COMBAT SUPPORT

Air Force Doctrine Document 4-0
23 April 2013

This document complements related discussion found in Joint Publication (JP) 1-0, *Personnel Support to Joint Operations*; JP 4-0, *Joint Logistics*; and JP 6-0, *Joint Communications System*.

BY ORDER OF THE
SECRETARY OF THE AIR FORCE

AIR FORCE DOCTRINE DOCUMENT 4-0
23 APRIL 2013

SUMMARY OF CHANGES

The overarching structure of combat support was changed to reflect the functional communities, core capabilities, core processes, and core effects in the most current Air Force combat support construct (Chapter 1). The structure of the publication was revised to follow the core capabilities of combat support (Chapters 3-8).

FOREWORD

Combat support provides the US Air Force with the ability to perform its operational missions effectively. The agility of that support allows us to maintain our global reach and power anytime, anywhere. Combat support ensures the Air Force can fly, fight, and win by providing the necessary personnel, materiel, and infrastructure to operate.

This doctrine document directly supports Air Force Doctrine Document (AFDD) 1, *Air Force Basic Doctrine, Organization, and Command.* It sets forth guiding principles on employment of combat support and explains how the Commander of Air Force forces (COMAFFOR) employs combat support to meet warfighter needs. Airmen should read it, understand it, and apply it.

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Commander, LeMay Center for Doctrine Development and Education

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PREFACE

This AFDD establishes doctrinal guidance for combat support. It is the keystone document addressing all combat support functions that operate across the range of military operations. It stresses the need for tailored support packages with the Airmen, facilities, equipment, and supplies required to support Air Force forces.

This document is focused on the employment of combat support forces at the operational level. It applies the principles of Air Force basic doctrine to combat support in military actions. As such, discussion about organizing, training, and equipping combat support forces is carefully focused. In addition, tactical issues are not addressed but rather reserved for Air Force Tactics, Techniques, and Procedures (TTP) publications. To ensure the focus on operational employment, this doctrine emphasizes how combat support relates to a COMAFFOR and associated Air Force Forces (AFFOR) staff working at the operational level.

This document has a distinctly different focus than the Agile Combat Support (ACS) Service Core Function (SCF). ACS is one of thirteen SCFs that delineate the appropriate and assigned core duties, missions, and tasks of the Air Force as an organization, responsibility for each of which is assigned to a Core Function Lead Integrator (CFLI). SCFs express the ways in which the Air Force is particularly and appropriately suited to contribute to national security. SCFs are an integral aspect of the Air Force Strategic Planning System (AFSPS), and provide the framework for Air Force organizing, training, and equipping efforts. Core Function Master Plans (CFMP) are CFLI-developed plans that assess the opportunities, threats, and constraints associated with SCFs over the next 30 years and outline a plan to achieve defined objectives aligned to the defense strategy that mitigates risk within the fiscal limits established by HQ USAF. CFMPs provide both feasible and optimum courses of action that describe a wide range of solutions to mitigate risk. Doctrine, however, is historically focused, capturing analyzed experience and wisdom. The difference in focus leads to differences in the products of the ACS core function and combat support doctrine. In an attempt to reduce confusion, the title of this doctrine document is changed from Agile Combat Support to Combat Support.

Air Force doctrine is compatible with existing joint doctrine, but expands and elaborates upon it, because joint doctrine does not explicitly describe the philosophical underpinnings of any one Service, nor does it describe how a Service organizes to support a joint force commander (JFC). These are Service, not joint, prerogatives. The ideas presented here should enable Airmen to better describe what the Air Force can provide to the joint effort. AFDD 4-0 should influence development of corresponding joint and North Atlantic Treaty Organization doctrine, and may inform the doctrine of other Services as well. The doctrine in this document is authoritative, but not directive. Therefore, commanders should consider the contents of this AFDD and the particular situation when accomplishing their missions.

A note on terminology in Air Force Doctrine: The Air Force prefers—and in fact, plans and trains—to employ in the joint force through a COMAFFOR who is normally also dual-hatted as a joint force air component commander (JFACC); when involved in multinational operations, the JFACC may become a combined force air component commander (CFACC). However, to simplify nomenclature in doctrine, AFDDs simply use the term "COMAFFOR" with the assumption that, unless stated otherwise, the COMAFFOR is dual-hatted as the JFACC and perhaps CFACC. Air Force doctrine recognizes that the two responsibilities are different and should be executed through different staffs. Similarly, Air Force doctrine recognizes that the air operations center (AOC), in joint or combined operations is correctly known as a joint AOC (JAOC) or a combined AOC (CAOC). However, doctrine simply uses the term "AOC."

This AFDD applies to all Airmen.

CHAPTER ONE

COMBAT SUPPORT FUNDAMENTALS

> *We win wars by our power to bring these things [the Air Force's capabilities] together. The magic and the miracle is in the integration–not the platform.*
>
> **—General John P. Jumper,**
> **Chief of Staff, United States Air Force (CSAF),**
> **21 November 2003**

COMBAT SUPPORT (CS) DEFINED

The Air Force defines combat support as **the foundational and crosscutting capability to field, base, protect, support, and sustain Air Force forces across the range of military operations (ROMO).** This definition meets the Service's needs for an overarching doctrinal perspective on CS. The nation's ability to project and sustain airpower depends on effective CS. CS enables airpower through the integration of its functional communities to provide the core effects, core processes, and core capabilities required to execute the Air Force mission. The integration of these functional communities ensures Air Force Forces are ready, postured, equipped, employed, and sustained at the right place and time to support the joint force.

CS PRINCIPLES

The foundation of CS is a ready force, properly sized, organized, trained, and integrated. The structure comes from diverse functional communities that train and are equipped to provide a wide variety of capabilities. CS derives its capabilities from three overarching principles:

✪ **CS enables operations in peacetime and wartime with effects supporting US national interests at any time or place across the ROMO.** CS includes the essential capabilities, functions, activities, and tasks necessary to employ all Air Force elements of air, space, and cyberspace forces at home station or while deployed. The increasing frequency of operational missions conducted from outside an operational area (e.g., remotely piloted aircraft, cyberspace operations) renders the term expeditionary combat support obsolete. When organized as, or as part of, an air expeditionary task force (AETF), CS remains under the operational control (OPCON) of a COMAFFOR to accomplish assigned missions and tasks.

- **CS provides essential support while minimizing the forward footprint and maximizing reachback,[1] thus increasing effectiveness and responsiveness.** This essential support ensures the Air Force can quickly respond to a mission with a right-sized force, and with maximum effectiveness worldwide.

- **CS provides the ability to transition swiftly from home station to a deployed environment and between operational requirements.** CS planners should carefully examine requirements at deployed locations while operations continue at home station.

CS CONSTRUCT

Figure 1.1 provides a pictorial overview of the CS construct. Core effects, the end result of CS, are produced from the core processes. Core capabilities are then used within the core processes to produce the effects necessary to achieve mission objectives. The core capabilities are formed by the employment of functional communities in a synergistic manner. The functional communities are those areas where Airmen who perform CS duties operate. This construct represents an Air Force-wide enterprise; some elements can be deployed forward in direct support of a contingency, while other elements can provide additional support to forward forces through reachback.

CS Core Effects

CS core effects are the products provided to a COMAFFOR as outcomes of the CS core processes. The six CS core effects are:

- **Readied Forces.** Mission ready forces.

- **Prepared Operational Environment.** An environment conducive to mission execution.

- **Positioned Forces.** The right types and amounts of forces and materiel at the right places and times to meet mission objectives.

- **Employed Forces.** Forces, infrastructure, and materiel meeting mission requirements.

- **Sustained Forces.** Forces and materiel conducting persistent operations.

- **Reconstituted Forces.** A recovered force readied for operations.

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[1] Reachback is "the process of obtaining products, services, and applications, or forces, or equipment, or material from organizations that are not forward deployed." (Joint Publication [JP] 1-02, *Department of Defense (DOD) Dictionary of Military and Associated Terms*)

CORE EFFECTS

A Readied Force

A Prepared Operational Environment

A Positioned Force

An Employed Force

A Sustained Force

A Reconstituted Force

CORE PROCESSES

Readying the Force

Preparing the Operational Environment

Positioning the Force

Employing the Force

Sustaining and Recovering the Force

Reconstituting the Force

CORE CAPABILITIES

Field Forces

Base Forces

Posture Responsive Forces

Protect Forces

Generate the Mission

Support the Mission, Forces, and Infrastructure

Sustain the Mission, Forces, and Infrastructure

FUNCTIONAL COMMUNITIES

Acquisition	Distribution	Munitions Mgmt
AFOSI	Force Support	Postal Services
Airfield Operations	Financial Mgmt/Comptroller	Public Affairs
Analyses, Assessments, and Lessons Learned	Health Services	Safety
	Historian	Science/Technology
Chaplain Corps	Judge Advocate	Security Forces
Civil Engineer	Logistics Planning	Test and Evaluation
Communications/Information	Maintenance	Weather Services
Contracting	Materiel Management	

Figure 1.1. Overview of CS Construct

CS Core Processes

The CS core processes are the standardized, overarching set of macro procedures that use core capabilities to produce CS effects. These macro procedures are the primary means of arranging CS practices due to their cyclical nature. The six CS core processes are:

✪ **Readying the Force.** Organizing, training, and equipping a fit force to provide mission capability.

✪ **Preparing the Operational Environment.** Analyzing, planning, and posturing forces, infrastructure (built and natural), and materiel for rapid employment.

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✪ **Positioning the Force.** Deploying, receiving, and integrating forces and materiel at the point of employment.

✪ **Employing the Force.** Generating the mission, providing right-sized support, and ensuring safe recovery of forces and materiel.

✪ **Sustaining and Recovering the Force.** Maintaining effective levels of forces, materiel support, including the physical plant, and infrastructure capability for ongoing operations. Recovering forces, materiel support, and infrastructure damaged from attack, accident, or other incident.

✪ **Reconstituting the Force.** Reset or redeployment of forces and materiel, ensuring airpower can be reapplied to meet operational needs.

CS Core Capabilities

The CS core capabilities result from the proper employment and integration of the functional communities. These capabilities form the structure of the remainder of this document. The CS core capabilities enable the Air Force to:

✪ **Field Forces.** Providing fully prepared CS forces to enable a COMAFFOR to meet JFC requirements. It includes organizing, acquiring, and tailoring forces to produce a responsive, sustainable, and survivable force.

✪ **Base Forces.** Establishing, sustaining, recovering, and closing airbases and operating locations (OLs). Providing enduring bases, installations, and OLs with the assets, programs, and services necessary to support and project airpower. For more information, see AFDD 3-34, *Engineer Operations*.

✪ **Posture Responsive Forces.** Assessing, structuring, scheduling, and processing force capabilities to support mission requirements. It also includes executing a dynamic positioning strategy to maximize CS responsiveness and speed of employment.

✪ **Protect Forces.** Providing an integrated all-hazards approach for force protection (FP) to detect threats and hazards to the Air Force and its mission. Applying measures to deter, pre-empt, negate, or mitigate the identified threats and hazards based on an acceptable level of risk. Actions required to protect forces specifically against hostile action include detecting, identifying, and defeating penetrative or standoff threats to personnel and resources; assessing OLs for threats and available support from host civil and military agencies; disseminating information and warning personnel; and protecting infrastructure. For more information see AFDD 3-10, *Force Protection.*

✪ **Generate the Mission.** Preparing, configuring, launching, recovering, and regenerating weapon systems and payloads. It also includes conducting security cooperation engagements with partner nations as required in support of the combatant commander's (CCDR) theater campaign plan.

✪ **Support the Mission, Forces, and Infrastructure.** Supplying, distributing, and maintaining goods, services, and infrastructure at OLs.

✪ **Sustain the Mission, Forces, and Infrastructure.** Ensuring CS is maintained for the duration of operations, maximizing the use of reachback, to include the industrial base, when needed.

CS Functional Communities

CS functional communities are fundamental to effective airpower. Each makes unique contributions to the overall mission. A detailed discussion of these functional communities appears in Appendix, *Functional Communities*.

CHAPTER TWO

COMMAND AND ORGANIZATION

> *Forces, not command relationships, are transferred between commands. When forces are transferred, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over those forces must be specified.*
>
> **—Joint Publication 1,**
> ***Doctrine for the Armed Forces of the United States,***
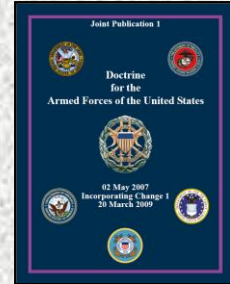
COMMAND RELATIONSHIPS

A CCDR exercises combatant command authority (COCOM) and directive authority for logistics (DAFL). The CCDR exercises these authorities over assigned and, if provided by the Secretary of Defense, attached AFFOR through the COMAFFOR. Air Force command and control (C2) structures for CS are designed to enable a COMAFFOR to execute the Service's Title 10, United States Code (U.S.C.) responsibility for logistical support while also supporting the CCDR's exercise of DAFL.[2]

When an Air Force major command (MAJCOM) is also the Service component to a CCDR (component MAJCOM, or C-MAJCOM), the C-MAJCOM organizes and employs forces to accomplish assigned missions. C-MAJCOMs provide the first echelon of reachback support to forces in the CCDR's area of responsibility. A numbered Air Force (NAF), if designated as a component NAF (C-NAF), provides the senior Air Force warfighting echelon and the organizational combat support planning expertise. The C-NAF staff plans the C2 architecture for operations. Regardless of the source of support or the support C2 structure, the Service component is responsible for ensuring essential support for all assigned and attached Air Force personnel within a joint force. Air Force commanders should be prepared to accept single-Service responsibility for joint common use items.[3]

The C2 of CS operations produces a fully integrated CS capability extending from the lowest levels of capability (i.e., base and below) to the highest levels of resource allocation (headquarters Air Force) and operational planning (Air Force

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[2] For a full discussion of the Title 10 U.S.C. logistics responsibilities the COMAFFOR executes through the administrative control command relationship to the Service and the COCOM DAFL responsibilities the COMAFFOR supports through the OPCON command relationship to the CCDR or JFC, see JP 4-0. For a full discussion on the COMAFFOR's command relationships, see AFDD 1.

[3] For more information, see JP 4-07, *Joint Tactics, Techniques, and Procedures for Common-User Logistics during Joint Operations.*

component, joint, and above). Commanders and decision-makers have an immediate need for capabilities that capture, transmit, and share data about the status of current operations, courses of action (COA), future plans, and predictive analyses. At each level there should also be a common set of dynamic and tailorable reporting and tracking tools.

Roles and Responsibilities

Major CS responsibilities for the COMAFFOR and AFFOR staff include:

✪ Develop supporting plans to meet CCDR mission requirements.

✪ Coordinate planning activities and requirements with force providers.

✪ Coordinate with commanders' staffs at all appropriate levels to identify employment locations.

✪ Plan and coordinate communications and information support.

✪ Plan and coordinate FP support.

✪ Plan, coordinate, and provide materiel distribution.

✪ Plan and coordinate maintenance and munitions support.

✪ Plan, coordinate, and provide emergency services.[4]

✪ Establish and identify manpower and equipment requirements.

✪ Identify host-nation support requirements.

✪ Ensure legality of all aspects of operations.

✪ Develop expeditionary site plans for approved employment locations.

✪ Manage allocated war reserve materiel.

✪ Ensure efficient use of physical plant to ensure available facilities and infrastructure to support home station operations.

✪ Identify initial material capability gaps and provide input to acquire or modify new or existing weapon systems.

✪ Plan and execute operations security (OPSEC) in support of military operations, activities, plans, training, exercises, and capabilities.

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[4] Emergency services include fire emergency services (FES); explosive ordnance disposal (EOD); emergency management (EM); and chemical, biological, radiological, and nuclear (CBRN) and preparedness and response. For a more detailed discussion see AFDD 3-34.

CS Components to the COMAFFOR

The COMAFFOR has responsibility for the C2 of CS operations for assigned and attached AFFOR. The majority of CS forces operate within air expeditionary wings (AEWs). The COMAFFOR has a direct command relationship with subordinate Air Force commanders. Those subordinate commanders then usually have direct command relationship with the CS units and personnel in the AEWs. In the wings the CS personnel are aligned in the wing staff, the maintenance group, and the mission support group. The COMAFFOR may also choose to retain some theater level CS support assets above the wing level. In this case, a portion of the CS personnel are aligned in squadrons or groups that report directly to the COMAFFOR or to an AETF-X commander if one is designated[5] (see Figure 2.1[6]).
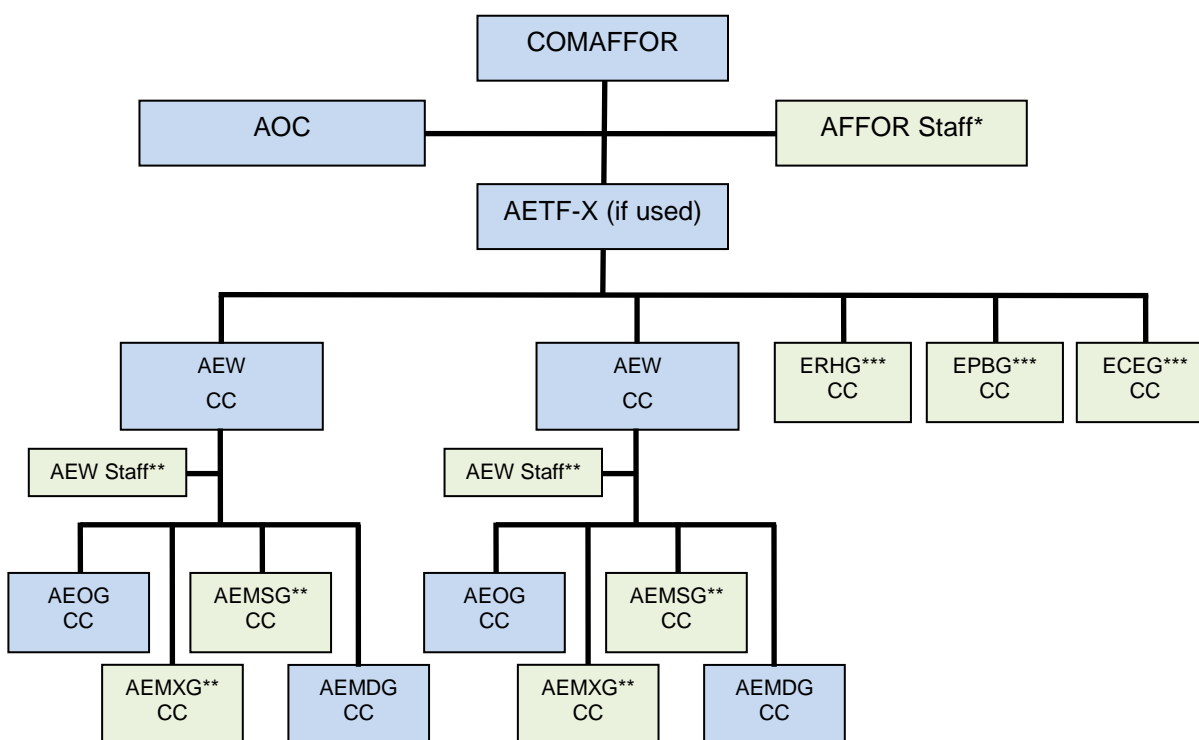
*Preponderance of CS staff functions reside in the AFFOR Staff

**Majority of the CS personnel reside in the Mission Support Groups, Maintenance Groups and on AEW staffs

***Theater wide CS enablers such as the RED HORSE groups (ERHG), Prime Base Engineer Emergency Force (BEEF) Groups (EPBG), and Civil Engineer Groups (ECEG) can be aligned directly under the COMAFFOR

Figure 2.1. COMAFFOR's CS Forces

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[5] Specific examples of CS units aligned directly under the COMAFFOR and operating at the theater level follow. RED HORSE units are traditionally and doctrinally arranged this way and recently Prime BEEF groups and Civil Engineer Groups have been aligned at the theater level. For more detail on these groups see AFDD 3-34.

[6] The figure is one notional command relationship. For a more extensive C2 discussion, see AFDD 1.

While the preponderance of CS forces operate within AEWs primarily working at the tactical level, the COMAFFOR provides overall C2 and specific direction at the operational level through the AFFOR staff (the A-Staff and special staff). Within the Air Force component headquarters, CS staff functions are aligned in several sections of the AFFOR staff as shown in Figure 2.2. CS components of the A-Staff should interface continuously with the AOC for planning, support, and sustainment of operations.
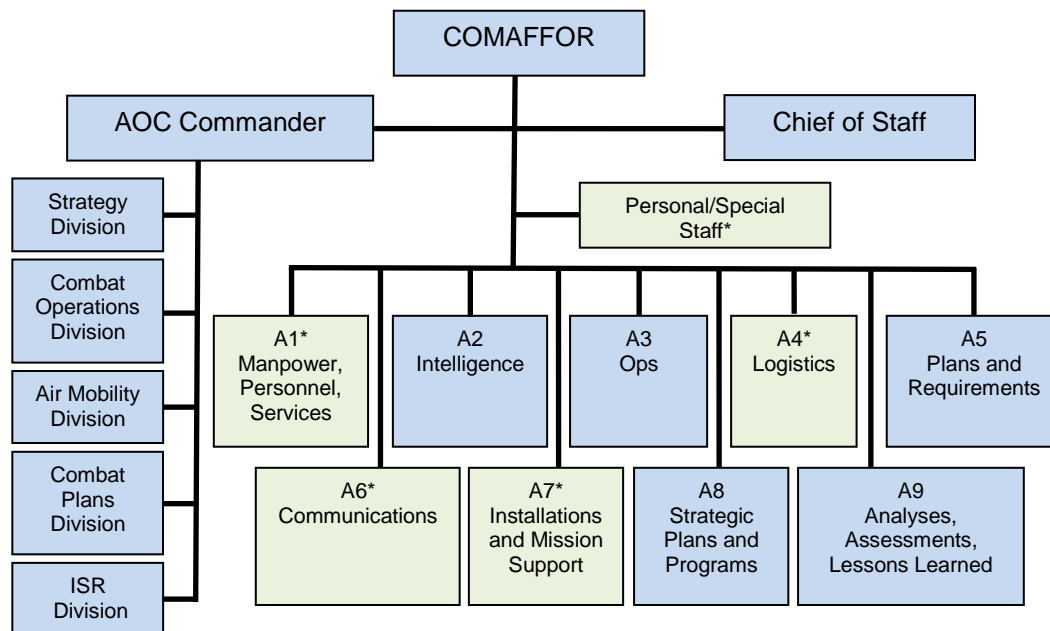
*Preponderance of CS staff functions reside in the personal staff and A1, A4, A6, and A7 directorates

Figure 2.2. CS Components in the AFFOR Staff

The AFFOR staff coordinates with associated joint task force (JTF) headquarters staffs to plan, coordinate, and execute required support functions. The AFFOR staff interfaces with joint staffs to:

- Coordinate in decision-making and planning.

- Integrate CS into theater operations.

- Develop detailed CS support plans.

- Establish a joint logistics/support architecture.

- Ensure unity of CS effort.

- Integrate national and theater CS.

- Perform sustainability analyses.

Vertical and Horizontal Communications

Based on the breadth and complexity of CS, all C2 nodes, from the COMAFFOR to fielded forces, should communicate necessary information, both vertically and horizontally, to integrate all combat support efforts. The AFFOR and AOC staffs should consider the effects of their decisions on overall CS to operations. Information should be produced and consumed continuously throughout mission operations; information sharing is essential to successfully executing the mission. Mission success depends upon getting the right information to the right place at the right time.

To facilitate attainment of mission objectives, the COMAFFOR should clearly disseminate the commander's intent to subordinate commanders and staffs. The COMAFFOR should establish the battle rhythm and information requirements.

CS functional communities should be linked with CS core processes across the staff to facilitate horizontal communications. CS systems architecture should provide a robust and secure capability and be integrated across all CS functional areas.

PROCESSES AND CAPABILITIES

To perform C2 of CS, staffs rely on underlying CS business processes to facilitate monitoring, assessing, planning, and execution of steady-state/peacetime CS activities supporting military operations.[7] The following descriptions of C2 of CS processes and capabilities bring into focus the continuum of action required to link operational and CS capabilities to achieve desired effects. These continual processes also allow for a rapid and smooth transition from stead-state to contingency operations and nest with the Joint Operations Planning Process as outlined in JP 5-0, *Joint Operation Planning*.

Monitoring

Effective monitoring involves continually collecting, storing, maintaining, and tracking data. Monitoring enables CS planners to anticipate where CS capabilities may be needed. Priorities should be determined in advance based on the nature of the operation. A comprehensive mission analysis by the COMAFFOR's A-staff should produce a list of a commander's critical information requirements to focus staff monitoring efforts on mission-essential data. The AFFOR staff should constantly monitor information from all sources while maintaining focus on the commander's intent.

Assessing

JP 3-0, *Joint Operations*, defines assessment as "a continuous process that measures the overall effectiveness of employing joint force capabilities during military operations." For Air Force CS the focus is on continual measures of CS capabilities to determine the impact of conditions and events on force capabilities and commander's

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[7] The Air Force C2 of CS processes and capabilities are derived from JP 4-0, and are expanded to meet the Service requirements for the more comprehensive C2 of CS, rather than just logistics.

intent. It involves the processes of analysis and evaluation to obtain situational awareness and alternative solutions. Analyzing data provides the foundation for potential COAs during the planning phase. Proper analysis ensures that the parameters of the environment are well defined.[8]

Planning

Planning involves development and evaluation of COAs for support operations. The flexible nature of CS forces gives the operational level planner the freedom to scale and sequence forces into a theater to enhance mission effectiveness. Planners should take advantage of the robust reachback capabilities available and "right-size" the deploying force to place the correct capabilities into theater.

Execution

Execution is the overall dissemination and implementation of the plan to ensure successful mission accomplishment. The need for solid C2 is critical in the coordinated execution of the JFC's campaign.

SOURCING

CS forces with their capabilities are principally organized and resourced in unit type codes (UTCs) that are incorporated into AETFs.[9] UTCs are used to describe the personnel and materiel presented to the COMAFFOR as part of the AETF. The scalable nature of UTCs allows CS to tailor support requirements with force modules. A force module is a grouping of operational and combat support forces with their accompanying equipment and supplies that are modular and scalable for an operation. This capability enhances the flexibility and usefulness of Air Force Forces during any form of operation. The current AETF presentation is in the form of six different force modules: Open the Airbase, Command and Control, Establish the Airbase, Generate the Mission, Operate the Airbase, and Robust the Airbase. The force modules are composed of multiple UTCs, which are tailored for deployment based on needed capabilities. This allows CS to deploy with the smallest required footprint to support the mission. Reachback to the continental United States (CONUS) and rear overseas locations is used for those capabilities not brought forward and can include MAJCOM, depot, field operating agency (FOA), or commercial support.

CS capabilities can be presented individually or in combination, depending on the specific requirement. For example, CS capabilities can also be used to support security cooperation engagements and the individual country plans of partner nations. These capabilities are presented to the COMAFFOR in UTCs especially designed to support security cooperation engagements. In addition, CS capabilities supporting security cooperation engagements should be deployed with the smallest required footprint to support the mission and should rely on reachback for additional support as required.

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[8] For more detail on assessment see JP 3-0 and AFDD 3-0, *Operations and Planning.*
[9] For more information and definitions of force modules, see AFI 10-401, *Air Force Operations Planning and Execution.*

REACHBACK

There are many locations for CS reachback. They include C-MAJCOM, C-NAF, and Air Staff agencies as well as the various functional communities field operating agencies and centers.

CHAPTER THREE

POSTURE RESPONSIVE FORCES

> *We should base our security upon military formations which make maximum use of science and technology in order to minimize numbers of men.*
>
> **—General Dwight D. Eisenhower**

POSTURING RESPONSIVE FORCES

Posturing responsive forces entails analyzing, structuring, scheduling, and processing force capabilities to support operational mission requirements. It also includes executing a positioning strategy to maximize CS responsiveness and speed of employment.

A COMAFFOR uses the CS core processes to posture responsive forces. For example, posturing UTCs during Readying the Force, tailoring for potential operational areas during Preparing the Operational Environment, and prioritizing manpower and equipment for Positioning the Force are all aspects of posturing responsive CS forces.

Posturing responsive forces bridges the gaps between the planning and execution portions of any plan. Posturing involves a continuous global effort ranging from maintaining worldwide readiness of personnel, equipment, and units through training, exercising, and continuously assessing worldwide prepositioning equipment strategies.

Prioritizing and right-sizing forces and their equipment in UTCs are critical to ensuring adequate capability with minimum forward footprint. UTCs are developed to provide a variety of capabilities. The goal is to deploy right-sized, stackable UTCs in order to minimize tailoring. Right-sized UTCs provide a generic building block capability, greater flexibility to planners, and 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 manpower, or both manpower and equipment, or just equipment. UTCs should be modular, scalable, deployable worldwide, taskable to a single organization, and developed to fulfill a specific capability.[10]

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[10] Refer to AFI 10-401 for further details on the construct of UTCs.

PLANNING

Planning is required at each echelon of command and across the spectrum of CS core processes.[11] Anticipating requirements, coordinating with all the relevant participants, improving responsiveness posture, and rehearsing the execution plan are all important elements of planning. CS planners in the COMAFFOR's A-staff should be involved in planning, from Readying the Force to Reconstituting the Force, to ensure feasibility of planned operations. Planners should gather, analyze, and disseminate information about the operational environment's support capabilities and constraints, and present it in an appropriate annex or appendix of an operation plan (OPLAN) or Campaign Support Plan.

In planning for CS requirements, the minimum possible footprint consistent with effective operations is desired and should be a planning consideration, especially while preparing the operational environment. Limiting the footprint frees resources for other requirements and reduces vulnerability to adversary attacks. Wherever possible, establishing processes and infrastructure with maximum reachback capability improves agility and efficiency.

Deliberate Planning

Deliberate planning prepares for military operations based on the best available information and using forces and resources apportioned by the Joint Strategic Capabilities Plan. Deliberate planning addresses the most 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 the plan, or some entirely unanticipated operation is required, CAP is required in preparation for deploying and employing forces. In any case, CS forces should be integrated fully into the planning process.

Deliberate planning also prepares for security cooperation engagements with partner nations, normally expressed in a Campaign Support Plan and/or a Country Plan. In these situations, forces and resources may not be available and planners may need to use the "request for forces" processes to obtain the needed capabilities. CS forces to be deployed to conduct these types of engagements should be fully integrated into the planning process.

Crisis Action Planning

CAP leads into Positioning the Force and is usually accomplished in a time-constrained environment addressing situations and emergencies using assigned and attached forces. Crisis action planners follow prescribed CAP procedures that parallel deliberate planning, but are more flexible and responsive to changing events. When developing potential COAs, close coordination between CS and operations

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[11] See AFDD 3-0 and JP 5-0 for a complete discussion of planning.

planners is essential to assure feasibility of those COAs. As a subset of this activity, logisticians should consider alternative logistics COAs 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 assets to support higher priority commitments.

Operations Security (OPSEC)

Every functional area has responsibility for OPSEC since it is fundamental in the success of all military operations. OPSEC is a process of identifying, analyzing and controlling critical information indicating friendly actions associated with military operations to reduce vulnerabilities of friendly actions to adversary exploitation. For more information on OPSEC see JP 3-13.3, *Operations Security*.

DEPLOYING PERSONNEL AND EQUIPMENT

The deployment of personnel and equipment via the Positioning the Force core process involves the actual movement, reception, and beddown of tailored and prioritized forces accomplished through the use of lines of communication (LOC). Actions include, but are not limited to:

✪ Establishing an initial operational cadre.

✪ Accounting for US, host nation, and coalition prepositioned assets and support.

✪ Deploying en route support force and employment elements.

✪ Deploying, receiving, and accounting for forces.

✪ Reviewing baseline surveys and situational awareness to protect forces.

✪ Preparing for operations.

✪ Initiating reachback operations.

LINES OF COMMUNICATION

Air, ground, and sea LOCs are transportation bridges to deploy, sustain, and redeploy forces to and from CONUS and within a theater. Establishing protected inter- and intratheater LOCs is vital to the success of CS. The Air Force establishes LOCs among selected aerial ports of embarkation, en route locations, forward support locations, and aerial ports of debarkation (APODs). CS forces are integral to establishing and operating the air LOCs[12] and the supporting nodes.

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[12] For additional information on LOCs, see JP 2-01.3, *Joint Intelligence Preparation of the Operational Environment*; JP 3-34, *Joint Engineer Operations;* and AFDD 3-34.

Bases used for APODs, either en route or at the final destination, are frequently non-US controlled and require extensive support provided by the host nation. Such host nation support reduces the need to lift Air Force support to the new location. Planners should consider the following when developing LOCs:

✪ Overflight, landing, port, ground transportation rights, and diplomatic clearances provided by the host and en route nations.

✪ Existence or feasibility of establishing agreements, including status of forces agreements (SOFAs), with host and en route nations.

✪ Availability of support (e.g., security, fuels availability, and materiel handling).

✪ Pre-sited munitions handling areas, especially at ports of debarkation for afloat prepositioning forces and standard munitions packages hot cargo areas.

✪ Ability to protect the LOC and transit corridors.

✪ Distances to prepositioned war reserve materiel and between APODs.

✪ Ability to establish secure C2 for AOC-to-unit communications.

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 supported commander's needs. Phasing provides an orderly schedule to move forces and assists commanders in refining requirements in terms of having the right capabilities in place, in the right order, to maximize the efficiencies of beddown and minimize FP 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 OL.

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.[13]

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[13] For more information, see AFDD 3-17, *Air Mobility Operations*.

In-transit Visibility

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 use ITV to reduce the element of uncertainty inherent in deployed operations. CS ITV 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.

RECEIVING AND BEDDING DOWN

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

Reception, Staging, Onward Movement, and Integration (RSOI)

RSOI 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 also be prepared to facilitate joint RSOI activities for other Service components. Separate staging areas should be established for units that will beddown at the APOD and other forces that will be marshaled for onward movement. Sustainment and FP for transiting forces are required until onward movement occurs.

Force Accountability and Beddown

Force accountability allows commanders to determine when they have force closure, the point in time 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 should also be able to locate their people quickly. Coordination with the contingency contracting office should also account for all contractor personnel supporting operations at the deployed location.

Force Protection

Every functional area has responsibility for FP. The Air Force defines FP as "the process of detecting threats and hazards to the Air Force and its mission, and applying measures to deter, pre-empt, negate or mitigate them based on an acceptable level of risk."[14] FP is a fundamental principle of all military operations as a way to ensure the survivability of a commander's forces. The Air Force takes an integrated approach to FP in order to conserve the force's fighting potential. For more information, see Chapter 5.

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[14] AFDD 3-10.

Intratheater Movement

Intratheater movement is critical to supporting and sustaining Air Force operations; it should be planned and coordinated in advance of deployment, and be ready to implement as soon as practical. A key component of intratheater movement is airlift. Frequency of regular channel support is done through a scheduled theater airlift routes system, which is a series of hub and spoke routes developed to move people, mail, parts, and other types of resupply items. The JFC's staff is responsible for defining the requirements through the joint deployment distribution operations center (JDDOC). The JDDOC directs, coordinates, and synchronizes deployment and redeployment, execution, and distribution operations for the joint movement center. The COMAFFOR through the AOC and its air mobility division is responsible for designing the routes to satisfy requirements for all Services.

CHAPTER FOUR

BASE FORCES

> *Strange as it may seem, the Air Force, except in the air, is the least mobile of all the Services. A squadron can reach its destination in a few hours, but its establishment, depots, fuels, spare parts, and workshops take many weeks, and even months, to develop.*
>
> **—Sir Winston Churchill**

For the Air Force, opening and establishing an OL normally entails opening and establishing an airbase. Establishing OLs encompasses assessing, planning, reconfiguring, modifying, building, and inspecting infrastructure and utilities to support the mission, personnel, and equipment at specific OLs. The minimal infrastructure required to operate an airbase includes: runways, taxiways, ramps, roads, building sites, utility grids, communications grids, aviation fuels grids, munitions storage areas, facilities, entry control points, barriers, and defensive positions.

AIRBASE OPENING

Airbase opening facilitates strategic and operational reach, paves the way for deployment and sustainment operations, and eases the transition between operational-level objectives and subsequent tactical-level operations. Airbase opening provides the capabilities to open an airbase and provides the initial capabilities for C2, FP, cargo and passengers handling, logistics, airfield operations, force accountability, finance and contracting, and reception and beddown of follow-on forces. Open the Airbase forces normally arrive first and assess the airbase for establishment of minimum airfield operating parameters, C2, and supporting host-nation support capabilities. It may support any Service or nation and provides capabilities to transition responsibilities to the follow-on forces. Open the Airbase forces are presented in standard force modules, which are tailored to the specific situation based on AFFOR planning.

Senior Airfield Authority (SAA)

SAA is an important factor to consider during airbase opening and the transition following airbase opening. The SAA is responsible for the control, operation, and maintenance of the airfield to include the runways, associated taxiways, and parking ramps as well as land and facilities affecting airfield operations. The SAA is also responsible for coordination of all component or joint task force aircraft and airfield facilities to avoid splitting responsibilities among the Services. The SAA controls flightline access and is responsible for the safe movement of aircraft. The JFC should designate the Service component responsible for airbase operations. That designated Service component should appoint an SAA for airfield operations. If the SAA is not

available at the start of operations, the initial airbase opening forces commander (e.g., Contingency Response Force (CRF) commander, or the mission support group commander) may serve as acting SAA.

Airbase Opening Forces

The Air Force has numerous capabilities and forces that are used to open air bases. The specific mix of forces used to open an airbase or a group of airbases is dependent upon the context of the particular situation.

- ✪ **Contingency Response Forces** are the Air Force's standing initial airbase opening response force. These units are designed as organic, rapid response, initial airbase opening units. However, not all Air Force initial airbase opening capabilities are embedded within the CRFs, and if rapid response is not critical or the number of bases being opened exceeds the CRF's capability, various units within the Air Force can be tasked to perform initial airbase opening tasks. CRFs may provide support after initial airbase opening in support of partner nation engagement, among other activities.

- ✪ **Joint Task Force-Port Opening (JTF-PO)** facilitates joint RSOI and theater distribution by providing an effective interface at the APOD and distribution node. The JTF-PO is a special case of airfield opening designed to combine specific Air Force and Army capabilities to provide the commander of US Transportation Command with a ready-to-deploy, jointly trained force for opening ports and establishing the initial distribution network.

- ✪ **Combat Communications Groups** provide "extend the net" communications support for the full range of military operations (ROMO), and provide communication capability for Command and Control (C2) reach back at and above the tactical level for a variety of Air Force (AF) missions. This includes but is not limited to: unclassified/classified networks (Confidential/Secret/allied/coalition), non-secure/secure voice networks and special circuit connectivity in support of contingency operations with a blue or purple network (service or joint/coalition) in a deployed environment; and air traffic control personnel and services. Combat communications groups also contain an organic maintenance capability.

- ✪ **Air Force Special Operations Command Special Tactics Teams** are comprised of combat control, combat weather, and pararescue personnel. These teams may augment Army, Marine, and special operations forces during airfield seizures and provide airfield survey and assessment, air traffic control, navigational aids, tactical airfield lighting, weather observation and forecasting, battlefield trauma care, and marshaling services.

- ✪ **820th Base Defense Group** provides a fully integrated FP and CRF for expeditionary airfield opening. The unit is capable of airborne insertion operations for 14-30 days and has the organic capability to provide airfield security and initial

airfield assessment. The unit can link with initial entry or base seizure forces and provide a smooth transition to airfield opening forces.

- ✪ **Prime BEEF Teams** provide the full range of engineering expertise and emergency services needed to establish, sustain, recover, and close bases for employing Air Force weapons systems or supporting joint, interagency, or multinational operations. Capabilities include light horizontal and vertical construction; the erection of specialized structures; pest management; environmental management; bare base master planning, design, and contract support; hazardous materials response; structural and aircraft firefighting; rendering safe and removal of unexploded ordnance; defeat of improvised explosive devices, weapons of mass destruction, and CBRN threats; and base recovery after attack to include airfield damage repair and repairs to facilities or infrastructure systems.

- ✪ **RED HORSE Units** are Air Force units wartime-structured to provide a heavy engineer capability that are mobile, rapidly deployable, and largely self-sufficient for limited periods of time. They provide engineer and force support capabilities that may be tasked to facilitate airbase opening immediately following seizure operations.[15] Capabilities include dedicated, flexible airfield and base heavy construction and repair capability, along with special engineering capabilities to include water well drilling, base denial, batch plant and quarry operations, Automated Building Machine (ABM) facility construction, directional drilling, and airborne/air assault engineer operations.

- ✪ **Airborne RED HORSE Teams** provide initial site survey assessment (GEO Reach), removal/demolition of obstructions, expedient force protection construction, repair of airfield surfaces for limited C-130 and C-17 operations, installation of emergency airfield lighting systems (EALS), tests for potable water sources, and pavement evaluations. Provide EOD airfield assessment and clearance of UXO's, FES limited aircrew and fire suppression, and provide chemical, biological, radiological, nuclear (CBRN) quick response capability. These teams can be delivered via air land, air insert and air drop into moderate threat bare base or forward OLs.

- ✪ **Civil Engineer Maintenance Inspection and Repair Teams (CEMIRTs)** provide depot level maintenance of major electrical power generation and distribution systems as well as mobile and fixed aircraft arresting systems at contingency OLs, en-route bases or critical stateside bases. Team capabilities include routine calibration, emergency maintenance and repair, and major overhaul and repair of both real property and non-real property installed equipment. This team also provides technical assistance in conducting electrical system infrared surveys, troubleshoots electrical and mechanical system faults, and diagnoses problems and determines solutions.[16]

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[15] For additional information on Prime BEEF and RED HORSE, see AFDD 3-34, AFI 10-210 *Prime BEEF Program,* and AFI 10-209, *RED HORSE Program*.
[16] For additional information on Airborne REDHORSE teams and CEMIRTs, see AFDD 3-34.

- ✪ **Airfield Assessment Teams** perform site surveys to determine airfield suitability and relevant support requirements. Teams are generally comprised of subject matter experts who deploy to verify airfield operations information.

- ✪ **Explosive Ordnance Disposal Teams** may augment other airbase opening forces such as special tactics teams, CRF, and airfield assessment teams when intelligence or threat analysis expects unexploded explosive ordnance contamination or if improvised explosive devices are suspected.

- ✪ **Air Office of Special Investigations Agents** can be embedded with specialized units such as CRF, special tactics teams, 820th Base Defense Group, or other airbase opening forces to provide responsive counter threat operations (CTO) and counterintelligence support to FP efforts from the initial stages of airbase operations. Agents accompanying these units provide counterintelligence support, conduct CTO collection operations to develop force protection intelligence (FPI), provide other investigative services, and establish infrastructure for follow-on forces as required.

Open the Airbase forces complete site assessments and set up minimum cantonment functions such as FP, communications, sleeping, feeding, sanitation, and internal medical capability such as public health and advanced life support. These forces provide expeditionary site plans and airfield survey information for development of the airfield suitability and restrictions report.[17]

Airbase Opening Planning

Airbase opening is a critical task for military operations and requires significant attention during planning.

Deliberate Planning

Requirements for airbase opening should be included in the deliberate planning process. Exploitation of both classified and unclassified venues and contact with the Air Force component headquarters long range planners and current operations planners can assist in this effort. If possible, planners should include personnel from the applicable airbase opening force.

Theater Capabilities Planning

Airfield assessment in support of theater capabilities planning is a process to accomplish airfield surveys and determine relevant support requirements. Before deployment, numerous capabilities exist to create an accurate picture of the airfield in question and associated infrastructure. If an accurate picture of the airfield is unavailable and forces will arrive shortly, a CRF would be employed to survey the airfield to develop the necessary expeditionary site plans and airfield suitability and restrictions report.

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[17] See AFI 10-404, *Base Support and Expeditionary (BAS&E) Site Planning*, for detailed information on site planning.

Joint Integration Planning

The JFC may establish a joint airfield planning and coordination team to address number, type, and location of all bases in the operational area. Both entities provide an opportunity for airbase opening forces to obtain evolving information regarding theater requirements.

Airbase Opening Transition Events

There are specific times during airbase opening when transitions between events may drive actions that CS forces should be prepared for. Figure 4.1 illustrates those times when process seams may generate subsequent actions to ensure the airbase opening process is as smooth as possible.[18]
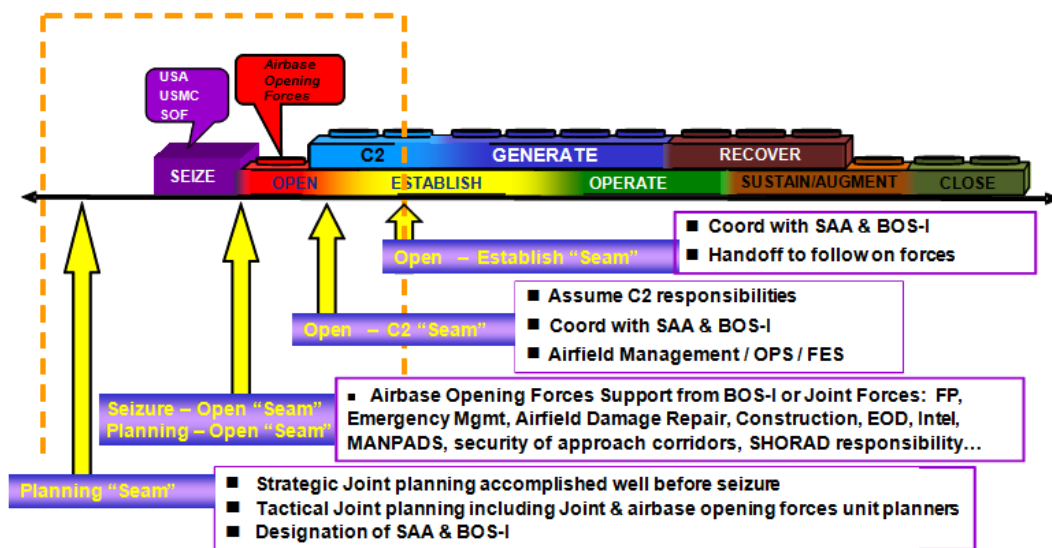
Figure 4.1. AETF Force Modules and Process Seams

Airbase Opening Transfer of Responsibility

The transfer of responsibilities from airbase opening to the initial Establish the Base force module occurs in two stages.

✪ SAA responsibilities will normally transfer from the initial airbase opening forces commander to the AEW or group commander.

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[18] For more detailed information on force modules as used in airbase opening, see AFI 10-401.

✪ Functional airbase opening capabilities and responsibilities will normally transfer from the initial airbase opening forces (Open the Base force module forces or CRF) to the initial Establish the Base force module forces when like forces are in place.

ESTABLISHING OLs

Establishing OLs accounts for providing limited forces to bring a base to an initial operating capability. These forces are presented in standard force modules that are tailored based on the planning process performed by the AFFOR staff. These capabilities are designed to support most missions or weapon systems. Personnel performing operations for establishing OLs facilitate the integration of those capabilities within the Open the Airbase and C2 force modules to provide the airfield's earliest capability to execute its assigned mission.

Base Operating Support-Integrator

The base operating support-integrator (BOS-I) is a CCDR-designated representative who acts as the joint BOS provider. The Service component with the preponderance of forces should normally provide the BOS-I. A CCDR may designate an individual within a Service component or JTF as the BOS-I at each OL. The BOS-I coordinates the efficient use of mission support resources. Where shortfalls or opportunities for efficiencies exist, the CCDR may task components of JTFs to provide or coordinate specific capabilities (e.g., infrastructure, security, and communications). The BOS-I provides master planning for facilities and real estate. BOS-I responsibilities may include, but are not limited to coordination of WRM assets, collecting and prioritizing construction requirements, seeking funding support, environmental management, emergency management, FP, and hazardous waste disposal.

BOS-I and SAA Interaction

BOS-I and SAA have an important interaction with a significant seam. In many cases the CCDR will designate a BOS-I and a SAA from different services at the same location (a common practice is to designate the Army component with BOS-I responsibilities while designating the Air Force component with SAA responsibilities). The BOS-I is the joint BOS provider for the OL or base and the SAA is responsible for the control, operation, and maintenance of the airfield to include the runways, associated taxiways, and parking ramps as well as land and facilities affecting airfield operations. As such, the SAA will perform many BOS function on the facilities immediately surrounding the airfield. The BOS-I and SAA must closely coordinate along this seam during planning and execution of operations. A common solution is to form an agreed upon line around the airfield and give the SAA responsibility for the area inside the line and the BOS-I responsibility for the area outside the line.

Establish Runways, Taxiways, Ramps, Roads, and Building Sites

Planners should consider theater priorities and the limited resources available to construct and operate the infrastructure at OLs. Planning should consider operational

requirements, combat support infrastructure needs, and the minimal resources needed to enable mission establishment and operation of the base, including the following:

✪ **Requirements to establish utility grids:** Water distribution, electrical, fuels, communications, CBRN detection and monitoring, and wastewater collection systems.

✪ **Requirements to establish facilities:** C2, aircraft operating surfaces, operational facilities, airfield management, air traffic control, navigational aids, fire crash rescue, munitions, medical, security, administration, maintenance, lodging, dining, etc.

Joint support agreements, SOFAs, or other country-to-country agreements help specify tenant and host responsibilities throughout a deployment. When facilities to shelter personnel are limited, a key consideration is whether to erect facilities and establish airfield operations using base expeditionary airfield resources or other contracted assets.

The Air Force component should conduct site surveys and collect data from as many sources as possible during deliberate planning. This process of early engagement facilitates the planning and execution process as well as enhances relationships with country teams in those locations not routinely visited by Air Force personnel.

Plan OL Physical Environment

There are several methods for obtaining the infrastructure necessary to establish an OL: deploying Air Force assets, contracting, host nation support agreements, acquisition and cross-servicing agreements, inter-Service support agreements, etc. In many cases, the planned OL may already have infrastructure in place that can be made available for Air Force Forces. Commanders should consider leveraging functional communities during efforts to establish OLs. The more that can be acquired locally without unacceptable risk to health or security, the less that must be stored, maintained, and forward deployed. Commanders should establish relations with local authorities (host nation military or civilian airfield authorities) to ensure all potential sources of resources required to establish OLs are evaluated. Commanders should be careful not to enter into any oral or written agreement with host nation authorities, unless specifically delegated the authority to do so. Authority to negotiate and conclude such agreements is closely held and tightly controlled. Commanders should consult their staff judge advocate early in the planning process to assess current international agreements affecting establishment of the OL and identify potential international agreements required.[19]

Environmental planning should be included early in the planning stages. An environmental survey should be completed at any new location to establish a baseline of environmental conditions before a site is put to use. When planning for a new OL, the environmental objectives are to minimize risk to human health and the environment

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[19] See AFDD 1-04, *Legal Support to Operations*, for more information.

while establishing readiness to accomplish the mission. Commanders should strive to meet four critical environmental goals:[20]

✪ Compliance with applicable US laws, regulations, international agreements, and DOD, Air Force and combatant command environmental policy regarding environmental standards (consult with legal counsel to determine applicable environmental standards, including final governing standards).

✪ Conservation to minimize environmental impacts and manage resources.

✪ Pollution prevention where practical through recycling and reuse, materiel substitution, or process change; compliance with all applicable standards.

✪ Remedial action to address environmental contamination caused by Air Force activities at the OL.

Planning for Security in the Physical Environment

Commanders should consider integrated defense when determining the location of airbases. To ensure commanders can maintain a secure airbase for operations, they should establish infrastructure that provides adequate integrated defense to mitigate potential threats to the base. See Chapter 5 for a discussion of FP and integrated defense.[21]

Receiving and Bedding Down Forces

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

RSOI

RSOI transforms arriving personnel and materiel into forces capable of meeting operational requirements.[22] Air Force units operating at an APOD should be prepared to facilitate joint RSOI activities. Separate staging areas should be established for units that will beddown at the APOD and other forces that will be marshaled for onward movement. Factors to consider during RSOI include force accountability, FP, force support, and intratheater movement.

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[20] Refer to Air Force Handbook (AFH) 10-222, Volume 4, *Environmental Considerations for Overseas Contingency Operations*, for more specific information about environmental goals and applicable compliance requirements.
[21] See also AFDD 3-10, and AFDD 3-34.
[22] JP 3-35, *Deployment and Redeployment Operations*.

SUSTAINING OLs

Assure sustained operational capability through maintenance, repair, and preservation or facilities, real property-installed equipment, runways, raxiways, ramps, roads, utilities, fuel systems and other built (real property) and natural infrastructure used in support of the mission. For additional information see AFDD 3-34.

The following sub-capabilities summarize the major function the COMAFFOR and AFFOR staff should ensure are prepared to sustain OLs:

✪ **Infrastructure Planning:** Includes those actions taken to forecast existing capacity against authorized allowances, taking into consideration future mission or operational requirements leveraging principles of asset management to factor in total asset accountability when making resource based decisions. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Infrastructure Programming:** Those actions taken to validate requirements, determine quantities, forecast costs to construct and determine methods of accomplishing acquisition either in-house or by contracting methods. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Infrastructure Design:** Includes applying standards to ensure maximum end user performance, energy efficiency, and ability to meet applicable laws and codes related to life, safety, health, and welfare. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Infrastructure Construction:** Performed by military forces or through contract augmentation. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Infrastructure Maintenance and Protection:** Includes operation, hardening, and sustainment of facilities, infrastructure, and installations. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Environmental Compliance:** Ensures compliance with applicable US laws and regulations; international agreements; DOD, Air Force and combatant command environmental policy; country-specific environmental compliance standards; foreign final governing standards; and the overseas environmental baseline guidance document.[23] The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Light or Heavy Construction/Repair:** Performed by RED HORSE, Prime BEEF, or through contract augmentation. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

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[23] For further information, see DOD 4715.05-G, *Overseas Environmental Baseline Guidance Document.*

✪ **Infrastructure Demolishing/Divesting:** The actual removal by demolition, disposal or reuse of an item from the Air Force real property inventory. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Environmental Compliance:** Protects Air Force personnel and provides continuity of the mission by ensuring compliance with applicable US laws, regulations, international agreements (e.g., SOFAs), and DOD and combatant command environmental policy on environmental issues on installations, and at FOLs, and other military OLs. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

RECOVERING OLs

Following an incident, natural disaster, or enemy attack that damages the OL, recovery teams will perform actions to restore the OL to full operational capability as soon as possible. These actions may include but are not limited to: assessment and prioritization of UXO's, hazards, and damage, rendering safe and removing unexploded ordnance, structural and aircraft firefighting, CBRN decontamination and recovery, airfield damage recovery and repair, and facility and infrastructure recovery and repair. For additional information see AFDD 3-34.

The following sub-capabilities summarize the major functions the COMAFFOR and AFFOR staff should ensure are prepared to recover OLs:

✪ **Explosive Ordnance Disposal:** EOD provides the capability to mitigate and defeat explosive hazards presented by the enemy or friendly employment of explosive ordnance. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Incident Management Planning and Response:** Captures the emergency manager/responder role organic to Civil Engineer units. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Infrastructure Recovery and Repair:** Includes repair of facilities, infrastructure, and installations; structural and aircraft firefighting; CBRN decontamination and recovery; airfield damage repair; and utility repairs. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

CLOSING OLs

A commander with the appropriate authority, such as the CCDR, a JFC, or the COMAFFOR, may direct closure of a deployed location when that location is no longer required. It is important that the following actions be performed:

✪ Document environmental conditions and collect historical resource information.[24]

✪ Perform required cleaning and decontamination including mitigation and remediation of CBRN hazards.

✪ Arrange for hazardous waste disposal and spill remediation to address any imminent threat to human health or safety.

✪ Close out all accountable records to prevent inadvertent movement of assets to the inactivated location.

✪ Transfer equipment to host nation activities or pack equipment and mark items for refurbishment or disposal.

✪ Review support infrastructure (including contracted support) and reduce requirements to maintain the smallest footprint possible as forces depart a forward operating location (FOL).

✪ Ensure a coordinated withdrawal while maintaining unit integrity.

✪ Destroy all unnecessary classified information and official documents.

✪ Conduct inventory of all real property items. Coordinate with host nation and other services as required.

Reconstitution

Reconstitution is the restoration of capability following operations and includes both equipment and personnel.[25] Reconstitution maintains control over resources and maximizes asset recovery. The objective is to prepare the reconstituted force for future operations in minimal time.

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[24] See AFIs 84-101, *Historical Products, Services, and Requirements*, and 84-102, *Historical Operations in Contingencies and War*, and AFH 10-222, Volume 4.
[25] JP 3-35.

CHAPTER FIVE

PROTECT FORCES

> *Always presume that the enemy has dangerous designs and always be forehanded with the remedy. But do not let these calculations make you timid.*
>
> **—Frederick the Great**

Force protection provides integrated offensive and defensive actions to deter, detect, preempt, mitigate, or negate threats and hazards against Air Force operations and assets, based on an acceptable level of risk. FP is a commander's responsibility at all levels. The functional expertise for force protection activities crosses several areas of the AFFOR staff. To integrate all FP activities the COMAFFOR usually designates a member of the AFFOR staff as the FP officer and places the FP officer and associated staff in the special staff of the AFFOR.[26]

FP is a fundamental principle of all military operations as a way to ensure the survivability of a commander's forces. The Air Force takes an integrated all hazards/all threats approach to FP in order to conserve the force's fighting potential that encompasses many functional areas of expertise. Specific actions required to protect forces against hostile actions include detecting, identifying, and defeating penetrative or standoff threats to personnel and resources; assessing OLs for threats and available support from host civil and military agencies; disseminating information and warning personnel; and protecting infrastructure and critical information. For a thorough discussion on force protection in the Air Force, see AFDD 3-10.

FORCE PROTECTION THREAT AND HAZARD SPECTRUM

Commanders at all levels are responsible for recognizing threats and hazards to the Air Force across the ROMO and therefore consider the intentional objectives of threat actors or unintentional effects of hazards. There are a variety of threats and hazards facing the Air Force that may arise from terrorists, insurgents, insiders, criminal entities, foreign intelligence and security services, opposing military forces, activist organizations, and natural or manmade disasters, major accidents, or medical incidents. Airmen should continually plan to counter potential future threats and hazards, both conventional and CBRN related, that have not yet been planned for or seen, as those threats and hazards are constantly evolving. TTP introduced in one theater could be

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[26] A full discussion on the multiple AFFOR staff sections involved in FP and a notional diagram highlighting the FP officer are found in AFDD 3-10.

seen again in other regions and may result in increased FP measures due to the threat of attack or risk of hazards that could affect ongoing operations.

RISK MANAGEMENT

Commanders determine how best to manage risks. The Air Force views risk management (RM) as the process of identifying critical assets; understanding the threat; understanding Air Force vulnerabilities to the threat; determining risk to personnel, assets, and information; and assuming risk or applying countermeasures to correct or mitigate the risk.[27] In all cases, the assessments include hazards as well as threats. This RM process consists of the following elements: prioritizing assets and resources by a criticality assessment, identifying potential threats through a threat assessment, analyzing resource and asset vulnerabilities through a vulnerability assessment, determining the risks acceptable to them for a given operation by conducting a risk assessment, and then supervising and reviewing the effort to eliminate or mitigate the risks that are not acceptable. A safety and RM focus ensures maximum protection of people and physical resources.

INTEGRATED DEFENSE

Integrated defense is conducted worldwide, from mature theaters to austere regions. Air Force leadership should adapt to a variety of operational requirements. Some Air Force resources may be geographically separated from the main base. Regardless of location, forces conducting integrated defense employ the basic TTPs as those employed at home station during day-to-day operations. As specific threats to base personnel and resources increase, integrated defense forces adjust tactics to counter the threat. Adjustments to operating procedures should be based on the specific threat to operations, the dynamics of operating in an international environment or the way integrated defense efforts collaborate with joint, combined, civilian, and host nation forces. Integrated defense forces should be prepared to operate at a variety of locations and may deploy to sites without existing Air Force or host nation facilities.

BASE BOUNDARY AND BASE SECURITY ZONE

Because threats and hazards to operations can come from a wide range of sources, the Airman's perspective requires integrated defense planning in broader terms than other surface-oriented organizations. For example, the threats to an active airfield may extend far beyond the surface area designated as a base boundary. To address these threats, the Air Force uses the planning construct of the base security

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[27] For further information, see AFI 31-101, *Integrated Defense (FOUO)*. The Air Force definition in this AFDD accords with and supports both the Service policy definition and joint definition of risk management: "The process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk cost with mission benefits." (JP 1-02)

zone (BSZ)[28] to ensure those ground threats that could impact operations are considered and planned for.

The base boundary is a line that delineates the surface area of a base for the purpose of facilitating coordination and deconfliction of operations between adjacent units, formations, or areas.[29] The base boundary, which is not necessarily the base perimeter, is negotiated on a case-by-case basis between the base commander and the area commander or host-nation authority. The base commander should only negotiate base boundaries with the host-nation authorities after proper coordination and approval from higher headquarters. The multi-dimensional space around the base from which the enemy might impact air operations by launching an attack against approaching or departing aircraft or personnel and resources located on the base is critical to air base defense planning. A complete discussion of the BSZ as an Air Force planning construct is located in AFDD 3-10.

FORCE PROTECTION INTELLIGENCE (FPI)

FPI is analyzed, all-source information that when integrated, or fused with other FP information provides an assessment of the threats to DOD missions, people or resources. FPI provides the best available picture of the intents and capabilities of terrorists or extremists, criminal entities and enterprises, foreign intelligence and security services, opposing military forces, and in certain instances, environmental/medical hazards, infrastructure vulnerabilities, and insider threats. FPI is proactive and drives FP decisions in support of commander's intent.[30] FPI is usually produced for the COMAFFOR by the A-2 and the COMAFFOR's Air Force Office of Special Investigations (AFOSI) representative. A common practice is to include an intelligence officer on the FP officer's staff to help integrate the intelligence information into the overall FP program.

FORCE HEALTH PROTECTION

Force health protection is defined as measures to promote, improve, or conserve the mental and physical well-being of Service members.[31] These measures enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards. The Air Force expands that definition to clarify the concept as a comprehensive threat-based program directed at preventing and managing health-related actions against Air Force uncommitted combat power.[32]

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[28] See AFDD 3-10, and AFPD 31-1, *Integrated Defense*, for information that establishes the BSZ as an Air Force construct.
[29] JP 3-10, *Joint Security Operations in Theater.*
[30] FPI deals specifically with intelligence efforts to counter enemy threats. For additional information on incident awareness and assessment, see AFI 14-119, *Intelligence Support to Force Protection (FP).*
[31] JP 1-02.
[32] For additional information on force health protection and medical operations in the Air Force, see AFDD 4-02.

CHAPTER SIX

GENERATE THE MISSION

Combat support…touches every functional area and is key to meeting the US Air Force's mission to organize, train, equip, and employ [airpower].

—General John P. Jumper, former CSAF

GENERATING THE MISSION

Mission generation capabilities provide for the availability of safe, serviceable, and properly configured and prepared Air Force forces to operate and conduct missions across the ROMO. Considerations for systems support vary with different missions. Central to the ability of the COMAFFOR's staff to support the assigned mission is to have accurate and timely information in a common relevant operating picture for combat support. CS planning should be tightly linked with the AOC to ensure the optimal support of operational requirements. All planners should keep in mind the balance between mission production and regeneration. Requirements for ongoing operations in combat should be continually assessed for new demands on aircraft, personnel, and equipment to anticipate increases in mission requirements (use rate, sortie duration, etc.).

The mission generation capability represents the Employing the Force core process. This capability is the culmination of the CS core processes. The other processes occur to reach this capability, with Sustaining the Force happening simultaneously. Generating the mission is followed by the Recovering the Force core process to reconstitute mission elements.

MISSION GENERATION NEEDS

Generation of airpower missions requires preparation of the tasked aircraft and installed payloads (munitions, pods, etc.). Generation is characterized by the following operational considerations:

✪ **Type of Base:** Capabilities at various bases may differ based on location and type. For example, MOBs may differ from capabilities at FOLs, particularly if the FOL is austere. MOB resources generally provide capabilities for surge and sustained operations, whereas FOL resources may provide only short-duration surge capability, which may be followed by reconstitution at a MOB.

- ✪ **Type of Aircraft:** Capabilities for generating missions depend on the logistics support necessary for various types of aircraft. For example, large-frame aircraft generate high demand for petroleum, oil, and lubricants, which may require additional base defense measures, and combat aircraft may generate a high demand for munitions items.

- ✪ **Surge Operations:** Operational requirements may drive mission generation capabilities to surge for extended periods of time. AOC and AFFOR staff planners should identify limiting factors of surge operations and their impact on future air tasking orders, and should provide estimates of post-surge recovery time required to restore the health of the aircraft fleet. If the capability to perform major maintenance is not resident in-theater, surge operations may result in a requirement to accelerate the rotation of aircraft back to home station.

- ✪ **Communications:** Communications infrastructure is critical to supporting mission generation activities. Delivery of electronic mission folders, authentication data, crypto keys, and a multitude of other data to the weapon system are essential to operations. Recovered weapon system video, sensor data, maintenance records, etc., can be used to support future operations.

- ✪ **Facilities:** Suitable parking ramps, hangars and shelters, engine trim pads, live-ordnance loading areas, fuels maintenance, firefighting capability, aircraft arresting systems, and other infrastructure requirements should also be provided to support mission generation.

MISSION GENERATION SUB-CAPABILITIES

The CS Generate the Mission core capability is broken down into six main sub-capabilities dealing with mission elements. A mission element can range from manned/unmanned aircraft, nuclear weapons systems, and satellite launch vehicles, to applicable support/test equipment and vehicles required for mission generation.[33]

Prepare Mission Element

These are the actions necessary to assess, repair, maintain, inspect, and ready the mission element to commence operations. This includes:

- ✪ **Assessing the status of the mission element:** Actions necessary to appraise overall mission element condition resulting from mission debrief, flight status record, and quality and safety inspections.

- ✪ **Maintaining and modifying the mission element:** Routine maintenance and modification actions required to prepare the mission element for the assigned mission. It includes, but is not limited to, corrosion control and replacement of consumable materiel and components.

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[33] Information originally presented in the 2009 *ACS Generate the Mission Supporting Concept of Operations (CONOPS),* paragraph 2.2.1. Information has since been validated as best practices.

✪ **Repairing the mission element:** Actions necessary to restore the damaged mission element.

Prepare Payload

This involves configuring and delivering personnel, equipment, or material for specific mission needs. This includes:

✪ **Delivery for assembly:** The delivery of mission-specific payload components for assembly.

✪ **Assembling the payload:** Combines the mission-specific components into the payload (completed units, kits, or assemblies) that are transported.

✪ **Distributing the payload for loading:** Transport and distribution of the mission-specific payload in the total quantity required by the date required.

Configure Mission Element

This is a broad capability that includes assembling, loading, fueling, and arming the mission element for a specific mission. It includes delivery of required mission preparation information to the platform. This includes:

✪ **Preparing the mission element layout and configuration:** The capability to physically configure the mission element to receive the type of payload required.

✪ **Fueling mission element:** Actions needed to fuel the mission element.

✪ **Uploading the payload:** Actions required to load the primary payload to accomplish the mission.

✪ **Configuring systems:** Actions required to ensure integration of mission element and payload, navigation elements, and parameters.

✪ **Verifying mission readiness:** The performance of mission systems checks and crosschecks.

✪ **Positioning for initiate and launch:** Actions required to place the mission element for immediate employment.

Launch Mission Element

Launch mission element is the capability to perform final actions and hand off the system to the element operator to execute the mission. This can include initiating mission systems with the use of satellites. This includes:

✪ **Performing pre-mission checks:** Preparations for mission execution by mission operators or mission support crews. These actions verify readiness and mission-

specific requirements, including verifying loading of the payload on the mission element and taking takeoff weather conditions into consideration.

✪ **Initiating mission systems:** Sets into motion the mission execution in accordance with mission-specific requirements.

✪ **Performing final checks:** Final inspection/validation of the mission element prior to mission launch/execution.

Recover Mission Element

Recover mission element provides the capability to receive and assess status of the mission element. It also includes actions to extract personnel and damaged or disabled equipment under friendly control for return of personnel to duty and equipment to repair. Recovery of information (e.g., imagery and other mission data) collected by the platform during the mission also applies to this sub-capability. This includes:

✪ **Routine recovery:** Retrieval and restoration of mission elements during non-crisis situations or missions.

✪ **Crash recovery:** Retrieval and restoration of mission elements during a crash situation.

✪ **Offloading mission support element payload:** Actions required to download the primary mission payload when that payload was not designed to be expended or was simply not expended or when the next launch requires a change in configuration.

Prepare Launch and Recovery Apparatus

Prepare launch and recovery apparatus provides the capability to inspect and analyze the mission element to determine if it can be repaired and estimate initial needs (parts, components, equipment, and personnel) to execute the repair. This includes:

✪ **Repairing launch and recovery apparatus:** Returns the recovery apparatus to its original or usable and functioning condition resulting from normal wear and tear or mission damage.

✪ **Restoring launch and recovery apparatus:** Returns the recovery apparatus to its original or usable and functioning condition to bring the launch and recovery apparatus back to mission status beyond normal maintenance.

✪ **Configuring launch and recovery apparatus:** Arrange, set up, or shape the recovery apparatus with a view to mission-specific recovery application or use.

✪ **Transporting and positioning launch and recovery apparatus:** Move the launch and recovery apparatus to the location and prepare for use.

MISSION GENERATION CAPABILITY SOURCING

CS functional communities contain personnel, materiel, equipment, infrastructure, and information resources. These make up the essential elements required to generate missions and to support and sustain mission systems, components, equipment, and personnel in both peacetime and wartime environments.

CS global transportation management includes generation and regeneration of applicable mission elements to initiate or launch air, space, and cyberspace missions across the ROMO to achieve the desired effects of the CCDR. A mission element can range from manned or unmanned aircraft, nuclear weapon systems, satellite launch vehicles, and applicable support or test equipment and vehicles required for mission generation.

CHAPTER SEVEN

SUPPORT THE MISSION, FORCES, AND INFRASTRUCTURE

> *The primary function of an armed force is to fight in battle. That is nowadays impossible without a highly complex system of supporting activities.*
>
> **—Lieutenant General Sir John Winthrop Hackett,**
> ***The Profession of Arms***

Supporting the mission, forces, and infrastructure encompasses supplying, distributing, and maintaining goods and services at OLs. The expanded and extensive lists of functions below provide an overview of the diverse aspects of CS that support the Service.[34] These actions are accomplished in order to maintain support for, assist, distribute support for, and supply the mission, forces, and infrastructure.

MAINTAIN SUPPORT FOR MISSION AND INFRASTRUCTURE

Key functions are needed to assure continued operating capability by providing right-sized support during the Employing the Force core process. The following sub-capabilities summarize the major functions the COMAFFOR and AFFOR staff should ensure are prepared to support continued operations:

✪ **Infrastructure Planning:** Includes those actions taken to forecast existing capacity against authorized allowances, taking into consideration future mission or operational requirements leveraging principles of asset management to factor in total asset accountability when making resource based decisions. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Infrastructure Programming:** Those actions taken to validate requirements, determine quantities, forecast costs to construct and determine methods of accomplishing acquisition either in-house or by contracting methods. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Infrastructure Design:** Includes applying standards to ensure maximum end user performance, energy efficiency, and ability to meet applicable laws and codes related to life, safety, health, and welfare. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

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[34] Information originally presented in the 2009 *ACS Support for Mission, Forces, and Infrastructure Supporting Concept of Operations (CONOPS)*. Information has since been validated as best practices.

✪ **Infrastructure Construction:** Performed by military forces or through contract augmentation. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Infrastructure Maintenance, Protection, and Recovery:** Includes operation, hardening, repair, and sustainment of facilities, infrastructure, and installations; structural and aircraft firefighting; CBRN decontamination and recovery; airfield damage repair; and utility repairs. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Environmental Compliance:** Ensures compliance with applicable US laws and regulations; international agreements; DOD, Air Force and combatant command environmental policy; country-specific environmental compliance standards; foreign final governing standards; and the overseas environmental baseline guidance document.[35] The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Light or Heavy Construction/Repair:** Performed by RED HORSE or through contract augmentation. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Infrastructure Demolishing/Divesting:** The actual removal by demolition, disposal or reuse of an item from the Air Force real property inventory. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Vehicle Management:** Repairs vehicle and support systems and their components. The AFFOR A4 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Aircraft Maintenance:** Sustains the aircraft force. The degree of maintenance depends on mission requirements, parts availability, transportation limitations, component reliability, workload agreements, facility requirements, frequency of tasks, and special training required. The AFFOR A4 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Communications Infrastructure:** Receives, stores, protects, processes, transports, and disseminates information. Communications activation involves building the infrastructure (including a satellite link to the global information grid, a network control center, and power). The AFFOR A6 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Armed Security Escort:** Provides armed overwatch and escort for missions going into non-secured areas within the BSZ, depending on the threat. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

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[35] For further information, see DOD 4715.05-G, *Overseas Environmental Baseline Guidance Document*.

ASSIST MISSION, FORCES, AND INFRASTRUCTURE

Assist mission, forces, and infrastructure includes a wide range of abilities, which assist in mission generation, management, and day-to-day operations including:

✪ **Control airfield and airspace traffic:** Provides air traffic control and airfield management personnel to sustain operations support and monitoring of the flying environment. The AFFOR A3 usually conducts the operational planning for the COMAFFOR in this area with support from the AFFOR A6 and A7 for the required equipment and infrastructure.

✪ **Provide airfield weather services, mission execution forecasts, and staff weather operations:** Provides airfield weather services to assess current and future environmental conditions in support of flying operations and resource protection, tailored mission execution forecasts, and situational awareness to command and control structure. The AFFOR A3 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Provide spectrum management:** Controls the electromagnetic spectrum (EMS) so it serves the needs of US, allied, and coalition forces. The AFFOR A6 and the Electronic Warfare Coordination Cell (EWCC) usually work together to conduct the operational planning for the COMAFFOR in this area.[36]

✪ **Operate information/communications networks and equipment:** Provides operation of information and communications networks and equipment for information superiority at the right place, time, and security level. The AFFOR A3, with support from the AFFOR A6, usually conducts the operational planning for the COMAFFOR in this area.

✪ **Provide postal and official mail service:** Provides another avenue of communication to military and DOD personnel. The AFFOR A6 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Finance Air Force operations:** Provides in-garrison, forward deployed, and reachback decision support and financial services, meeting regulatory and statutory requirements for appropriated, nonappropriated, and working capital fund resources. The AFFOR comptroller on the special staff usually conducts the operational planning for the COMAFFOR in this area.

✪ **Capture history:** Allows the Air Force to write objective, classified and unclassified periodic histories of a unit's mission accomplishment by collecting, organizing, analyzing, and interpreting primary source documents, supplemented by interviews and audiovisual materials when appropriate. The AFFOR historian on the special staff usually conducts the operational planning for the COMAFFOR in this area.

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[36] For more information on spectrum management see JP 6-01, *Joint Electromagnetic Spectrum Management Operations.*

- ✪ **Maintain law and order:** Provides security and protects combat-ready weapon systems from sabotage, espionage, subversion, and attack both in-garrison and at deployed locations. The AFFOR A7 usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Shape the public information environment:** Provides communication advice and counsel to commanders on impact of operations and activities within the public information realm. Shapes the global information environment by communicating truthful and useful information about Air Force operations to internal, domestic, and international audiences. The AFFOR public affairs officer on the special staff usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Provide visual documentation:** Acquires, collects, preserves and accesses visual information products to meet operational, informational, training, research, legal, historical, and administrative needs.   The AFFOR public affairs staff usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Provide mishap prevention:** Provides a safe environment for all personnel and equipment to ensure mission accomplishment. The AFFOR safety officer on the special staff usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Capture lessons learned:**   Observations of both individual and organization behaviors, attitudes, and processes that when validated and resolved, result in an improvement in military operations or activities at the strategic, operational, or tactical level. Over the long-term, internalizing individual or organizational changes based on these observations, can enhance readiness and improve operational efficiency and effectiveness. The AFFOR A9 usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Provide specialized analytical support:** Includes performing studies, analyses, and assessments needed by senior-level decision-makers for strategic planning, operational and developmental planning, requirements assessments, modernization and recapitalization of systems and programs, and the Planning, Programming, Budgeting, and Execution decision processes. The AFFOR A9 usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Maintain OL organization:** Includes actions needed to determine, research, request, and process authorization and organization changes.   The AFFOR A1 usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Execute and maintain agreements:** Provides capability to the warfighter to gain and control access to bases and overflight rights, stage bases, use host nation assets, and acquire or provide support to allies. The AFFOR staff judge advocate

on the special staff, the A4, and the A7 usually conduct the operational planning for the COMAFFOR in this area.

☼ **Build partner capacity:** Enables CS forces to engage partner nations and build their aviation, industrial, public works, or municipal enterprise. The COMAFFOR should designate a lead agent to conduct this planning and oversight as required.

☼ **Provide legal services:** Includes advice to commanders and personnel at all levels, and in all locations, on matters ranging from disciplinary issues to operational concerns.[37] The AFFOR staff judge advocate on the special staff usually conducts the operational planning for the COMAFFOR in this area.

☼ **Create/maintain and dispose of official records:** Includes all actions necessary to plan, create, maintain, store, retrieve, transmit, and destroy official government records (electronic and physical) to provide proper/legal documentation, enhance security, and support all aspects of the mission. The AFFOR A6 usually conducts the operational planning for the COMAFFOR in this area.

☼ **Secure classified and unclassified controlled information:** Includes the Air Force information security program, ensuring unit personnel know and understand their role in protecting classified and controlled unclassified information against unauthorized disclosure. The AFFOR Information Protection Directorate usually conducts the operational planning for the COMAFFOR in this area.

☼ **Provide investigative and inspection services:** Allows the Air Force to assess the readiness, discipline, efficiency, and economy of the Service. The Inspector General assigned to support the COMAFFOR usually conducts the operational planning for the COMAFFOR in this area.

MAINTAIN FORCES

Maintain Forces is achieved through the application of key functional communities described below:

☼ **Feeding operations (food service):** Procures, receives, inspects, stores, sanitizes, prepares, serves, and disposes of food items. The AFFOR A1 usually conducts the operational planning for the COMAFFOR in this area with support from the AFFOR A7 for the required infrastructure.

☼ **Lodgment of forces (lodging and laundry operations):** Provides temporary lodging for Airmen and authorized personnel at in-garrison or deployed locations. The AFFOR A1 usually conducts the operational planning for the COMAFFOR in this area with support from the AFFOR A7 for the required infrastructure.

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[37] See AFDD 1-04.

- ✪ **Keeping Airmen fit to fight (fitness):** Provides programs, facilities, and equipment necessary to support fitness activities and maintain force fitness. The AFFOR A1 usually conducts the operational planning for the COMAFFOR in this area with support from the AFFOR A7 for the required infrastructure.

- ✪ **Support and track personnel:** Helps track and account for Air Force personnel and personnel from other Services as required. The AFFOR A1 usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Airmen regeneration (recreation):** Procures entertainment and creates alternative diversions from work stress and family separation anxiety thereby enhancing the resiliency of Airmen. The AFFOR A1 usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Developing and connecting Airmen to the outside world (learning resource centers):** Provides for intellectual pursuits for both continued professional development and mental diversions from the daily realities Airmen face. The AFFOR A1 usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Host official functions (protocol):** Plans, schedules, coordinates, and conducts distinguished visitor visits and special events. The AFFOR A1 usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Respond to sexual assault:** Resides in the sexual assault response coordinator; develops an installation-wide sexual assault prevention and response program, which includes victim advocacy, prevention, training, outreach, and means of risk reduction. The AFFOR A1 usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Respond to EO issues:** Resides with the EO Officer at the installation; develops an installation-wide equal opportunity program for both military and civilians on the installation for EO prevention, training, outreach, and means for risk reduction. The AFFOR A1 usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Airman and family reunification:** Provides the process through which Airmen return from deployment to their home, social, and work environment. The AFFOR A1 usually conducts the operational planning for the COMAFFOR in this area.

- ✪ **Ensure free exercise of religion:** Delivered by the Air Force Chaplain Corps. Provides spiritual care and the opportunity for Airmen, their families, and other authorized personnel to freely exercise their religious expression. The AFFOR staff chaplain on the special staff conducts the operational planning for the COMAFFOR in this area.

- **Provide medical/health services:** Provides direct health services support for Air Force Forces, en route casualty support for joint forces, and health care for eligible beneficiaries through the Air Force Medical Service.[38] The AFFOR surgeon general on the special staff usually conducts the operational planning for the COMAFFOR in this area.

- **Provide Legal Support:** Enables personnel to remain mission-focused by providing legal support on a variety of personal civil legal matters; supports commanders by administering the military justice process to foster good order and discipline of the force.[39] The AFFOR staff judge advocate on the special staff usually conducts the operational planning for the COMAFFOR in this area.

- **Mortuary affairs:** Entails all operations to collect, recover, store, prepare, ship, and inter, under extreme conditions, remains of fallen personnel. The AFFOR A1 usually conducts the operational planning for the COMAFFOR in this area.

DISTRIBUTION SUPPORT

Distribution support capability provides all actions needed to transport and deliver personnel, equipment, and commodities, as well as blood and medical supplies to users in mission support operations within the confines of an OL.

- **Package and containerize:** Involves visibility of packages and the time it takes to achieve operational readiness from capabilities contained within those packages. The AFFOR A4 usually conducts the operational planning for the COMAFFOR in this area.

- **Plan and manifest:** Revolves around determining the appropriate shipment method based on the time-phased force deployment document and the required delivery date. The AFFOR A4 usually conducts the operational planning for the COMAFFOR in this area.

- **Load, control, offload, and deliver:** Involves tracking systems that are linked to a support operation center to provide real-time information concerning materiel awaiting shipment, in-transit tracking, and materiel arrival at the final destination. The AFFOR A4 usually conducts the operational planning for the COMAFFOR in this area.

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[38] See AFDD 4-02.
[39] See AFDD 1-04.

SUPPLY MISSION, FORCES, AND INFRASTRUCTURE

Supply the mission, forces, and infrastructure includes actions needed to order, receive, store, and issue all materiel needed for servicing and maintaining resources and capabilities in both garrison and deployed settings.

✪ **Plan for requirements:** Analyzes past demand, forecasts materiel needed to support future programs, and anticipates materiel and parts failures in order to validate and plan for requirements. The AFFOR A4 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Receive parts/process demand/order/store/issue materiel:** Includes all actions required to effectively manage an inventory so that the right capability is delivered at the right time and in the most cost effective and expedient manner to the end-user. The AFFOR A4 usually conducts the operational planning for the COMAFFOR in this area.

✪ **Reutilization/disposal:** Entails final removal or reuse of an Air Force inventory item. The AFFOR A4 usually conducts the operational planning for the COMAFFOR in this area.

CHAPTER EIGHT

SUSTAIN THE MISSION, FORCES, AND INFRASTRUCTURE

> *We must have highly developed, highly trained crews working together as a team—on the ground for maintenance and in the air for combat.*
>
> **—General Henry H. "Hap" Arnold,**
> ***Fundamental Principles of Airpower***

Sustaining the mission, forces, and infrastructure ensures CS support is maintained for the duration of operations, maximizing the use of reachback, to include the industrial base. As with supporting the mission, forces, and infrastructure, the expanded and extensive lists of functions below provide an overview of the diverse aspects of CS that support the Service during the Sustaining the Force core process.[40] All of the CS Components within the AFFOR staff will conduct the sustainment planning and tracking for the COMAFFOR.

SUSTAINMENT COMMAND AND CONTROL

The Air Force sustainment concept 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. As a result, rapid resupply and retrograde operations are necessary to sustain forces and maintain a ready flow of repairables to sources of repair. Reachback for sustainment of equipment, information, materiel, and personnel requires robust, long-haul communication links to identify, coordinate, and monitor requirements. There are many locations for CS reachback. They include C-MAJCOM, C-NAF, and Air Staff agencies as well as the various functional communities FOAs and centers.

ESTABLISHING A SUSTAINMENT INFRASTRUCTURE

Sustainment should anticipate CS challenges before they affect operations. Critical forces and capabilities are identified and evaluated against risks. Findings highlight CS deficiencies with associated risks and are included in the JFC's readiness assessment reports. The deficiencies are then considered as candidate issues for further analysis in capability assessments.

The logistics sustainability assessment (LSA) is a product of sustainment planning. It provides an assessment and action plan to improve key CS capabilities required to execute a JFC's planned operation. The LSA should be accomplished for

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[40] Information originally presented in the 2009 *ACS Sustain the Mission, Forces, and Infrastructure Supporting Concept of Operations (CONOPS)*. Information has since been validated as best practices.

OPLANS, contingency plans, and any planned operation the JFC deems necessary. The assessment spans the plan duration and addresses the seven Joint Capability Areas (JCAs) defined in the current Logistics Supplement to the Joint Strategic Capabilities Plan (JSCP).[41] The A4 or the A5 on the AFFOR staff usually accomplishes the LSA for the COMAFFOR.

REPAIR AND MAINTAIN MATERIEL AND EQUIPMENT

Repair and maintain materiel and equipment addresses the assessment, repair, maintenance, and modification of materiel and equipment. The focus is primarily on the intermediate and depot levels of maintenance. By acquiring and using the necessary technology and equipment, CS reduces buildup time, increases rapid response capability, and reduces footprints. It is a continuing process performed by functional communities, such as science and technology, acquisitions, and materiel management. CS forces should aggressively seek and apply innovation and creativity. They should also seek proven methods, materiel, and equipment from the commercial market to satisfy their requirements. The A4 on the AFFOR staff conducts the operational planning and oversight for the COMAFFOR in this area.

SUSTAINMENT RESUPPLY DISTRIBUTION AND DELIVERY

Sustainment and resupply provide the capability to determine, forecast, catalog, standardize, and validate requirements as well as actions to receive and fulfill requisitions with the focus on reachback requirements. The A4 on the AFFOR staff conducts the operational planning and oversight for the COMAFFOR in this area. The following sub-capabilities support this:

✪ **Forecast requirements:** Those actions taken to identify demand based on past demands, future programs, anticipated failures, and actual inventory.

✪ **Receive requisitions:** Actions performed to take delivery of the request for items of supply/commodity.

✪ **Control:** Those actions taken to evaluate stock levels, track and account for inventory, and source to meet needs for an item and priority of the requestor before filling a requisition.

✪ **Fulfill requisitions:** Includes sequencing, identifying a source, and assuring the proper condition of an asset through inspection.

✪ **Stock/storage:** The capability to store items and to receive new materiel.

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[41] See CJCSI 3110.03D, *Logistics Supplement to the Joint Strategic Capabilities Plan (JSCP) FY 2008.*

✪ **Determine resupply requirements:** Those actions taken to validate requirements, determine quantities, determine disposal actions, and laterally fill resupply requirements.

✪ **Physical disposal**: Process the actual removal or reuse of an item from the Air Force inventory.

✪ **Analyze transport requirements:** Analyze the capability to analyze and predict requirements for transport.

✪ **Plan delivery**: Sequence, coordinate, and prioritize requirements for support and the available transportation capability.

Sustainment, distribution, and delivery provide the robust transportation capability that facilitates the movement and deployment of forces as well as their reception, sustainment, redeployment, or recovery to an in-garrison location.

TOTAL ASSET VISIBILITY

Total asset visibility focuses on capturing information on assets being repaired, moved, or stored (purchasing and supply chain management), as well as passenger and patient movement status. The A4 on the AFFOR staff conducts the operational planning and oversight for the COMAFFOR in this area. Its sub-capabilities include:

✪ **Track personnel and equipment:** Provides real-time visibility of personnel, equipment, and materiel (excludes assets in-transit).

✪ **Provide in-transit visibility:** Those actions taken to track individual cargo, personnel, and medical patients while in-transit.

Total asset visibility also focuses on capturing information on facility and infrastructure assets being repaired and sustained. The A7 on the AFFOR staff conducts the operational planning and oversight for the COMAFFOR in this area. Those sub-capabilities include:

✪ **Prioritize asset investment based on mission-critical worst-first approach:** The capability to provide real-time visibility of facilities and infrastructure and invest in those priorities that address mission critical/worst-first requirements. The focus is on making more efficient use of existing assets before building additional facilities. This process focuses sustainment efforts on important assets in good shape while investing restoration and modernization funds on either mission-critical assets that require modernization to extend facility use beyond expected life-span or on assets that do not meet functional mission requirements.

✪ **Forecast predictive operations and maintenance requirements:** Those actions taken to track facility and infrastructure operations with emphasis given to

maintaining assets to ensure they reach expected life-cycle targets. Reduce the risk to infrastructure investments and maximize installation support and infrastructure.

SUSTAINMENT OF THE TOTAL WORKFORCE

Sustaining the total workforce ensures the Air Force's workforce (military, civilian, and contractor) is fully prepared to meet all day-to-day workload requirements and that executable plans are in place to support surge needs as contingency situations arise. The A1 on the AFFOR staff conducts the operational planning and oversight for the COMAFFOR in this area.

CONCLUSION

The US Air Force uses CS to ensure its forces are capable of performing any mission tasked by a JFC anywhere, anytime. The Air Force's definition of CS as **the foundational and crosscutting capability to field, base, protect, support, and sustain Air Force forces across the ROMO** encapsulates the Service's mindset that CS goes far beyond the basics of logistics or maintenance or any other subordinate element of CS; it extends to a degree of support that is Service-wide and across the full spectrum of operations in which Air Force forces may function.

A key aspect of the Airman's perspective is: "Supporting bases with their people, systems, and facilities are essential to launch, recovery, and sustainment of Air Force forces. One of the most important aspects of the Air Force has proved to be its ability to move anywhere in the world quickly and then rapidly begin operations. However, the need for mobility should be balanced against the need to operate at the deployment site. The availability and operability of suitable bases can be the dominant factor in employment planning and execution."[42] Airmen operate with this broader and more all-encompassing perspective both in CS and in all other aspects of the Service.

CS provides a structural overview for what is perceived as a wide variety of functional areas; it gives a solid foundation of what support to the Service entails through its core capabilities and processes. Airmen ensure that all elements of CS function effectively to provide a commander with the needed tools to complete any mission assigned.

AT THE VERY HEART OF WARFARE LIES DOCTRINE…

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[42] AFDD 1, page 20.

APPENDIX

FUNCTIONAL COMMUNITIES

FUNCTIONAL	ROLE
Acquisition	Plans for, develops, and procures everything from initial spare parts to complete weapons and support systems, including CS, based on user requirements. Provides the right resources at the right time during the readiness phase and focuses on reducing cycle times to render acquisition more responsive to a rapidly changing security environment. Participates in initial beddown planning.
Airfield Operations	Airfield Operations is comprised of two functional competencies; air traffic control and airfield management operations. Air traffic control is a functional capability required throughout the range of military operations, and is a necessary capability both at fixed based and tactical airfields. Airfield management enables both the projection and sustainment of aviation capability. Airfield management is responsible for the overall management of an airfield to provide a safe, efficient, and effective airfield environment for aircraft operations.
Analyses, Assessments, and Lessons Learned	Provides specialized analytic support for strategic planning, operational and developmental planning, requirements assessments, modernization and recapitalization of systems and programs, and the Planning, Programming, Budgeting, and Execution decision processes.
Chaplain Corps	Provides for all components of religious and spiritual care across the range of military operations. This is accomplished through religious observances, providing pastoral care, and advising leadership on spiritual, ethical, moral, morale, and religious accommodation issues.
Civil Engineer	Provides engineering, housing, energy, real property, construction, drilling, comprehensive planning, environmental management, and airborne/air assault engineering required to establish, operate, and maintain installations, facilities, and utilities that enable persistent and effective combat operations. Responsible for the installation emergency management program using an all-hazards approach to prepare for, respond to, recover from, and mitigate the effects of hazards and threats. Delivers a broad range of emergency services capabilities including explosive ordnance disposal (including criminal and terrorist improvised explosive devices and high-yield explosives); fire protection; fire emergency services, emergency response; major accident response and recovery; and mitigation and recovery from the effects of weapons of mass destruction

	(including chemical, biological, radiological, and nuclear weapons), non-combat emergencies, hazardous materials response, and terrorist incidents.
Communications and Information	Responsible for the enterprise management, situational awareness, network defense, and command and control of all Air Force terrestrial, space, and airborne networks in support of air, space, and cyberspace capabilities across the range of military operations. Provides combat ready forces and communications and information infrastructure and expertise enabling sustained combat operations through the cyberspace and the integration of those operations with air and space operations worldwide.
Contracting	Provides contingency contracting support to operations and support activities by establishing contracts and agreements to acquire mission-essential supplies and services throughout the initial deployment, buildup, sustainment, termination, and redeployment phases.
Distribution	Distribution personnel arrange for end-to-end transportation of passengers, equipment and materiel in support of deployment, redeployment, sustainment and retrograde. Distribution personnel provide a wide range of transportation services, including packing and intermodal containerization of materiel, movement planning, preparation for and movement of personnel and cargo (including required Customs processes), receipt/delivery of inbound personnel and cargo, and in-transit visibility.
Financial Management (FM) and Comptroller	Provides effective stewardship of the public purse and robust decision support to commanders at all levels. At the onset of any operation, FM provides disbursing and other financial services. The FM/contracting team is the commander's link to the local economy for procurement and other cash operations. FM forces are tailored to meet the commander's needs throughout the lifecycle of the operation. They may mobilize with unit funds or manage funds provided through an Air Force component command, combatant command, sister Service or other agency. FM may budget and account for funds specifically appropriated for the operation, or document expenditures for possible reimbursement. FM provides financial analysis, cost, decision support, financial services and disbursing through forces in theater, financial systems, and reachback.
Force Support	Ensures warfighting capability by providing manpower and personnel programs, life-sustaining and essential services, and quality-of-life programs to support forces across the range of military operations. Provides total force accountability and personnel management to integrate the regular, Guard,

	Reserve, and civilians to meet personnel resource requirements. Provides casualty reporting capability to ensure timely and humane notification to next of kin. Provides food service, mortuary affairs, lodging, fitness, protocol, retail sales and services, laundry services, and recreational opportunities. Responsible for manpower management, organization designations, performance management. Provides education and training, alternative dispute resolution, complaint processing, unit climate assessments and affirmative employment programs; pre-commissioning programs, professional military education, professional continuing education, higher education, and transition and career assistance. Ensures the Air Force's commitment to eliminate sexual assaults through awareness and prevention training, education, victim advocacy, response, reporting, and accountability. Provides military and family support capability through programs for deployed members and families that support Airman resiliency and reintegration.
Health Services	Provides force health protection (FHP), which is a "total life-cycle" health support system that addresses all health-related threats affecting the combat force. The three primary focal points of FHP are a healthy fit force, casualty prevention, and casualty care and management.
Historian	Provides Air Force leadership at all levels with accurate and well-analyzed historical information and documentation of key activities including collection, preservation, evaluation, and interpretation of current operational data. These data are used to enhance the combat capability of the Air Force.
Judge Advocate	Provides legal advice to commanders and other personnel on all areas of combat support, including command relations; military justice; personnel issues; fiscal law; contracting actions; ethics; environmental law; claims; SOFAs; the law of armed conflict; international agreements; rule of law; and specialized legal support in multinational, civil-military, and combat operations. Provides legal services, including legal assistance, that maximize the legal readiness of the force on both organizational and personal levels.
Logistics Planning	Provides expeditionary site planning, management of war reserve materiel, and implementation of efficient combat support across the range of military operations. Provides the planning component for deploying to, reception of forces in, sustaining, and redeploying from an operational area.
Maintenance	Maintains, repairs, and supports multiple weapon systems and associated equipment, and support equipment. Provides organizational, intermediate, and depot-level maintenance both on the flightline and in repair facilities. Also includes battle

	damage repair and crash and recovery operations when required.
Materiel Management	Materiel Management supports the mission with the following capabilities; brings expertise as accountable and responsible personnel for all classes of supplies. Provides assistance to commanders and equipment custodians in the proper transfer and accounting of assigned equipment assets. Procures, receives, stores, issues, and accounts for assigned readiness spares assets. Monitors, controls, and reports status of reparable assets. Acts as the primary liaison between the unit and supporting logistics support centers. It is an enabling capability that supports sustainment of Airmen, weapons systems, and facilities to provide responsive, consistent, and reliable support to the warfighter during peacetime and war.
Munitions Management	Procures, manages, allocates, and maintains munitions to include maintenance, buildup, staging, delivery, and reconstitution efforts.
Office of Special Investigations	The mission of AFOSI is to identify, exploit, and neutralize criminal, terrorist, and intelligence threats to the AF, DOD, and US Government. AFOSI is a federal law enforcement and investigative agency operating throughout the full spectrum of warfare, seamlessly within any domain, conducting criminal investigations and providing counterintelligence services. More specifically, the warfighting mission for AFOSI is to find, fix, track, and neutralize enemy threats in order to create a sustained permissive environment for air, space, and cyberspace operations. In wartime, AFOSI must operate through the full spectrum of conflict. AFOSI retains these responsibilities wherever AF personnel are stationed throughout the world. AFOSI also provides the AF with a wartime capability to conduct CTO, which combine a mixture of counterintelligence, human intelligence, and force protection capabilities to find, fix, track, and neutralize enemy threats in hostile and uncertain environments. In forward deployed environments, like Iraq and Afghanistan, the focus of counter threat operations is to neutralize insurgent and foreign intelligence threats for the protection of airfields, personnel, and resources. AFOSI is the AF single point of contact with federal, state, local, and foreign national law enforcement, counterintelligence, and security agencies.
Postal Services	Provides mail services around the world in partnership with US Transportation Command and the United States Postal Service.
Public Affairs	Provides communication advice and support to commanders at all levels. Plans, conducts, synchronizes, integrates, and evaluates communication planning, command information, media operations, community engagement, visual information,

	counterpropaganda, Air Force band and security and policy review activities in order to gain and maintain local, national and international support for military operations and communicates U.S. resolve in a manner that provides global influence and deterrence.
Safety	Promotes a safe environment for air, space, and cyberspace forces to live and work, resulting in the preservation of vital resources. Assists with implementation and integration of risk management into all operations and missions. Focuses on mishap prevention and proactive safety in all mission sets to preserve combat capability.
Science and Technology	Includes basic research, applied research, and advanced technology development. Basic research includes all scientific study and experimentation directed toward increasing fundamental knowledge and understanding in those fields of the physical, engineering, environmental, and life sciences related to long-term national security needs. Applied research translates promising basic research into solutions for broadly defined military needs and includes studies, investigations, and non-system specific technology efforts. Advanced technology development includes development of subsystems and components and efforts to integrate subsystems and components into system prototypes for field experiments and/or tests in a simulated environment. For the purpose of CS, science and technology are focused on fielding, protecting, supporting, and sustaining Air Force forces across the range of military operations.
Security Forces	Contributes to the overall effort by protecting and securing operationally critical installations, personnel, facilities, and systems. Security Force capabilities include: Area Security Operations, Base Security Operations, Law and Order, Combat Arms, Military Working Dogs and Nuclear Security Operations.
Test and Evaluation (T&E)	Ensures weapons systems are operationally effective and suitable; incorporates lessons learned during T&E of a new system to increase its agility; takes a rapid response process project, developed in response to a critical wartime need, and makes sure it will work as designed; and 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.
Weather Services	Provides timely and accurate environmental information, including space environment and atmospheric weather, integral to the decision process and timing for employing forces and planning and conducting air, ground, and space launch

	operations.

REFERENCES

Air Force Publications

All Air Force personnel should be familiar with the full breadth of Air Force operations. Air Force Doctrine Documents are available online at: https://wwwmil.maxwell.af.mil/au/lemay/main.asp.

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AFI 84-101, *Historical Products,* 30 July 2009
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CJCSI 3110.03D, *Logistics Supplement to the Joint Strategic Capabilities Plan (JSCP) FY 2008,* 25 June 2009
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GLOSSARY

Abbreviations and Acronyms

ACS	agile combat support
AETF	air expeditionary task force
AFDD	Air Force doctrine document
AFFOR	Air Force forces
AFI	Air Force instruction
AFOG	Air Force operations group
AFOSI	Air Force Office of Special Investigations
AOC	air operations center
APOD	aerial port of debarkation
BOS-I	base operating support-integrator
BSZ	base security zone
C2	command and control
CAP	crisis action planning
CBRN	chemical, biological, radiological, and nuclear
CCDR	combatant commander
CFLI	core function lead integrator
CFMP	core function master plan
C-MAJCOM	component major command
C-NAF	component numbered Air Force
COA	course of action
COCOM	combatant command (command authority)
COMAFFOR	commander, Air Force forces
CRF	contingency response force
CSAF	Chief of Staff, United States Air Force
CS	combat support
CTO	counter threat operations
DAFL	directive authority for logistics
DOD	Department of Defense
EMS	electromagnetic spectrum
EWCC	electronic warfare coordination cell
FM	financial management
FOA	field operating agency
FOL	forward operating location
FP	force protection
FPI	force protection intelligence
ITV	in-transit visibility

JDDOC	joint deployment distribution operations center
JFC	joint force commander
JP	joint publication
JTF	joint task force
JTF-PO	joint task force-port opening
LOC	line of communication
LSA	logistics sustainability analysis
MAJCOM	major command
MOB	main operating base
NAF	numbered Air Force
OL	operating location
OPLAN	operation plan
OPSEC	operations security
Prime BEEF	Prime Base Engineer Emergency Force
RM	risk management
ROMO	range of military operations
RSOI	reception, staging, onward movement, and integration
SAA	senior airfield authority
SCF	service core function
SOFA	status of forces agreement
UTC	unit type code

Definitions

combat support. The foundational and crosscutting capability to field, base, protect, support, and sustain Air Force forces across the range of military operations. Also called **CS**. (AFDD 4-0)

beddown. A location at which a deploying unit operates during a contingency. It is usually, but not always, in the area of responsibility. (AFDD 4-0)

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)

home station. The permanent location of active duty units and Reserve Component units (e.g., location of armory or reserve center). (JP 4-05)

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.** (JP 4-01.2)

reachback. The process of obtaining products, services, and applications, or forces, equipment, or material from organizations that are not forward deployed. (JP 3-0)

sustainment. The provision of logistics and personnel services required to maintain and prolong operations until successful accomplishment. (JP 3-0)