States Air Force system of support that enables Air Force operational concepts and the capabilities that distinguish air and space power-speed, flexibility, and global perspective. Agile combat support is an Air Force Distinctive Capability. Also known as **ACS**. (AFDD 2-4)

air and space expeditionary force. An organizational structure to provide forces and support on a rotational, and thus relatively more predictable basis. They are composed of force packages of capabilities that provide rapid and responsive air and space power. Also called **AEF.** (AFDD 1)

air and space power. The synergistic application of air, space, and information systems to project global strategic military power. (AFDD 1)

Airmen. Any US Air Force member (officer or enlisted, active, reserve, or guard, along with Department of the Air Force civilians) who supports and defends the US Constitution and serves our country. Air Force Airmen are those people who formally belong to the US Air Force and employ or support some aspect of the US Air Force's air and space power capabilities. The term Airman is often used in a very narrow sense to mean pilot. An Airman is any person who understands and appreciates the full range of air and space power capabilities and can employ or support some aspect of air and space power capabilities. (AFDD 1-1)

area of responsibility. The geographical area associated with a combatant command within which a combatant commander has authority to plan and conduct operations. Also called **AOR.** (JP 1-02)

battlespace. The environment, factors, and conditions that must be understood to successfully apply combat power, protect the force, or complete the mission. This includes the air, land, sea, space, and the included enemy and friendly forces; facilities; weather; terrain; the electromagnetic spectrum; and the information environment within the operational areas and areas of interest. (JP 1-02)

beddown. A location at which a deploying unit operates during a contingency. It is usually, but not always, in the area of responsibility. (AFDD 2-4)

combat support. Fire support and operational assistance provided to combat elements. Also called **CS.** (JP 1-02) [*Provides the foundation for and is the enabler of the Air Force distinctive capabilities. It includes the actions taken to ready, sustain, and protect personnel, assets, and capabilities through all peacetime and wartime military operations. Furthermore, it supports the unique contributions of air and space power: speed, flexibility, versatility, and global reach.*] (AFDD 2-4) {Italicized words in brackets apply only to the Air Force and are offered for clarity.}

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

decision support systems/tools. A compilation of processes and systems developed from the application of maturing information systems technologies that provide the warfighter and the logistician with the means to rapidly plan, execute, monitor, and replan logistical operations in a collaborative environment that is responsive to operational requirements. (AFDD 2-4)

deliverables. The desired or expected results of specific support functions that contribute to responsive combat support for an air and space expeditionary force. (AFDD 2-4)

deployment. 1. In naval usage, the change from a cruising approach or contact disposition to a disposition for battle. 2. The movement of forces within operational areas. 3. The positioning of forces into a formation for battle. 4. The relocation of forces and materiel to desired operational areas. Deployment encompasses all activities from origin or home station through destination, specifically including intra-continental United States, intertheater, and intratheater movement legs, staging, and holding areas. (JP 1-02)

distribution. 1. The arrangement of troops for any purpose, such as a battle, march, or maneuver. 2. A planned pattern of projectiles about a point. 3. A planned spread of fire to cover a desired frontage or depth. 4. An official delivery of anything, such as orders or supplies. 5. The operational process of synchronizing all elements of the logistic system to deliver the "right things" to the "right place" at the "right time" to support the geographic combatant commander. 6. The process of assigning military personnel to activities, units, or billets. (JP 1-02)

doctrine. Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application. (JP 1–02)

expeditionary combat support. Expeditionary combat support is a subset of agile combat support that responds quickly, is highly mobile, technologically superior, robust, flexible, and fully integrated with operations. Expeditionary combat support is the deployed agile combat support capability to provide persistent and effective support for the applications of Air and Space power on a global basis. Also known as **ECS.** (AFDD 2-4)

force protection. Actions taken to prevent or mitigate hostile actions against Department of Defense personnel (to include family members), resources, facilities, and critical information. These actions conserve the force's fighting potential so it can be applied at the decisive time and place and incorporate the coordinated and synchronized offensive and defensive measures to enable the effective employment of the joint force

while degrading opportunities for the enemy. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. Also called **FP.** (JP 1-02) *[*Integrated applications of offensive and defensive actions that deter, detect, preempt, mitigate, or negate threats against or hazards to Air Force air and space operations and assets, based on an acceptable level of risk.*]*{Definition in brackets applies only to the Air Force and is offered for clarity.}

garrison. A permanent Air Force base where Airmen execute and support air and space operations. Also referred to as home station. (AFDD 2-4)

home station. The permanent location of active duty units and Reserve Component units (e.g., location of armory or reserve center). (JP 1-02)

host-nation support. Civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. Also called **HNS.** (JP 1-02)

information. 1. Facts, data, or instructions in any medium or form. 2. The meaning that a human assigns to data by means of the known conventions used in their representation. (JP 1-02)

integration. 1. In force protection, the synchronized transfer of units into an operational commander's force prior to mission execution. 2. The arrangement of military forces and their actions to create a force that operates by engaging as a whole.… See also **force protection.** (JP 1-02) [This is a partial JP 1-02 definition and is the portion that pertains to this AFDD.]

in-transit visibility. The ability to track the identity, status, and location of Department of Defense units, and non-unit cargo (excluding bulk petroleum, oils, and lubricants) and passengers; medical patients; and personal property from origin to consignee or destination across the range of military operations. Also called **ITV.** See also **total asset visibility.** (JP 1-02)

joint force air component commander. The commander within a unified command, subordinate unified command, or joint task force responsible to the establishing commander for making recommendations on the proper employment of assigned, attached, and/or made available for tasking air forces; planning and coordinating air operations; or accomplishing such operational missions as may be assigned. The joint force air component commander is given the authority necessary to accomplish missions and tasks assigned by the establishing commander. Also called **JFACC.** (JP 1-02) [*The joint air and space component commander (JFACC) uses the joint air and space operations center to command and control the integrated air and space effort to meet the joint force commander's objectives. This title emphasizes the Air Force position that air power and space power together create effects that cannot be achieved through air or space power alone.*] [AFDD 2] {Words in brackets apply only to the Air Force and are offered for clarity.}

joint publication. A publication containing joint doctrine and/or joint tactics, techniques, and procedures that involves the employment of forces prepared under the cognizance of Joint Staff directorates and applicable to the Military Departments, combatant commands, and other authorized agencies. It is approved by the Chairman of the Joint Chiefs of Staff, in coordination with the combatant commands and Services. Also called **JP.** (JP 1-02)

mission. 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task. 3. The dispatching of one or more aircraft to accomplish one particular task. (JP 1-02)

operation plan. Any plan, except for the Single Integrated Operation Plan, for the conduct of military operations. Plans are prepared by combatant commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff and by commanders of subordinate commands in response to requirements tasked by the establishing unified commander. Operation plans are prepared in either a complete format (OPLAN) or as a concept plan (CONPLAN)…. An operation plan for the conduct of joint operations that can be used as a basis for development of an operation order (OPORD). An OPLAN identifies the forces and supplies required to execute the combatant commander's Strategic Concept and a movement schedule of these resources to the theater of operations…(JP 1-02) [This is a partial JP 1-02 definition and is the portion that pertains to this AFDD.]

operational level of war. The level of war at which campaigns and major operations are planned, conducted, and sustained to accomplish strategic objectives within theaters or areas of operations. Activities at this level link tactics and strategy by establishing operational objectives needed to accomplish the strategic objectives, sequencing events to achieve the operational objectives, initiating actions, and applying resources to bring about and sustain these events. These activities imply a broader dimension of time or space than do tactics; they ensure the logistic and administrative support of tactical forces, and provide the means by which tactical successes are exploited to achieve strategic objectives. See also **strategic level of war; tactical level of war.** (JP 1-02)

PERSCO. Personnel Support for Contingency Operations: The collection of manual and automated procedures, systems, hardware, personnel agencies, and deployable teams to accomplish total force accountability, casualty reporting, strength reporting, and personnel program support. Total force accountability is primary mission of PERSCO—providing personnel support to the warfighter. (AFDD 2-4)

reachback. The process of obtaining products, services, and applications, or forces, equipment, or materiel from Air Force organizations that are not forward deployed. (AFDD 2-8)

RED HORSE. Air Force units wartime-structured to provide a heavy engineer capability. They have a responsibility across the operational area, are not tied to a

specific base, and are not responsible for base operation and maintenance. These units are mobile, rapidly deployable, and largely self-sufficient for limited periods of time. (JP 1-02)

remediation. Actions taken in response to cleaning up a contaminated site to mitigate effects of environmental contamination on human health and safety, the environment, or the mission. Remediation actions can range from total cleanup, to monitoring of the site, to no action required. These site clean-up activities are performed safely and consistently in accordance with the Air Force Solid and Hazardous Waste Program. (AFDD 2-4)

retrograde. Returning assets—particularly reparable parts—from the AOR to their source of repair. (AFDD 2-4)

sustainment. The provision of personnel, logistics, and other support required to maintain and prolong operations or combat until successful accomplishment or revision of the mission or of the national objective. (JP 1-02)

tactical level of war. The level of war at which battles and engagements are planned and executed to accomplish military objectives assigned to tactical units or task forces. Activities at this level focus on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives. (JP 1-02)

task force. 1. A temporary grouping of units, under one commander, formed for the purpose of carrying out a specific operation or mission. 2. A semi-permanent organization of units, under one commander, formed for the purpose of carrying out a continuing specific task. (JP 1-02)

total asset visibility. The capability to provide users with timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, materiel, and supplies. It also includes the capability to act upon that information to improve overall performance of the Department of Defense's logistic practices. Also called **TAV.** See also **in-transit visibility.** (JP 1-02)

training. Instruction and study focused on a structured skill set to acquire consistent performance. Training has predictable outcomes and when outcomes do not meet expectations, further training is required. (AFDD 1-1)

war. Open and often prolonged conflict between nations (or organized groups within nations) to achieve national objectives. (AFDD 1)

warfighter. The air and space expeditionary task force (AETF) commander—the COMAFFOR—is the lead Air Force warfighter and exercises control over forces, assigned, attached, and in support. The AETF forces that are engaged in the operational and tactical levels of warfare are the COMAFFOR's warfighters. (AFDD 1)

war game. A simulation, by whatever means, of a military operation involving two or more opposing forces using rules, data, and procedures designed to depict an actual or assumed real life situation. (JP 1-02)