



Operations

PLANNING FORMATS AND GUIDANCE

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OPR: HQ USAF/XOOW (Capt Tom Henwood)

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This manual implements AFPD 10-4, *Operations Planning*. It provides guidance on Air Force-unique planning aspects not addressed in Joint Operation Planning and Execution System (JOPES) documents and complements JOPES guidance for Air Force planners at all levels. It is not intended to replace or supersede joint guidance published in JOPES documents. If there is a conflict between this manual and joint guidance, comply with joint guidance and notify HQ USAF/XOO of the conflict. HQ USAF/XOO will resolve the conflict and publish new guidance, if required. If there is a conflict between this manual and guidance from the supported command, the Air Force component command staffs must attempt to resolve the conflict with the supported command staff. In questions of plan format, Air Force planners are expected to conform to the supported unified command format. When time permits, conflicts should be reported to HQ USAF/XOO for resolution. Users of this manual should familiarize themselves with the referenced Department of Defense (DOD) guidance. Send comments and recommendations for changes to this manual on AF Form 847, *Recommendation for Change of Publication*, through channels, to HQ USAF/XOOW, 1480 Air Force Pentagon, Washington, DC 20330-1480.

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**ENCLOSURE A
ADMINISTRATIVE GUIDANCE (TO BE USED IN NEXT REVISION)**

ENCLOSURE B

REPORTS REQUIRED FOR WARTIME PLANNING

B1. Reports Required by JOPES:

- B1.1. Type Unit Data File (TUCHA), RCS: HAF-LGX(Q)8601. This report is designated emergency status code C-1. Continue reporting during emergency conditions, priority precedence. Submit data requirements assigned this category as prescribed or by any means to ensure arrival on the established due date(s). Continue reporting during MINIMIZE.
- B1.2. Status of Resources and Training System (SORTS), MINIMIZE code is Y.
- B1.3. Characteristics of Strategic Transportation Resources File (CHSTR), MINIMIZE code is Y.
- B1.4. Aerial Ports and Operating Bases File (APORTS), MINIMIZE code is Y.
- B1.5. Transportation Assets File (ASSETS), MINIMIZE code is Y.
- B1.6. Time-Phased Force and Deployment Data (TPFDD), MINIMIZE code is Y.

B2. Reports Required to Interface with JOPES:

- B2.1 Logistics Planning System (LOGPLAN), RCS: HAF-LGX(AR)8602. Emergency status code is C-1. Continue reporting during MINIMIZE.
- B2.2. Manpower Force Packaging System (MANFOR), RCS: HAF-PER(AR)7301. Emergency status code is C-1. Continue reporting during MINIMIZE.
- B2.3. Logistics Detail (LOGDET), RCS: HAF-LGX(Q)7301. Emergency status code is C-1. Continue reporting during MINIMIZE.
- B2.4. Wartime Aircraft Activity Report (WAAR), RCS: HAF-XOX (A&AR)9001. This report is designated emergency status code D. Immediately discontinue reporting data requirements during emergency conditions.

B3. Other Wartime Reporting Requirements. Each operational area has continuing needs for data during wartime. Air Force reporting requirements are contained in AF Catalog 39-140, Air Force Internal Information Collections (Report Control Symbol (RCS) Reports). Applicable reports should be included in the appropriate OPLAN annexes. Only absolutely necessary data should be collected. AFCAT 37-140 can be obtained from the base or MAJCOM Information Collection and Reports (ICR)Manager. ICR Managers are assigned to the Information Management (IM) function.

ENCLOSURE C

FORMAT AND CONTENT OF OPLANS

C1. Purpose. This enclosure provides specific guidance for the format and general content of OPLANS.

C2. Format and Content. JOPES, Volume II, specifies the format for unified and specified command plans tasked by the JSCP. The format in this enclosure was derived from the JOPES format and contains the Air Force unique planning information needed in addition to the basic joint planning format. Air Force supporting command plans will adhere to the basic format used by the unified command it supports, since JOPES may change out of cycle with this publication. This is a sample which illustrates each element of an OPLAN (annex, appendix, tab, and exhibit) and the letter of transmittal and other administrative details used to prepare and transmit the OPLANS. A supplement may be used to augment an operation plan or order of a higher headquarters, but not to modify, change, or nullify any policy, procedure, or instruction in the basic document.

CLASSIFICATION
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UNITED STATES AIR FORCES IN EUROPE

1 April 1997

COMUSAFE OPLAN 4123-97 ()

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1 April 1997

XPXX

COMUSAFE OPLAN 4123-97 (U)

See Distribution (Annex Z)

1. () Attached is COMUSAFE OPLAN 4123-97. This plan is the USAFE supporting plan for USCINCEUR OPLAN 4123-97. Requests for change in distribution should be sent to USAFE/XPXX.
2. () This plan is effective for planning upon receipt (or scheduled effective date) and for implementation when directed by the Commander, United States Air Forces in Europe.
3. () Elements of this plan were coordinated with HQ USAF, ACC, and AMC.
4. () Supporting plans listed in paragraph 3 of the Plan Summary must be prepared and forwarded to this headquarters for review and approval within 60 days after receipt of this plan. Annual review of this plan will be conducted in (list month). Units preparing supporting plans must forward review comments to this headquarters prior to (list date, month, and year).
5. () All changes must include the date and classification (if classified) of the basic plan.
6. () When separated from the attachment, this letter is downgraded to (list classification).

FOR THE COMMANDER

s/
t/
Major General, USAF
Position

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COMUSAFE OPLAN 4123-97 (U)
SECURITY INSTRUCTIONS (U)

1. () The long title of this plan is COMUSAFE OPLAN 4123-97, Defense of Western Europe in General War (). The short title is COMUSAFE OPLAN 4123-97 (U).
2. () This document is classified (list overall classification) to protect information contained in United States operation plans. The information contained in this plan may be disseminated only to those agencies and personnel whose official duties specifically require knowledge of the plan, including those required to develop supporting plans.
3. () This document contains information affecting the national defense of the United States within the meaning of the Espionage Laws, Title 18, U.S.C., Sections 793 and 794. The transmission or revelation of information contained herein, in any manner, to an unauthorized person is prohibited by law.
4. () Classified annexes will be identified with the proper classification authority and declassification or review instructions as required by DOD 5200.1-R/AFP 31-4 and as shown on this page.
7. () Reproduction of this document in whole or in part is prohibited except as required to prepare supporting plans.

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COMUSAFE OPLAN 4123-97 (U)
PLAN SUMMARY (U)

1. () PURPOSE. Briefly tell what purpose is to be achieved by executing the plan. Refer to the task assignment in the JSCP which is fulfilled by the plan. If this is a supporting plan, tell which plan it supports, including, when applicable, plans prepared by commanders of allied forces.
2. () CONDITIONS FOR IMPLEMENTATION
 - a. () Politico-Military Situation. In this paragraph, summarize the politico-military situation in which the plan should be considered for execution.
 - b. () Statement. Include a statement substantially as follows. (This summary gives the military decision-makers a brief recapitulation of the major aspects of this plan. It is based on planning factors and estimates available at the time of preparation and is subject to modification in the context of a specific contingency. The information in it should be reviewed and, if necessary, updated before its use in adopting a course of action in a given situation.)
 - c. () Legal Considerations. Summarize any legal considerations that may impact plan implementation.
 - d. () Environmental Considerations. Summarize any environmental considerations that may impact plan implementation.
3. () OPERATIONS TO BE CONDUCTED
 - a. () Force Requirements. Summarize the major combat force requirements in terms of assigned or supporting forces and augmentations required from other sources.
 - b. () Deterrent Measures. Delineate the types of preconflict actions desired. In Annex X, Appendix 1, list in order of priority specific units and resources by latest arrival date relative to C-day.
 - c. () Deployment. Summarize the intertheater and intra-theater movements of forces.

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the area of operations. When applicable, include any anticipatory deployments and deception activities to be carried out prior to full implementation of the plan.

d. () Employment. Indicate the general nature of combat operations to be conducted, including deception, psychological operations (PSYOP), and nuclear operations when applicable.

e. () Supporting Plans. List the requirements for supporting plans to be prepared by subordinate and supporting commands or agencies.

f. () Collateral Plans. List OPLANs that could be implemented before, during, or after the subject plan.

4. () KEY ASSUMPTIONS. List the key assumptions that are absolutely essential to the logic of the plan.

5. () OPERATIONAL CONSTRAINTS. List major factors that may impede accomplishing the mission.

6. () TIME TO COMMENCE EFFECTIVE OPERATIONS. In a table, show the time-phased, incremental buildup of combat forces in the objective area. Show clearly which combat forces must be available in the area of operations before effective operations can commence. Also, show the elapsed time following an order to implement the plan, when each significant level of combat force that the plan requires could begin effective operations in the objective area. Base the listing on the lowest level of force (defined as the smallest force increment which could initiate effective operations). List successively higher force levels, up to the maximum level called for in the basic plan. List any assumptions applied in preparing this table which are not specified in the plan. Consider forces to be deployed or employed to be at normal conditions of readiness when determining time to commence effective operations. For example, assume no advance preparations except deception and other measures permitted by JSCP. Consider these additional factors and others which pertain to the specific plan:

a. () Time required to carry out PSYOP and deception measures as specified in the relevant PSYOP and deception plan.

b. () Time for preparing and transmitting necessary orders.

c. () Reaction time, including all necessary preparations for movement, and if necessary, staging.

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- d. () Availability and capabilities of transportation resources and facilities.
 - e. () Time enroute to the area of operations, using lift made available in Annex J to JSCP, where appropriate, and considering possible restrictions on the use of deployment routes.
 - f. () Possible enemy action against forces in transit.
 - g. () Reception and throughput capabilities of overseas terminals, where appropriate.
 - h. () Time for marrying up forces and equipment deployed by separate movement modes, including marrying up with pre-positioned equipment, when appropriate.
 - i. () Availability and capability of transport systems within the area of operations, where required.
 - j. () Time required in the area of operations for final preparation of forces, including movement to the objective area prior to the employment.
7. () COMMAND RELATIONSHIPS. Summarize the command arrangements to be employed in executing the plan.
8. () LOGISTICS APPRAISAL. Provide an estimate of logistic feasibility.
9. () PERSONNEL APPRAISAL. Provide an estimate of personnel feasibility.
10. () CONSOLIDATED LISTING AND IMPACT ASSESSMENT OF SHORT-FALLS AND LIMITING FACTORS. Provide a consolidated listing and impact assessment of force, movement, support shortfalls, and limiting factors that impact significantly on the conduct of operations. Specify the tasks that cannot be accomplished because of the shortfalls and the efforts to resolve it in the respective annex to the plan. Address additional forces, including combat support and combat service support, recommended by the supported commander to reduce risk but not allocated by the services, in the Plan Summary. Do not list these forces in Appendix 2 to Annex A of the plan.

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COMUSAFE OPLAN 4123-97 (U)
 CLASSIFICATION GUIDANCE (U)

1. () Provide users with subjects requiring protection, specifying the level of protection to be afforded those subjects and establishing the time period during which the protection must be continued.
2. () Use the format in this illustrative model or another suitable format:

SUBJECT REQUIRING PROTECTION	PROTECTION REQUIRED DURING			
	PLAN PHASE	PREP PHASE	EXEC PHASE	POST PHASE
Operation Code Word	(TS)	(S)	(C)	(C)
Concept of Operations	(TS)	(S)	(C)	(C)
Classification Guide	(C)	(C)	(U)	(U)
Date Operation Begins	(TS)	(TS)	(U)	(U)
Participating Units	(TS)	(C)	(U)	(U)
Force Deployment Data	(S)	(S)	(S)	(U)
Employment of Chemical Weapons	(TS)	(TS)	(C)	(U)
Employment of Nuclear Weapons	(TS)	(TS)	(U)	(U)
Combat Rescue Support	(C)	(C)	(C)	(U)
Target Area Weather Information	(S)	(S)	(S)	(U)
Residual Capabilities After Operations	N/A	N/A	N/A	N/A

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NOTE: State in "page" column if an entry is not used or is to be published separately. Do not use the letters I, O, or R as annex designators.

NOTE: After Annex A, pages marked "(INTENTIONALLY BLANK)" have been omitted to reduce the size of this manual.

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1 April 1997

COMUSAFE OPLAN 4123-97 (U)
DEFENSE OF WESTERN EUROPE IN GENERAL WAR (U)

- () REFERENCES:
 - a. List any maps, charts, or documents needed to understand the basic plan, i.e. AFI xxx, date of document, (), Title of document ().
 - b. Avoid listing documents not generally available to task organizations or that are common knowledge to normal operations. (However, HHQ plans should be listed).

() TASK ORGANIZATION: See Annex A for tasked forces.

1. () SITUATION

- a. () General. Describe the general politico-military environment that would establish the probable preconditions for executing the plan.
- b. () Preconflict Actions. Delineate the nature of preconflict actions desired and indicate the priority of preconditions for executing the plan.
- c. () Enemy. Identify the opposing forces expected on execution and appraise their general capabilities (see Annex B for details). Give the information essential to understand the magnitude of the hostile threat. When applicable, identify the enemy's strategic and operational centers of gravity for the plan.
- d. () Friendly.
 - (1) () Identify friendly centers of gravity, both strategic and operational, that require protection for the successful accomplishment of the mission.
 - (2) () Describe the operations of unassigned forces, other than those tasked to support this operation, which could have a direct and significant influence on the operations encompassed by this plan.
 - (3) () List the specific tasks of friendly forces, commands, or governmental agencies which will directly support this plan.
- e. () Assumptions. List the assumptions on which the plan is based.

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- (1) () List either the conditions most likely to exist, or other conditions over which the commanders have no control, that are likely to have a significant impact on this plan or supporting plans.
 - (2) () List only assumptions which are directly relevant to the development of this plan and supporting plans, and which express conditions that (should they not occur as expected) would invalidate the entire OPLAN or its concept of operations.
 - (3) () Specify the degree of mobilization assumed, such as, full, partial, or none, and the assumed timing of each level of mobilization.
 - (4) () Include any additional assumptions about specific aspects of the operation in respective annexes.
 - f. () Legal Considerations. List those legal considerations on which the plan is based.
- 2 () MISSION. State concisely the task and purpose to be accomplished on execution. This statement should answer the questions: who, what, when, where, why, and sometimes how. Use the mission of the commander originating the plan; or the task assigned by the CJCS; or the mission deduced from the Commander's Estimate based on a task assigned by the CJCS. If the plan is a supporting plan, indicate the plan that it supports.
3. () EXECUTION.
- a. () Concept of Operations. Preferably, include the entire concept of operations in the basic plan. (Optionally, because some OPLANs necessarily cover alternative courses of action for carrying out the mission, and others require considerable detail to convey adequate guidance for the development of supporting plans, the entire concept may be placed in Annex C.)
 - (1) () Commander's Intent. Describe the commander's overall intent, and intent by phase. Describe the desired end state. It should be a concise expression of the purpose of each phase of the operation. It may include how the posture of units at that end state facilitates transition to future operations. It may also include the commander's assessment of the enemy commander's intent. The commander's intent is not, however, a summary of the concept of operations.
 - (2) () General. Indicate that the concept of operations is derived from the Commander's Estimate of the situation. State in the concept how the commander intends to carry out the mission. Outline this information in the concept:
 - (a) () Tell which forces are involved, the time phasing of operations, the general nature and purpose of operations to be conducted, and the interrelated or cross-service support, coordination, and cooperation necessary to execute the operations successfully..
 - (b) () Include an estimate of the level and duration of conflict to provide supporting subordinate commanders a basis for preparing adequate supporting plans.

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(c) () To the extent possible, the plan should incorporate the following concepts of joint operation planning doctrine:

1. Commander's strategic intent and operational focus.
2. Orientation on the strategic and operational centers of gravity of the threat.
3. Protection of friendly strategic and operational centers of gravity.

A graphic timeline may be used to assist in describing the various options or phases covered in the concept to include items such as warning and response times, major deployments, and employment phases. The concept should show how the initiative will be gained, security against enemy actions will be maintained, and superiority and surprise will be achieved.. If appropriate, reference should be made to Annex A for detailed force requirements. Additionally, if commanders anticipate sustained armed conflict during execution of the plan, the CONOPS should outline the synchronized employment of air, land, maritime, space, special operations, PSYOP, and C2W operations in a joint campaign. Acknowledging that details of campaigns cannot be determined before armed conflict, provide sufficient detail to guide force structure, organization, and development, and the planning and conduct of preconflict operations.

(3) () OPLAN Structure. For plans addressing situations that could involve armed conflict, the concept of operations will include a separate description for each phase of the operation. These phases should include, as applicable, the following:

(a) () Conventional

1. Prehostilities
2. Lodgment
3. Decisive combat and stabilization
4. Follow Through
5. Posthostilities and Redeployment

(b) () Nuclear

1. Pre-Single Integrated Operational Plan (SIOP)
2. Trans-SIOP
3. Post-SIOP

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(4) () Deployment. Summarize the requirements to deploy forces from their normal peacetime locations to the area of operations. Include:

(a) () Deployments carried out within the command area, as well as deployments of augmentation forces, and especially anticipatory deployments that may be required to implement and support the plan when directed.

(b) () Deployment of rapid reaction forces as a partial implementation of the plan.

(c) () Any deception measures needed to provide security, by misleading the enemy and achieving surprise.

(d) () A graphic timeline may be used to assist in describing the various options and phases covered.

(5) () Employment. Describe how the deployed forces are to be tactically employed in each of the phases contained in OPLAN structure listed above to include the commander's intent for each phase. Clearly outline plans for using nuclear and chemical munitions or agents, if any. Refer to respective appendices of Annex C for: plans for conducting US Air Force Special Operations; tactical electronic warfare operations; deception operations, PSYOP, SAR, reconnaissance, and nuclear, biological, and chemical (NBC) defense operations.

b. () Tasks. List each task assigned to each element of the command in separate subparagraphs. List each task as a concise statement of a mission to be performed, either in further planning for the operation or in executing the Operations Order. Ensure that task assignments include all of the actions the subordinate elements must perform in order to fulfill the concept of operations.

c. () Coordinating Instructions. In the final subparagraph, list the instructions applying to two or more elements of the command that are necessary to coordinate the operation but do not belong in any specific annex. Explain any terms that relate to the timing of execution and deployments. Also explain other operational terms that appear in the plan and are not defined elsewhere in the plan or in joint publications.

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4. () ADMINISTRATION AND LOGISTICS

a. () Concept of Logistics Support. Provide broad guidance on how logistics support will be furnished. Provide a general understanding of logistics support requirements and supply and sustainment plans. Use additional subparagraphs, as required, to describe the annexes for each major aspect of support (Logistics; Civil Affairs; Weather Operations; Mapping, Charting and Geodesy; Wartime Host Nation Support; Medical Services; Engineering; Services; Force Protection).

b. () Concept of Administrative Support. Provide broad guidance on how administrative support and information management will be conducted. Use additional subparagraphs, as required, to describe the annexes for each major aspect of administration and information management (Intelligence, Personnel, Public Affairs, Safety, Chaplain, Information Management, Reports, etc.)

5. () COMMAND AND CONTROL

a. () Command Relationships. Refer to Annex J. Indicate any changes to major command and control organizations and the time of the expected shift. Identify all Command Arrangement Agreements (CAAs) and Memorandums of Understanding (MOUs) used and those that require development.

b. () Command Posts. List the designations and locations of each major headquarters involved in execution. When headquarters are to be deployed or the OPLAN provides for the relocation of headquarters to an alternate command post, indicate the location and time of opening and closing of each head-quarters. Refer to Annex Y for details on combat reporting requirements.

c. () Succession to Command. Designate in order of succession the headquarters responsible for assuming command of the operation in specific circumstances.

d. () Command, Control and Communications Systems. Provide a general statement on the scope of C3 systems and procedures required to support the operation. Highlight any C3 systems or procedures requiring special emphasis. Refer to Annex K for details.

t/
General, USAF
Commander

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Annexes: (List only those actually used)

- A Task Organization
- B Intelligence
- C Operations
- D Logistics
- E Personnel
- F Public Affairs
- G Civil Affairs
- H Weather Operations
- J- Command Relationships
- K Command, Control, and Communications Systems
- L Operations Security
- M Mapping, Charting, and Geodesy
- N Space Operations
- P Wartime Host Nation Support
- Q Medical Services
- S To Be Provided Under Separate Cover
- U Information Management
- V Safety
- W Civil Engineering
- X Execution Checklist
- Y Reports
- Z Distribution

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ANNEX A TO COMUSAFE OPLAN 4123-97 (U)
TASK ORGANIZATION (U)

<u>ORGANIZATION</u>	<u>COMMANDER</u>
Third Air Force	3AF/CC
Sixteenth Air Force	16AF/CC
Air Mobility Command (Support)	COMAMC
Air Force Materiel Command (Support)	COMAFMC
Air Combat Command (Support)	COMACC

NOTE: () As a minimum, list all major elements directly subordinate to the headquarters originating the plan. List (and designate as "support") each organization that directly supports the operation, even though it is not under the operational command of the component commander. In addition, list each organization to be established specifically to implement the plan, such as provisional units. The level of detail set forth should be only what is necessary to convey a clear understanding of the significant forces to be committed to the operations.

t/
General, USAF
Commander
USAFE

Appendices:

- 1--Time-Phased Force and Deployment List
- 2--Shortfall Identification
- 3--Force Module Identification
- 4--Deterrent Options
- 5--Reserve Component Requirements Summary (Not Used)

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APPENDIX 1 TO ANNEX A TO COMUSAFE OPLAN 4123-97 (U)
 TIME-PHASED FORCE AND DEPLOYMENT LIST (U)

ULN ⁽⁴⁾			UNIT TYPE	PORT OF DEBARKATION OR OCEAN AREA ⁽⁹⁾												
FRN	FRAG	INS	CODE	SERV	DESCRIPTION	PERS	ULC	SOURCE	ORIGIN	MODE	LOCATION	NAME	CNTRY	LAD	PRI	AD
(1a)	(1b)	(1c)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9a)	(9b)		(9c)	(9d)	(9e)	(9f)

NOTES:

- (1) ULN--The unit line number uniquely identifies a force requirement. It is made up of:
 - (a) FRN--The force requirement number alphanumeric code that uniquely identifies a force requirement in a plan.
 - (b) FRAG--The fragmentation code is an alpha designator for a subordinate unit, fragmentation, or increment of the requested force.
 - (c) INS--The insert codes is an alphanumeric designator for inserting subordinate units, fragmentation, or increments used to retain original fragmentations of forces when a planned movement requires additional subdivision.
- (2) UNIT TYPE CODE--The UTC is an alphanumeric code from the TUCHA file for the type unit described. If not listed in TUCHA, this may be a nonstandard code.
- (3) SERV--The parent service code of the force requirement.

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- (4) DESCRIPTION--The short type name of the force requirement.
- (5) PERS--The authorized personnel strength associated with the UTC.
- (6) ULC--The unit level code associated with the UTC.
- (7) SOURCE--The agency designated to provide the force requirement.
- (8) ORIGIN--For planning purposes, this is the station at which the unit is located (in-place) or will most likely become available for deployment.
- (9) PORT OF DEBARKATION OR OCEAN AREA-Consists of:
 - (a) MODE--The code for the preferred mode of transportation to the POD or ocean area.
 - (b) LOCATION NAME--The name of the geographic location of the POD or ocean area, or the term "IN-PLACE" for in-place units.
 - (c) CNTRY--The country or state name associated with the location name.
 - (d) LAD--The latest arrival date by which the force must complete unloading at the POD or ocean area.
 - (e) PRI--The desired sequence of arrival (priority) on the LAD at the POD. It should be left blank if the unit is in place. The entry is optional if the unit is going to an ocean area or is on call to the POD.
 - (f) AD--Priority add-on is the alphabetic code used to insert a force requirement into the priority arrival sequence without resequencing already assigned priorities. This entry is left blank if the unit is in place. The entry is optional if the unit is on call to the POD.

NOTE: A printed TPFDDL is not required to be included with the plan when the TPFDD file is made available to subordinate units through ADP or distributed printouts.

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APPENDIX 2 TO ANNEX A TO COMUSAFE OPLAN 4123-97 (U)
SHORTFALL IDENTIFICATION (U)

In TPFDD format, list shortfalls required to support JSCP-allocated forces. See Chapter 4 for detailed guidance on TPFDD shortfalls.

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APPENDIX 3 TO ANNEX A TO COMUSAFE OPLAN 4123-97 (U)
FORCE MODULE IDENTIFICATION (U)

<u>FORCE MODULE ID</u>	<u>DESCRIPTION</u>
ABC	INDEPENDENT 24PAA F15 TAC FTR SQN
ABD	AIR DEFENSE SQNS
ABE	AIR REFUELING SQNS
ABF	DETERRENT FORCE OPTION ONE

NOTE: Use this appendix to list the major force modules in the plan TPFDD. Use the same single-line title from the JOPES TPFDD

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APPENDIX 4 TO ANNEX A TO COMUSAFE OPLAN 4123-97 (U)
DETERRENT OPTIONS (U)

See Supplement to JOPES, Volume II for format and content of this Appendix.

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ANNEX B TO COMUSAFE OPLAN 4123-97 (U)
INTELLIGENCE (U)

(U) REFERENCES: List documents providing intelligence required for planning, including related annexes to this plan (such as Annex H, Weather Operations). Avoid listing standard documents used in peacetime.

1. () MISSION AND CONCEPT OF INTELLIGENCE OPERATIONS

a. () Mission. State concisely the intelligence mission as it relates to the planned operation. Refer to the command mission statement in the basic plan. When Annex B is distributed separately, also include the command mission statement from the basic plan.

b. () Concept of Intelligence Operations. Outline the purpose of intelligence operations. Summarize the resources and agencies to be employed in directing, collecting, processing, producing, and disseminating the necessary intelligence during normal and crisis periods prior to, as well as during execution of the OpOrd.

2. () SITUATION

a. () Characteristics of the Area. Provide a summary of the physical, economic, political, medical, social, and psychological aspects and conditions of the area of operations as they may influence the concept of the plan. Don't repeat information included in the general situation discussed in the basic plan. Include a sufficient analysis of the area of operation to permit development of supporting plans. Include complete information or preferably reference documents and reports which contain required intelligence information.

b. () Weather and Terrain. Describe the environmental factors such as weather and terrain in the projected deployment location that could impact planning and execution of the OPLAN and air operations in general. For example, a detailed description of seasonal rainy seasons significantly affecting air operations at a deployment location would be appropriate. Additionally, include a discussion of the deployment area's infrastructure. If detailed and lengthy, place the summarized climatic information in an appendix to this annex.

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Include seasonal environmental factors such as:

- (1) () Seasonal occurrence of adverse wind and seas (such as monsoons).
- (2) () Seasonal occurrence of precipitation and other airborne contaminants (for example, dust, smog, and haze).
- (3) () Seasonal occurrence of abnormal tides and currents that could impact on beach operations.
- (4) () Seasonal temperature, humidity, and density altitude variations that could affect operations.
- (5) () Other seasonal environmental factors that could limit operational capability.

c. () Estimate of Enemy Capabilities. Based on the detailed characteristics described in a and b above, provide the enemy order of battle, an evaluation of applicable strategic and tactical doctrine, and estimates of the enemy capabilities and possible course of action which could affect friendly operations. Consider the enemy's capability to discern friendly OPSEC vulnerabilities.

NOTE: This paragraph may include complete information, may contain a summary of the enemy situation and refer to a complete enemy situation appendix to the Intelligence Annex, or may refer to documents which contain the required intelligence.

3. () INTELLIGENCE ACTIVITIES. Detail intelligence activities and task and specify the intelligence resources to be used in collecting, processing, producing, and disseminating intelligence required to support the operation plan. Specifically identify the supporting intelligence plans. Include:

a. () Direction. Provide guidance for determining intelligence requirements, preparing a collection plan, issuing orders and requests for information to production agencies, or collection managers, and checking the availability of required information.

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(1) () EEI. In order of priority, list those EEIs needed to accomplish the mission. If known, identify agencies or elements having primary and secondary production responsibilities. If publication of the annex is deferred, list the EEI and other intelligence requirements in the coordinating instructions of the basic plan. If EEI and other intelligence requirements are lengthy and detailed, place them in Appendix 1 to this annex.

(2) () New Requirements. Provide specific guidance to ensure new intelligence requirements are considered.

b. () Collecting. Provide guidance for systematically collecting information and material to support identified requirements. Use the intelligence collection requirement procedures contained in DIA manuals or other directives where applicable. Provide guidance for establishing collection activities not otherwise covered by regulation or standard operating procedures (SOP) to include reconnaissance, sensors, signals intelligence (SIGINT), imagery intelligence (IMINT), human intelligence (HUMINT), measurement and signature intelligence (MASINT), and other specialized forms of collection activity to support the plan. Refer to any collection plan written to satisfy the requirements of the OPLAN.

(1) () Signals Intelligence. Refer to Appendix 2, Signals Intelligence, or if an Appendix 2 is not used, provide information and instructions that pertain to assigning and coordinating SIGINT resources.

(2) () Human Intelligence. Refer to Appendix 5, Human Resources Intelligence, or, if an Appendix 5 is not used, provide information pertaining to the assignment and coordination of operations using human resources.

(3) () Imagery Intelligence. Refer to Appendix 7, Imagery Intelligence. Provide guidance for establishing and conducting photo, radar, and infrared intelligence activities.

(4) () Measurement and Signature Intelligence. Provide guidance on obtaining intelligence by quantitative and qualitative analyses of data. Measurement and signature Intelligence (MASINT) employs technical instruments like radar, electro-optical sensors, nuclear radiation detectors, and seismic or acoustic sensors for the purpose of variety of technical collection, processing, and exploitation disciplines in those areas not traditionally associated with IMINT and SIGINT.

(5) () Other Collection Activities. Provide guidance for collection by other specialized means that may be required to support plan requirements, for example, visual requirements.

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c. () Reporting. Provide guidance for reporting collected intelligence information by all collection sources supporting the plan. Reference regulations, directives, and SOPs that specify reporting procedures. Include communications requirements. Ensure that guidance in this paragraph draws the distinction between intelligence reporting described here and intelligence dissemination described in f below.

d. () Processing. Provide guidance needed to convert intelligence information into usable form. Include provisions for translating language and documents; processing and interpreting imagery, signals, and technical sensors; and processing activities.

e. () Production. Identify the production effort. Include any intelligence products required to support the operation plan and these provisions:

(1) () Targeting

(a) () Procedures. Within the parameters of the Law of Armed Conflict, provide guidance for analyzing, developing, and nominating targets, and for accomplishing nuclear and conventional weaponing. Provide information that describes how Point Positioning Data Bases are used to develop positioning data for targets, offset aiming points, etc. Provide information on promulgating target intelligence, target materials, and target lists; and issuing target materials. Include all the intelligence targeting data in this subparagraph or refer to materials available in other documents.

NOTE: When the target selection criteria reflected in Annex C of the OPLAN include categories of fixed targets, list the objectives, data bases and information sources used to develop the target list of selected fixed targets.

(b) () Concept. Provide a summary of the guidelines used to develop targets which are responsive to target selection criteria contained in Annex C. Include geographic areas, categories, and constraints. Alternatively, refer to Appendix 4.

(2) () Other. Establish procedures for assigned elements or nonorganic agencies to produce other forms of intelligence required to support the operation. If production capabilities of other agencies are to be exploited, complete tasking statements and formal agreement for assuming these responsibilities. In appendices, include details for production requirements, schedules, distribution, etc. At a minimum, consider these categories:

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- (a) () Indications and Warning Intelligence.
- (b) () Current or Operational Intelligence.
- (c) () Estimative Intelligence.
- (d) () Basic Intelligence.
- (e) () Scientific and Technical Intelligence.

f. () Dissemination. Provide necessary guidance for conveying intelligence in a suitable form to supported agencies and military units. Stipulate the requirements for submitting intelligence reports. Establish procedures to satisfy expanded requirements for vertically and laterally disseminating intelligence reports during military operations under all conditions of warfare. Plan alternate means to ensure that required intelligence is provided to combat units and headquarters during crises and combat operations. Include any of these other subjects:

- (1) () Intelligence Reporting to Units, Higher headquarters, and Lateral Elements (periods covered, etc.)
- (2) () Intelligence Reports Required from Units. (Include periods covered, distribution, and time of distribution.)
- (3) () Formats for Intelligence Reports. (see appendices if required.)
- (4) () Distribution of Intelligence Studies.

g. () Counterintelligence. See Appendix 3 to this annex for counterintelligence information. If an Appendix 3 is not used, provide guidance on counterintelligence operations in this subparagraph.

4. (U) ASSIGNMENT OF INTELLIGENCE TASKS

a. () Orders to Subordinate and Attached Units. Use separate subparagraphs to list detailed instructions for each unit performing intelligence functions, including the originating headquarters, component commands, and separate intelligence support units.

b. () Request to Higher, Adjacent, and Cooperating Units. Provide separate subparagraphs pertaining to each unit not organic or attached from which intelligence support is requested.

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c. () Coordinating Instructions. Provide any instructions required to coordinate the efforts of collecting, processing, introducing, and disseminating activities. Include intelligence liaison, when indicated, with adjacent commanders, foreign government agencies, and host countries.

5. () COMMAND AND CONTROL (C2). Summarize those C2 systems and procedures to be used to carry out the intelligence function or reference the appropriate paragraphs of Annex K. Discussion should address interface and connectivity requirements between intelligence and C3 systems. Specifically, describe intelligence systems required for executing the OPLAN.

6. () MISCELLANEOUS INSTRUCTIONS. Use separate subparagraphs to include items not included above, for example, deception, censorship, disclosure of intelligence, public relations, use of specialized intelligence personnel, and composition of the IN staff.

t/
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Appendices:

- 1 Essential Elements of Information
- 2 Signals Intelligence
- 3 Counterintelligence
- 4 Targeting
- 5 Human Resources Intelligence
- 6 Intelligence Support to C2W
- 7 Imagery Intelligence
- 8 Measurement and Signature Intelligence
- 9 Captured Enemy Equipment (Not Used)
- 10 National Intelligence Support Team (Not Used)
- 11 Intelligence Support for OPSEC, PSYOP, and Military Deception

NOTE: Additional appendices may be developed as necessary to describe any special purpose intelligence including climatology information.

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APPENDIX 1 TO ANNEX B TO COMUSAFE OPLAN 4123-97 (U)
ESSENTIAL ELEMENTS OF INFORMATION (U)

1. () GENERAL

a. () Identify requirements, including those of subordinate commanders, for essential intelligence information for pre-execution and execution phases of the planned operation.

b. () Orient collection, production, and dissemination efforts toward answering the questions listed in the EEI. Direct all agencies participating in the collection effort to report information pertinent to these questions.

2. () BEFORE IMPLEMENTATION OF THE PLAN. List those questions to which answers are needed for further planning and as a basis for decision on plan implementation.

3. () UPON IMPLEMENTATION OF THE PLAN. List the additional EEI and other intelligence requirements that become relevant upon decision to implement the operation plan. Use additional paragraphs if necessary to reflect differing requirements during planned phases of the operation.

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APPENDIX 2 TO ANNEX B TO COMUSAFE OPLAN 4123-97(U)
SIGNALS INTELLIGENCE (U)

See Supplement to JOPES, Volume II, for format and content of this Appendix.

Tabs:

- A Communications Intelligence (COMINT) Collection Requirements (See Supplement to JOPES, Volume II)
- B Operational Electronic Intelligence (OPELINT) Collection Requirements (See Supplement to JOPES, Volume II)

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APPENDIX 3 TO ANNEX B TO COMUSAFE OPLAN 4123-97(U)
COUNTERINTELLIGENCE (U)

See Supplement to JOPES, Volume II, for format and content of this Appendix.

Tabs:

- A-C Not Used
- D Tasked AFOSI Unit Designations

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TAB D TO APPENDIX 3 TO ANNEX B (U)
TASKED AFOSI UNIT DESIGNATION (U)

AFOSI Theater Commander (COMAFOSIFOR)

HQ Location

Subordinate Direct Reporting Elements, Locations

AFOSI Region Commands (District)

HQ Location

Subordinate Detachments (OLs, Locations)

AFOSI Sub-Region Commands

HQ Location

Subordinate Detachments/OLs, Locations

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APPENDIX 4 TO ANNEX B TO COMUSAFE OPLAN 4123-97(U)
TARGETING

(U) REFERENCES: See JOPES, Volume II, Annex B, Appendix 4, Target List, for detailed guidance. List pertinent references.

1. () PURPOSE. Briefly state the purpose of the appendix. (For example, this appendix provides a list of selected fixed targets that could require attack by nuclear or conventional weapons to support this operation.)
2. () TARGETING CONCEPT OF OPERATIONS. Provide summary of the specific procedures used to develop the campaign targeting list(s) and support the master attack plan/ATO development. Identify the target list approving authority. Provide details on which automated data bases, if any, are used to develop target list. Identify mandatory data base protocols required for transferring information. Describe tentative timelines used in the targeting cycle, from receipt of commanders guidance to ATO promulgation, through the Battle Damage Assessment (BDA). (Note: Ensure procedures identified here are coordinated with those outlined in Annex C and are not in conflict).
3. () INITIAL TARGETING OBJECTIVES. Identify the known national, political, military, and air objectives used to guide target selection. List any rules of engagement (ROE) or other limitations preventing selection of any particular target category or targets in any geographical area. Describe factors which may alter target selection. Include criteria for identifying potential nuclear targets. Provide listing of data bass, studies, and other sources of targeting information to use in target development.
4. () BATTLE DAMAGE ASSESSMENT (BDA) EEIs. List BDA EEIs based on guidance in paragraph 3. Include as separate tab, as appropriate.
5. () DISSEMINATION OF TARGETING GUIDANCE AND TARGETS LISTS. Provide point of contact for disseminating target lists and guidance, including full message address, secure fax, and secure phone. Describe procedures for releasing targeting data outside of the planning staff. Identify procedures used to control accuracy and validity of the targets list. Provide timelines for the release of target lists in reference to OPLAN/CONPLAN implementation.

Tabs:

- A Objectives
- B ROEs/Limitations
- C BDA EEIs

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TAB A TO APPENDIX 4 TO ANNEX B TO COMUSAFE OPLAN 4123-97 (U)
TARGET LIST (U)

ICOD of Installation Data Source (fill in intelligence cut-off date)

INSTALLATION NAME	TDI CATEGORY	BE NUMBER	INSTALLATION GEOGRAPHIC COORDINATES	CNTY CODE	REMARKS
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NOTE: See JOPES II for definitions.

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TAB B TO APPENDIX 4 TO ANNEX B TO COMUSAFE OPLAN 4123-97 (U)
TARGET LIST (U)

ICOD of Installation Data Source (fill in intelligence cut-off date)

INSTALLATION NAME	TDI CATEGORY	BE NUMBER	INSTALLATION GEOGRAPHIC COORDINATES	CNTY CODE	REMARKS
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NOTE: See JOPES II for definitions.

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APPENDIX 5 TO ANNEX B TO COMUSAFE OPLAN 4123-97 (U)
HUMAN RESOURCES INTELLIGENCE (U)

(U) REFERENCES: List applicable DIA, service, and command regulations, directives, collateral or supporting plans, studies, manuals, and estimates (i.e., JOPES, Volume II). Avoid listing standard peacetime documents.

1. () GENERAL

- a. () Provide the general objectives and guidance necessary for accomplishing the mission.
- b. () Provide a statement of command responsibilities and chain of command for reporting channels.

2. () HUMINT ORGANIZATIONS

- a. () Identify the human resources intelligence (HUMINT) organizations and approximate strengths of units required.
- b. () Provide specific requirements for languages and technical skills.

3. () COLLECTION ACTIVITIES, FUNCTIONS, AND PLANS

a. () For each activity or HUMINT discrete function applicable to the operation, identify the staff, elements, or unit responsible; the type of collection plans; and the approving authority required for the various HUMINT collection programs. Include considerations for these and other programs, if applicable:

- (1) () Developing and controlling HUMINT operations.
- (2) () Acquiring and exploiting personnel. (Source groups include prisoners of war, internees, ralliers, displaced persons, defectors, returned military combat crew members, evadees, and repatriates.)

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(3) () Acquiring and exploiting documents. (Sources include documents taken from personnel in HUMINT activities or captured in military operations.)

(4) () Acquiring and exploiting captured materiel.

(5) () Liaison and operations with foreign intelligence agencies.

(6) () Liaison and HUMINT operations with other US and departmental intelligence activities.

b. () Describe functions and methods of collection under each program. (Refer to JOPES, Volume II, Annex B, HUMINT Annex, for additional guidance and instruction.)

4. () COLLECTION REQUIREMENTS

a. () Refer to Appendix 1 (EEI) of this annex for further information.

b. () Identify targets and other collection requirements to be fulfilled by HUMINT operations.

5. () COORDINATION

a. () Identify coordination requirements peculiar to HUMINT operations. Refer to activities listed in paragraph 3, if applicable.

b. () Identify coordination requirements for support from other units or agencies.

(1) () Describe support requirements from other US Government agencies.

(2) () Describe requirements for counterintelligence coordination:

(a) () To obtain technical and security support.

(b) () To provide mutual support to satisfy collection requirements (see paragraph 3).

(3) () Describe communications support required for conducting HUMINT operations.

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(4) () Describe procedures to coordinate HUMINT operations with unconventional warfare (UW), PSYOP, evasion and escape (E&E), and deception.

6. () MISCELLANEOUS. Include other items not mentioned above, such as special funding accounting, reporting, and operational restrictions. Identify any special reports required and channels for submission.

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APPENDIX 6 TO ANNEX B TO COMUSAFE OPLAN 4123-97 (U)
INTELLIGENCE SUPPORT TO C2W (U)

() REFERENCES: List references pertinent to the OPLAN.

1. () GENERAL

a. () Purpose. This appendix will focus on the who, what, where, when, why, and how of employing intelligence assets in support of EW and C3CM as detailed in Annex C. JOPEs, Volume II, Annex B, Appendix 2, and Annex C, Appendix 3, should be referenced for details on SIGINT support to EW and C3CM.

b. () Relationships. Specify command or theater-unique relationships between intelligence, EW or C3CM, and user organizations. Explain specific functions, responsibilities, and data flow.

2. () MISSION, THREAT, AND REQUIREMENTS

a. () Mission. Define the mission in terms of support to EW and C3CM.

b. () Threat Estimates. Include and refer to estimates of enemy electromagnetic capabilities in Annex B. Evaluate types of threats to friendly weapon platforms and systems, critical C3 for weapons control, target acquisition, and surveillance systems.

c. () Operational Requirements. Address specific user requirements that drive intelligence support to EW and C3CM. In addition, include general narrative statements of functional user requirements (e.g., flagging of foreign radar operating parameters in support of reprogramming).

d. () EEI. List EEI required to support EW and C3CM or refer to the basic plan, the EEI section of Annex B, or Appendix 1 to Annex B. Specify procedures to ensure timely fulfillment of EW EEI, including real-time dissemination in the tactical situation.

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3. () COLLECTION. See Annex B.
 - a. () Collection Management. Address how the collection managers will support planners, analysts, and targeteers in their support of EW and C3CM. Include definition and prioritization of requirements after coordination with the operations staff.
 - b. () Supporting Systems. Address how collection assets support the acquisition of data used to support EW and C3CM and specify whether IMINT will be required including how it will be obtained and other required operational data.
 - c. () Capabilities Analysis. Address required versus current capabilities and capacities for collection in support of this OPLAN and identify shortfalls. Consider not only technical capabilities, but also actual capacities of current collectors in relation to projected volume of information requirements.
4. () PROCESSING, PRODUCTION, APPLICATION, AND DISSEMINATION
 - a. () Communication with Collection Management. Explain how data receivers, correlators, and analysts will communicate with collection management people.
 - b. () Correlation or Fusion. Address where intelligence support EW and C3CM fits in with existing correlation programs, how the data are provided to the operator, and coordination for frequency deconfliction.
 - c. () Foreign Capability or Activity Assessment. Address specific reporting, C3CM tactics and techniques studies, order of battle, and other products on the enemy that would provide intelligence to EW and C3CM. Include identification and vulnerability assessments of enemy-critical electromagnetic links, nodes, sensors, and weapon systems. Identify shortfalls in intelligence support.
 - d. () Targeting. Explain the relationship between the target analyst and analysts performing foreign capability or activity assessment, data base management, and operations. Include targeting support to EW and C3CM in Annex B and Appendix 4 to Annex B.
 - e. () Data Base Management. Define applicable data bases and address command participation in data bases supporting EW and C3CM. Evaluate adequacy, accuracy, and timeliness of the data to support the OPLAN.
 - f. () Reprogramming. Specify the details of supporting reprogramming.

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- g. () C3 Network Analysis. Specify who will perform C3 network analysis.
 - h. () Capabilities Analysis. Address required versus existing capabilities and capacities in production, processing, and application of intelligence to support EW and C3CM in this OPLAN.
5. () SUSTAINING FUNCTIONS
- a. () Automated Data Processing. Address both hardware and software needed to provide intelligence support to EW and C3CM.
 - b. () Communications. Address communication systems unique to intelligence support to EW and C3CM. If not applicable, reference Annexes B and K and any other key documents that describe intelligence system communications.
 - c. () Capabilities Analysis. Address required versus existing capabilities to provide intelligence ADP and communications support to EW and C3CM.

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APPENDIX 7 TO ANNEX B TO COMUSAFE OPLAN 4123-97 (U)
IMAGERY INTELLIGENCE (U)

- () REFERENCES: List applicable regulations, directives, collateral or supporting plans, studies, manuals, and estimates. Avoid listing normal peacetime operations documents.

- 1. () GENERAL
 - a. () Purpose. Provide general objectives and guidance necessary for accomplishing the mission.

 - b. () Responsibilities. Provide statement of command responsibilities, applicability and scope, and chain of command for reporting. Identify IMINT roles in an all-source fusion and production environment.

- 2. () IMAGERY INTELLIGENCE ORGANIZATIONS. Identify the IMINT organizations and approximate strengths of units required.

- 3. () COLLECTION ACTIVITIES, FUNCTIONS, AND PLANS. For each activity or IMINT discrete function applicable to the operation, identify the staff, element, or unit responsible and the type of collection plans and approving authority required.

- 4. () CONCEPT OF OPERATIONS FOR IMAGERY COLLECTION, PROCESSING, AND PRODUCTION
 - a. () Refer to Appendix 1 to Annex B, Appendices 1 and 9 to Annex C, and others, if applicable.

 - b. () Identify targets and other collection requirements to be fulfilled by IMINT operations.

 - c. () Identify both theater and national collection assets and supporting systems and how and when employed.

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- d. () Identify foreign interfaces and capabilities, as appropriate.
 - e. () Identify tasking procedures for standing and ad hoc IMINT requirements. Establish procedures, as required, for development, maintenance, and implementation of contingency collection problem sets.
 - f. () Identify unique logistics requirements or processes.
 - g. () Describe processing, exploitation, production, and dissemination operations, as well as backup procedures.
5. () REPORTING
- a. () Identify reporting and dissemination needs with respect to product types, timeliness for IMINT applications, capacities, and transmission media.
 - b. () Establish reporting dissemination procedures.
 - c. () Develop a plan for IMINT management information feedback to determine whether IMINT requirements are adequately articulated and fulfilled for intelligence support in the planning and conduct of operations.
 - d. () Develop a process for the rapid implementation of corrections and improvements to the IMINT system of processes and products during the preparation and conduct of joint operations.
6. () COORDINATION
- a. () Identify coordination requirements unique to IMINT operations such as requirements identification and tasking. Refer to activities listed in paragraph 3 above, if applicable.
 - b. () Identify coordination requirements for support:
 - (1) () From and to other US Government agencies.
 - (2) () For technical, communications, logistical or security support.
 - (3) () For mutual support to satisfy collection requirements (see paragraph 3 above).
 - c. () Identify and/or cross-reference other imagery collection portions of the OPLAN.

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APPENDIX 8 TO ANNEX B TO COMUSAFE OPLAN 4123-97 (U)
MEASUREMENT AND SIGNATURE INTELLIGENCE (U)

() REFERENCES: List appropriate references.

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APPENDIX 11 TO ANNEX B TO COMUSAFE OPLAN 4123-97 (U)
INTELLIGENCE SUPPORT FOR OPSEC, PSYOP, AND MILITARY DECEPTION (U)

() REFERENCES: List appropriate references.

1. GENERAL

a. () Purpose. This appendix will focus on the detailed intelligence needed to plan and supervise the coordinated implementation of OPSEC, PSYOP, and military deception in the broad context of perception management strategies.

b. () Relationships. Specify relationships between the intelligence staff and OPSEC, PSYOP, and military deception planners to ensure effective coordination to help provide intelligence support for operations, and prevent misinterpretation of intelligence information due to planned operations.

2. () MISSION. Ensure effective coordination between the intelligence staff and OPSEC, PSYOP, and military deception planners to accomplish OPLAN objectives through perception management strategies.

3. () THREAT ESTIMATES. Provide estimates about the following:

a. () The underlying causes of the politico-military conflict that might cause execution of the OPLAN. Identify primary antagonist and their goals, and which initiated the threat or use of force to achieve political goals; the leaders of antagonistic factions and their psychological characteristics; the staffs, advisors, and intelligence systems that support the leaders; influential staff officers; staff factions and the doctrines or positions they espouse; and interest groups who can influence staff planning and the actions that leaders can select and execute.

b. () Describe the apparent politico-military strategies being followed by US adversaries, and the alternate military courses of action each might select (e.g., to intervene in a crisis). Estimate current knowledge about the situation generally held by adversaries, and what they will probably know if conditions causing plan execution arise.

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- c. () Describe the attitudes and behaviors of the leadership and influential groups in friendly, neutral, and adversary countries toward supporting US goals in the politico-military conflict, and the use by the US of security assistance or logistics support for foreign forces, conduct by the US of foreign internal defense operational to support allies, execution of contingency operations missions by US forces, and US conduct of armed conflict. Identify those who are likely to oppose the US or support for US forces, and the factors that motivate them.
- d. () Describe the organizational structure of adversaries from the national (or most senior in the case of rebels) to the operational (or regional) levels. State the authorities of command echelon to direct actions.
- e. () Describe alternative military intentions each adversary might select and , from their perspectives, the pros and cons of each intention. Outline capabilities available or that might be committed for each intention, and competing requirements for those capabilities.
- f. () Describe the politico-military and military doctrines and practices of adversaries that are likely to affect their planning and decision making, and rules of engagement that constrain their military actions.
- g. () Outline the detailed organization and capabilities of adversary intelligence systems pertinent to the assigned mission and how they function; particular abilities to acquire, process, and make judgments about data; time required to obtain, report, process, evaluate data, and provide judgments to planners and decision makers; and the key sources and methods upon which those who make reasoned judgments, staff planners, advisors and leaders rely.
- h. () Describe the command centers and communications systems that support opposing command at each pertinent level, the purpose of each communication systems an the capabilities they provide command to direct, control and supervise the execution of actions, and time required to issue orders and ensure execution.
- i. () Describe adversary doctrine, capabilities, practices, and anticipated or current activities to: maintain essential secrecy and influence US, allied and friendly, neutral, and adversary attitudes, behaviors, and official actions. Indicate the effectiveness of current adversary efforts pertinent to accomplishing the command mission.

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4. () CURRENT INTELLIGENCE AND COORDINATION

a. () Structure. Establish points of contact for the secure exchange of intelligence and operational data.

(1) Indicate procedures and provide guidance for OPSEC, PSYOP, and military deception planners to inform intelligence about their implementing schedules and actions.

(2) () Describe procedures and clearance requirements to provide OPSEC, PSYOP, and military deception planners with detailed all-source intelligence information to support operational planning and implementation.

b. () Feedback. Establish guidance and procedures to provide immediate feedback and evaluations.

(1) Intelligence information as obtained about: adversary reactions to deception actions, and acceptance of and reaction to controlled information; target audience acceptance and reaction to PSYOP messages; and target intelligence systems acquisition of OPSEC indicators.

(2) () All-source multidiscipline counterintelligence information as obtained about: adversary essential elements of friendly information; current information gathering and reporting threats and activities (e.g., surveillance, reconnaissance, and patrol activities); and emphasis on particular sources, methods, and geographic areas.

(3) () Intelligence about current adversary appreciations that would answer EEFI listed in Annex L and other OPLAN annexes, and about current adversary preparations for operations and operational activities.

(4) () Intelligence about the attitudes and behaviors of target audiences listed in the PSYOP appendix to the Operations Annex.

(5) () Intelligence from deserters, prisoners of war, defectors, refugees, and diplomats about adversary morale, activities, and attitudes, to exploitable by PSYWAR.

c. () Support for Intelligence. Establish procedures for OPSEC and military deception planners to assist intelligence systems personnel to penetrate adversary OPSEC measures and military deceptions, e.g., OPSEC measures to protect sources or deny adversaries critical information about reconnaissance and surveillance, military deceptions to elicit adversary revelation of data, or modeling of possible adversary deceptions from a deception planners point of view.

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ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
OPERATIONS (U)

() REFERENCES: List other plans, SOPs, and doctrinal guidance to be followed while conducting combat or combat support operations.

1. () SITUATION

a. () Enemy. The nature of the enemy defines the enemy's center of gravity, how the enemy will fight, and thus the threat the enemy poses to the achievement of friendly objectives. Refer to Annex B.

b. () Friendly. Briefly describe allied and other service forces available to the Air Force Component Commander for tasking, their capabilities and projected availability for employment. Refer to Annex A for tasked forces and the projected availability of those forces for employment.

c. () Assumptions. List assumptions not addressed in the basic plan that have a significant impact on the conduct of operations.

d. () Resource Availability. Refer to Annex D.

e. () Planning Factors. List specific planning factors that must be considered for the execution of the plan.

f. () Alliance Plans. List pertinent alliance plans. (For example, lead off with a statement such as, Operations envisaged in this plan will be conducted according to:

- (1) () USCINCEUR's Alert Systems;
- (2) () USCINCEUR's General Defense Plan; and
- (3) () USCINCEUR's Nuclear Operations Plan.

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- g. () Area of Operations. Define the area of operations. (For example, The area of operations for this plan includes the land, sea, and airspace of US European Command (USEUCOM) as defined in (list document and reference). No combat operations will be conducted in (list areas) without prior approval of this headquarters. Reconnaissance and surveillance operations are authorized in the additional areas of (list areas).)
2. () MISSION. State the mission of operations in relation to the mission statement in the basic plan.
3. () EXECUTION
- a. () Concept of Operations. Normally, include the concept of operations in the basic plan; however, when lengthy and detailed, it may be placed in this paragraph. If included here, use a format and content similar to the concept of operations in the basic plan.
- b. () Tasks. Provide guidance required for conducting specific combat operations.
- (1) () Readiness, Alert, and Marshaling
- (a) () Readiness. Establish criteria to govern the readiness of forces employed in the plan.
- (b) () Alert. Estimate the conditions of warning likely to precede an order to execute the plan. Identify the system to be used for alerting the force.
- (c) () Marshaling or Dispersal. Provide guidance about requirements for changes in normal deployments of forces.
- (2) () Aerospace Control-Counter Aerospace Operations
- (a) () Offensive Counter Aerospace. Briefly describe the counter aerospace campaign, its weight of effort and anticipated duration to achieve the appropriate degree of aerospace control for the circumstances dictated by the overall objective.
- (b) () Defensive Counter Aerospace. Briefly describe how the defensive counter aerospace forces will be employed to defeat the enemy's anticipated offensive plan. Cover the employment concept from warning and C3 systems to robust basing and the careful integration of surface-based defensive capabilities. Refer to Annex N, Space Operations.
- (3) () Force Application Operations

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(a) () Strategic Offensive. Persistent, coordinated attacks against an enemy's war production, support, transportation, and communications assets, as well as the enemy command element itself (strategic centers of gravity), should affect both the enemy's capability to wage war and the enemy leadership's will to wage war. Describe how the strategic offensive is orchestrated to achieve the objectives of this plan. If appropriate, refer to Appendix 1, Nuclear Operations, and Appendix 2, Chemical Warfare.

(b) () Interdiction. Interdiction and surface operations must be planned and executed to complement and reinforce each other in a way that contributes most effectively to the campaign's objective. Describe how surface maneuver will be integrated with interdiction to reduce the enemy's ability to wage war at the front, or to channel their maneuver adversely.

(c) () Close Air Support. Describe the plan for synchronization of close air support with the surface battle to achieve decisive shock effect and create opportunities for surface forces to retain the initiative for offensive action. Cover the essentials of rigorous control and coordination to prevent friendly casualties.

(4) () Force Enhancement Operations

(a) () Airlift. Describe the concept of airlift operations, both strategic and tactical, for the deployment, reinforcement, and sustainment of forces. Refer to Appendix 16, Tactical Airlift Operations.

(b) () Air Refueling. Describe the concept of air refueling operations for exploiting air power flexibility to concentrate force anywhere against any facet of the enemy.

(c) () Electronic Warfare. Describe the concept of electronic combat operations and refer to Appendix 3.

(d) () Special Operations. See Appendix 4.

(e) () SAR Operations. Refer to Appendix 5.

(f) () Rules of Engagement. See Appendix 6.

(g) () Reconnaissance. Refer to Appendix 7.

(h) () Spacelift. Describe the requirement for rapid-response spacelift to emplace, repair, or replace critical space assets and refer to Annex N, Space Operations.

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(i) () Command, Control, and Communications Countermeasures (C3CM). Establish procedures necessary to integrate supporting disciplines to ensure maximum effectiveness of C3CM operations against enemy command and control, weapons control, and surveillance systems. Concurrently, determine and apply measures necessary to maintain the effectiveness of US C3CM systems.

(1) () PSYOP. Refer to Appendix 3.

(2) () Military Deception. See Appendix 3.

(3) () Counter-C3. Refer to Appendix 12.

(4) () Direct Tactical Communications Security Support. Refer to Appendix 18.

(5) () Force Support Operations

(a) () Air Base Operability. Describe the availability of bases and the concept of ABO operations to defend these bases and resume operations quickly after an enemy attack. Refer to Appendix 8.

(b) () Visual Information Documentation and Combat Camera. Refer to Appendix 9.

(c) () Noncombatant Evacuation Operations. Refer to Appendix 10.

(d) () History Documentation. See Appendix 17.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Refer to Annex D.

b. () Administration. Refer to Annex U.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Refer to Annex J.

b. () C3 Systems. Refer to Annex K.

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6. () OPERATIONAL CONSTRAINTS. List any constraints for conducting combat operations which are not enumerated elsewhere, such as the impact of deployment or employment of forces and materiel on airfield ramp space (including possible host nation support (HNS). Estimate the impact of these operational constraints and indicate how the concept of operations and tasks to subordinate commanders would be modified if these constraints were removed. State the effect of incremental removal of constraints.

t/
General, USAF
Commander

Appendices:

- 1--Nuclear Operations
- 2--Chemical Warfare and NBC Defense Operations
- 3--Information Warfare Operations
- 4--Special Operations
- 5--Search and Rescue Operations
- 6--Rules of Engagement
- 7--Airborne Reconnaissance
- 8--Air Base Operability
- 9--Visual Information and Combat Camera Documentation
- 10--Noncombatant Evacuation Operations
- 11--Escape and Evasion Operations
- 12--Counter Command, Control, and Communications
- 13--Explosive Ordnance Disposal (Not Used)
- 14--Amphibious Operations (Not Used)
- 15--Force Protection
- 16--Tactical Airlift Operations
- 17--History Documentation
- 18-- Direct Tactical Communications Security Support
- 19--Aircrew Life Support Planning

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s/
t/
Major General, USAF
Position

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APPENDIX 1 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
NUCLEAR OPERATIONS (U)

() REFERENCES: List documents and other plans that have a significant bearing on conducting nuclear operations.

1. () SITUATION

a. () Enemy. Refer to Annex B for more detail on enemy forces. Estimate the enemy's capability and probable courses of action in defense against nuclear attacks as provided for in the plan.

b. () Friendly.

(1) () List the specific tasks assigned to friendly forces, not part of this command, for support nuclear operations envisaged herein.

(2) () State how the nuclear operations of external forces, other than those tasked to support this operation, may affect the nuclear operations of this force.

c. () Assumptions. State clearly and precisely in this subparagraph the conditions under which nuclear operations might be initiated. According to guidance contained in JSCP, Volume II, Annex C, clearly define other assumptions essential to a clear understanding of the basis for a request for selective release of nuclear weapons.

2. () MISSION. State that mission to be accomplished by employing nuclear weapons must closely interface with the concept of operations in the basic plan. Give mission statements such as:

a. () When directed, employ selected nuclear weapons to demonstrate US determination to control escalation of the conflict.

b. () When directed, employ NSOs against selected targets or enemy forces.

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3. () EXECUTION. Provide guidance on the following topics, either in subparagraphs or in tabs, if necessary.
 - a. () Concept of Nuclear Operations. State clearly in the concept that nuclear weapons require a Presidential decision that may be based on a complex of politico-military factors. In separate subparagraphs, tell how each mission alternative is fulfilled.
 - b. () Tasks. In separate numbered subparagraphs, list the detailed tasks to be performed by each subordinate command to implement this plan, including responsibilities for providing nuclear weapons support to friendly forces and for securing, deploying, and dispersing stocks of weapons.
 - c. () Weapon Allocations. Refer users to the documents in which weapon allocations are published. Provide guidance for obtaining additional weapon allocations.
 - d. () Targeting. Establish selection criteria for scheduled and unscheduled targets, target priorities, weapons system selection criteria (including damage criteria), compatibility of weapon and delivery systems with target systems, and operational planning factors. Indicate the impact of planning factors on programming. Refer to Annex B, Appendix 4, Tab A, for target lists and additional information.
 - e. () Limitations. List in detail those restraints and constraints to nuclear options under the plan. Follow the guidance on limitations that is discussed in JSCP, Volume II, Annex C.
 - f. () Coordinating Instructions. Include the information and procedural guidance required to coordinate initial defense against enemy nuclear operations and to plan offensive employment by elements of this command. Use tabs, as necessary, for lengthy or detailed instructions. Either cover these aspects in the coordinating instructions or provide suitable references:
 - (1) () Rationale for selecting targets to be included in preplanned programs.
 - (2) () Requirements for prestrike intelligence and target acquisition procedures.
 - (3) () Guidance for the attack of fleeting targets.
 - (4) () Poststrike analysis procedures and weapon expenditure reports.

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- (5) () Acceptable safety criteria.
- (6) () Procedures for warning of enemy nuclear attack and reporting enemy nuclear detonations.
- (7) () Special rules of engagement applicable to defensive use of nuclear weapons.
- (8) () Requirements for coordination with national strategic programs, when applicable.
- (9) () Abort and jettison procedures.
- (10) () Procedures for regaining custody of weapons when required.

4. () ADMINISTRATION AND LOGISTICS

- a. () Supply. Provide necessary instructions for supply procedures and responsibilities.
- b. () Storage and Transportation. Include guidance on storage and transportation requirements and responsibilities, including the planned location of storage facilities.
- c. () Support for Allies. Establish guidance for the supply, storage, transportation, and handling of nuclear weapons to be made available for employment by allied forces.
- d. () Reports. Provide instructions for submitting any required administrative reports on stocks of nuclear weapons.

5. () COMMAND AND SIGNAL

- a. () Release Procedures. Establish procedures for requesting and releasing nuclear weapons in conformity with Emergency Action Procedures of the Joint Chiefs of Staff.
- b. () Executing Commanders. Designate commanders who will control the proper employment of nuclear weapons according to the authenticated release message.
- c. () Command and Control. Establish any special systems and procedures required for the command and control of nuclear operations and the warning and reporting requirements associated with enemy employment. Refer to Annex K for more detail.

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d. () Execution Checklists. Provide a checklist for actions to be accomplished to execute NSOs. Include provisions for handling CJCS Warning Orders, processing support requests, and execution. Include actions and consider the time required to complete the planning, positioning of forces, and readying for execution.

Tabs:

A--Nuclear Options

B--Nuclear Options Analysis (distribution to CJCS only)

C--Reconnaissance Operations to Support Nuclear Options

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TAB A APPENDIX 1 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
NUCLEAR OPTIONS (U)

1. () OBJECTIVE. Make a brief statement about what is to be accomplished by executing the options. Present each option in a separate enclosure to this tab.
2. () OPTION DESCRIPTION. Include a general description of each option, to include geographic boundaries, types of targets (fixed or mobile), and predicted status at execution, for example, armored units in assembly areas and active airfields. Consider using suboptions within an option to break down a large number of objective targets into more manageable groups. Include specific information for proposed individual strikes within an option or suboption in the table format attached to this tab. Include an orientation map for each option indicating desired (or designated) ground zeros (DGZ).
3. () CONSIDERATIONS. State circumstances under which the attack might be appropriate and what is expected to occur if the option is employed. Include the total length of time to complete the option strikes.
4. () SPECIAL REQUIREMENTS. Consider these subjects for amplification unless the subject is adequately covered elsewhere in the OPLAN.
 - a. () Task Organization. Identify organizations or special activities that directly support a particular option.
 - b. () Logistics. Specify mobility and transportation, special petroleum, oils, or lubricants (POL) requirements, special aircraft stores support designations, etc.
 - c. () Command Relationship. Describe planning and execution relationship, support forces, etc.
 - d. () Communications-Electronics. Outline mission requirements -- execution, special measures, signal security (SIGSEC), communications security (COMSEC), etc.

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- e. () Operations. Describe any special operational requirements -- search and rescue, etc.
- f. () Intelligence. Outline requirements for prestrike and poststrike intelligence collection.

Exhibits:

- 1--Nuclear Option (list option ID)
- 2--Nuclear Option (list option ID)
- 3--(list additional options as required)

NOTE: Only Exhibit 1 is actually attached to this tab as a sample format.

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EXHIBIT 1 TO TAB A TO APPENDIX 1 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
NUCLEAR OPTION (LIST OPTION ID) (U)

OPTION IDENTIFICATION _____

1. () OBJECTIVE:
2. () OPTION DESCRIPTION:

SORTIE		TARGET	CNTY	TDI	BE	DGZ	DELIVERY SYS/TAC						REACT'N	
ID NR	ALD	TI/DGZ	DESCRIPT/NAME	CODE	CAT	NR	LAT/LONG	VEH	WEP	YIELD	HOB	CEP	PD	INIT'L
<u>DLVRY</u>														

NOTES:

1. JOPES, Volume II, Annex C, contains definitions.
2. Commanders may add additional elements or headings to meet their requirements. All headings or changes should be appropriately footnoted.

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NOTES (CONTINUED):

3. Targets that appear in multiple suboptions should be cross-referenced. All targets required to achieve the stated objectives of the options should be included in the option. Planners must flag those installations or DGZs included in the options that exceed the limitations of JSCP, Annex C.
 4. These column headings define the minimum required information for fixed targets.
 5. Data for mobile targets may not be available in above format, but description, location, notional DGZs, etc., should clearly indicate the information necessary to plan the option.
3. () CONSIDERATIONS:
 4. () SPECIAL REQUIREMENTS:

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TAB B TO APPENDIX 1 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
NUCLEAR OPTIONS ANALYSIS (U)

() Insert a statement indicating that each Nuclear Option Analysis (NOA) is presented in an exhibit to this tab.

Exhibits:

- 1--NOA for Option (list option ID)
- 2--NOA for Option (list option ID)
- 3--(list additional options as required)

NOTE: Only Exhibit 1 is actually attached to this tab as a sample format.

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EXHIBIT 1 TO TAB B TO APPENDIX 1 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
NUCLEAR OPTION ANALYSIS (U)

OPTION IDENTIFICATION (LIST OPTION ID)

1. () OBJECTIVE. Submit the final tabulation of the option analysis for review as a separate attachment to the operation plan. Limit distribution to the Joint Chiefs of Staff. Include statements about what results could be expected if both military and economic targets were destroyed. Explain the results in terms of degradation of military capability, percent degradation of production capability, etc., as appropriate. Identify any areas that may be affected by significant fallout.
2. () ANALYSIS INFORMATION. For each option or suboption summary, give this information:
 - a. () SORTIE INFORMATION:

SORTIE		DELIVERY SYS/TAC					PA ¹			
ID	ALD	VEH	WPN	YIELD	HOB	CEP	TGT	PSB	TI/DGZ	ADN
		DGZ								
		LAT/LONG	PAR	FATALITIES						

NOTE: 1 PA stands for probability of arrival.

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b. () TARGET INFORMATION:

	TARGET BE	CNTY	TDI	ACE
ALD	DESCRIPTION/NAME	CODE	CAT	CAT
	NR	VNTK	PD	

c. () SIOP IMPACT. For strategic ballistic missile forces that have a SIOP assignment or for targets that affect the SIOP, include in the NSO analysis attachment an assessment of the impact upon the SIOP provided by the Joint Strategic Target Planning Staff (JSTPS). (For strategic bomber forces that have a SIOP assignment, SIOP impact must be provided as part of execution planning.)

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TAB C TO APPENDIX 1 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
RECONNAISSANCE OPERATIONS TO SUPPORT NUCLEAR OPTIONS (U)

(U) REFERENCES: List documents and other plans that have a significant bearing on the conduct of reconnaissance operations to support nuclear options.

1. () OBJECTIVE. State what type of information is to be provided through airborne reconnaissance and to whom (i.e., national-level decision maker, theater-level commander, or weapons employment unit). Briefly identify the airborne reconnaissance effort required by system, if known, (e.g., TR-1/ ASARS II, U-2/SENIOR SPAN, RC-135/RIVET JOINT) to support nuclear options. Refer to the basic plan and include information that would affect airborne reconnaissance operations.

2. () OPTION DESCRIPTION. Provide a general description of each operation (combination of platform, sensors, data links, ground stations) to include geographic locations and types of targets (fixed or mobile). Use suboptions within an option to break down a large number of objective targets into more manageable groups. Use the table format attached to this tab to provide specific information for proposed individual strikes within an option or suboption. Include an orientation map for each option indicating DGZs.

3. () CONSIDERATIONS. Briefly state special considerations or circumstances that affect the employment of airborne reconnaissance forces in support of nuclear options. Establish response times of airborne reconnaissance assets. Briefly describe capability to perform missions with organic airborne reconnaissance assets. If, to achieve desired reconnaissance coverage, the commander will need NCS coordination in tasking national reconnaissance assets, or overhead or airborne assets operated by the commander of other unified or specified commands or the Director of the NSA, state that need here.

4. () SPECIAL REQUIREMENTS. Address each of these subjects:

a. () Execution. Clearly state the airborne reconnaissance execution authority as outlined in the JSCP, Volume II, Annex C.

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- b. () Commitment of Forces. Designate or allocate airborne reconnaissance, both standoff and penetrating, forces to support nuclear options. Refer to guidance for the commitment of reconnaissance assets provided in JSCP, Volume II, Annex C.
- c. () Tasks. List the detailed tasks to be performed by each subordinate command to support nuclear options. Include forward basing options when deployed operations are required.
- d. () Timing. Time aircraft sorties to achieve the earliest possible collection of data consistent with sensor capability, data link capability (if any), aircrew availability, and system survivability. Remember system survivability is a function of platform, sensor, data link, and ground station survivability.
- e. () Planning Restrictions. Establish appropriate planning restrictions to include over-flight restrictions.
- f. () Processing. Establish special requirements or procedures for processing mission products once received by an appropriate ground station or analysis component. Provide approximate number of hours required for processing, exploiting, and reporting mission products.
- g. () Reporting. Include specific procedures and time lines for reporting airborne reconnaissance information. Specify that the primary means to report nuclear operations data is through the Joint Reporting Structure as outlined in the Coordination of Atomic Operations SOP.
- h. () Prestrike Reconnaissance. Specify requirements for, and capability to conduct prestrike airborne reconnaissance. Recommend tabular format to address airborne system (platform/ sensor combinations) capabilities versus general categories of reconnaissance data requirements needed to support various nuclear options.
- i. () Coordinating Instructions. Give information and procedural guidance necessary to coordinate the airborne reconnaissance effort. Include:
 - (1) () Special rules of engagement.
 - (2) () Requirements for coordination with national strategic plans or programs.

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- (3) () Survivability criteria or procedures.
- (4) () Procedures to enable dynamic retasking inflight.
- 5. () RECONNAISSANCE COVERAGE DATA. (See enclosure to this tab for specific data.) Include any additional information necessary for a clear understanding of planned airborne reconnaissance coverage.
- 6. () EXTERNAL FORCE (NATIONAL SUPPORT). Describe support needed to satisfy airborne reconnaissance requirements.

Exhibits: (Identify separate exhibits for each nuclear option.)
1--Reconnaissance Coverage Data for Option (list option ID)
2--Reconnaissance Coverage Data for Option (list option ID)
3--(list additional options as required)

NOTE: Only Exhibit 1 is actually attached to this tab as a sample format.

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EXHIBIT 1 TO TAB C TO APPENDIX 1 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
RECONNAISSANCE COVERAGE DATA (U)

OPTION IDENTIFICATION:

1. () OBJECTIVE.
2. () OPTION DESCRIPTION.

OPTION _____ SUBSET _____

1	2	3	4	5	6	7	8	9	10
TARGET PLUS ISLE/DGZ TGT	DGZ LAT/LON	TDD	UNIT SORTIE VERSION	AIRCRAFT	LAUNCH BASE ICAO/ DESC	RECOVERY BASE ICAO/ DESC	SENSOR	RESPONSE TIME	LAUNCH TIME TO

3. () CONSIDERATIONS.

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4. () SPECIAL REQUIREMENTS.
5. () RECONNAISSANCE RECOVERY DATA.
6. () EXTERNAL FORCE (NATIONAL) SUPPORT.

NOTE: Refer to JOPES, Volume II, Annex C, for definitions and instructions.

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APPENDIX 2 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
NUCLEAR, BIOLOGICAL, AND CHEMICAL DEFENSE OPERATIONS; RIOT CONTROL AGENTS AND
HERBICIDES (U)

() REFERENCES: List standing instructions for defense against nuclear, biological, and chemical (NBC) weapons and offensive employment of chemical weapons.

1. () SITUATION

a. () Enemy. Refer to Annex B for detailed enemy threat information.

(1) () Capabilities. Estimate enemy capabilities to employ chemical or biological weapons or agents. Summarize or refer to sources of information on available delivery means, available munitions stocks, defensive equipment, and order of battle. Include information on defensive support such as decontamination of combat support units, probable capabilities, areas that the enemy is likely to subject to chemical or biological threat, and similar data.

(2) () Courses of Action. Identify the possible enemy courses of action indicating targets for enemy chemical or biological weapons which could interfere with accomplishing the mission or affect executing the plan.

b. () Friendly

(1) () Defensive. Estimate the NBC defensive capability of friendly forces, government agencies, and civilian populations which could affect accomplishing the mission.

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- c. () Assumptions. List the assumptions on which CW and NBC defense planning are based.
- 2. () ALTERNATIVE MISSIONS. State that planned CW and NBC defensive operations encompass a range of options which the force commander must be prepared to undertake. List examples of mission statements such as:
 - a. () Maintaining the optimum posture for NBC defense against enemy employment consistent with other mission requirements.
 - b. () Only within the guidance issued by the President can riot control agents (RCA) or chemical herbicides be used to support the concept of operations in the basic plan.
- 3. () EXECUTION
 - a. () Concept of Operations. Include:
 - (1) () A statement of the general policy applicable to employment of chemical agents.
 - (2) () For each alternative mission, a general plan for fulfilling the stated objective, including target selection criteria and priorities.
 - (3) () A precise statement that permissible chemical agents may not be employed without specific authorization by the force commander after Presidential approval is received.
 - (4) () Other restrictions and limitations on using chemical agents.
 - b. () Tasks. In separate lettered subparagraphs, list the specific tasks assigned to each major subordinate commander.
 - c. () Coordinating Instructions. In the final subparagraph, provide guidance and establish procedures. For NBC defense, refer to Tab C. Include such things as:

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- (1) () Target effects criteria.
 - (2) () Procedures for requesting additional allocations of permissible agents.
 - (3) () Coordinating the safety of friendly forces, including safety criteria. Address the preparation and dissemination of friendly chemical and nuclear attack warnings.
 - (4) () Poststrike analysis requirements and responsibilities.
4. () ADMINISTRATION AND LOGISTICS
- a. () Logistics. Use this subparagraph to introduce the subject or add emphasis to key problems.
 - (1) () Supply. Outline procedures and responsibilities for supplying permissible chemical agents. For NBC defensive equipment and decontamination requirements refer to Tab C.
 - (2) () Storage and Transportation. List procedures, locations, and responsibilities for storing and transporting chemical agents. Include special security arrangements.
 - (3) () Support for Allies. Indicate procedures and responsibilities for providing logistic support to allied forces, if applicable. Provide for necessary allied force familiarization or training.
 - b. () Administration. Establish any necessary administrative reporting requirements relative to stocking chemical agents.
5. () COMMAND AND SIGNAL
- a. () Command Relationships. Explain specifically the procedure for obtaining conditional release authority and approval for all chemical, RCA, and herbicide operations. Provide for appropriate delegation of authority to use chemical munitions and agents, RCAs, and herbicides upon approval.
 - b. () C3 Systems. Refer to Annex K for general C3 systems requirements. Identify any special C3 systems requirements associated with reporting enemy use of chemical or biological weapons or the command and control of offensive use by this command.

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Tabs:

A--Computation of Chemical Agent Requirements

B--Chemical Agent Requirements

C--Nuclear, Biological, Chemical, and Conventional Defense Operations

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TAB A TO APPENDIX 2 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
COMPUTATION OF CHEMICAL MUNITIONS REQUIREMENTS (U)

NOTE: Refer to JOPES, Volume II, Annex C, for guidance.

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TAB B TO APPENDIX 2 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
CHEMICAL MUNITION/AGENT REQUIREMENTS (U)

NOTE: Refer to JOPES, Volume II, Annex C, for guidance.

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TAB C TO APPENDIX 2 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
NUCLEAR, BIOLOGICAL, CHEMICAL, AND CONVENTIONAL DEFENSE OPERATIONS (U)

REFERENCES: List standing instructions not mentioned in Appendix 2, to include references on conventional weapons.

1. () SITUATION. Describe the situation dictating nuclear, biological, chemical, and conventional (NBCC) defense operations.
2. () MISSION. State the mission to be accomplished by NBCC defense operations in support of the basic plan.
3. () EXECUTION
 - a. () Concept of Operations. State the overall concept of operations for NBCC defense operations.
 - b. () Tasks. In separate numbered subparagraphs, list the specific tasks assigned to each major subordinate commander.
 - c. () Coordinating Instructions. Provide guidance and establish procedures applicable to NBCC defense. Include:
 - (1) () Procedures for warning, plotting, and reporting of enemy employment of chemical or biological weapons. Include procedures for receiving and plotting friendly CHEM WARNS and nuclear STRIKE WARNS.
 - (2) () Agencies with inherent decontamination responsibility must plan for decontamination equipment and manpower with their UTCs, and establish decontamination sites.
 - (3) () Sheltering of personnel and radiological exposure control.
 - (4) () NBC surveys and monitoring of operations to detect, identify and mark NBC contamination.

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- (5) () Mission oriented protective postures (MOPP).
 - (6) () Attack actions.
 - (7) () Establishing disaster preparedness teams.
 - (8) () Establishing and operating NBC control centers.
 - (9) () Assisting in the establishment and operation of the Survival Recovery Center (SRC).
4. () ADMINISTRATION AND LOGISTICS
- a. () Logistics. Use this subparagraph to introduce the subject or add emphasis to key problems.
 - (1) () Supply. Outline procedures and responsibilities for supplying and resupplying NBC defensive equipment and decontamination requirements.
 - (2) () Storage and Transportation. List procedures, locations, and responsibilities for storing and transporting NBCC defense equipment, chemical warfare defense ensembles (CWDE), and decontamination equipment, to include disposal of unusable items.
 - (3) () Support for Allies. Indicate procedures and responsibilities for providing NBCC defense logistic support to allied forces, if applicable. Provide for necessary allied force familiarization or training.
 - b. () Administration. Establish administrative reporting requirements relative to notification of NBC attack, stocking NBCC defense equipment, CWDE, or decontamination equipment. Prepare appropriate checklists and implementing instructions.
5. () COMMAND AND SIGNAL
- a. () Command Relationships. Explain specifically the procedure for obtaining and disseminating warnings of enemy attack, and intelligence indicators which would establish the probability of NBC employment.
 - b. () C3 Systems. Refer to Annex K for general C3 systems requirements. Identify any special C3 systems requirements associated with reporting enemy use of nuclear, chemical or biological weapons, or the command and control of designated MOPP levels.

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APPENDIX 3 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
INFORMATION WARFARE (U)

NOTE: Refer to JOPES, Volume II, Appendix 3 to Annex C, for guidance.

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APPENDIX 4 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
SPECIAL OPERATIONS (U)

- () REFERENCES: List plans, maps, charts, and documents essential to effectively implement this appendix, but avoid peacetime documents.
1. () SITUATION. In the subparagraphs below, describe the general Special Operations (SO) situation expected to exist at the time implementation of the plan is directed.
- a. () Enemy. Supplement Annex B as necessary to include:
- (1) () Information to support planning SO in the objective areas. Specify the political, economic, sociological, and psychological targets of opportunity subject to exploitation by SO forces.
- (2) () Information on enemy capabilities to counter US special operations objectives.
- b. () Friendly. Outline US operations to be conducted by friendly forces not assigned to the SO organization, to include:
- (1) () US and other friendly military forces possessing SO capabilities that are currently available and a summary of their assets.
- (2) () Civilian agencies which may be tasked to support SO.
- (3) () Applicable command relationship agreements.
- c. () Assumptions. List any assumptions applicable to SO but not listed in the basic plan.
- d. () Resource Availability. List assets available for the SO mission.

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- e. () Planning Factors. Describe any pertinent planning factors.
- 2. () MISSION. Provide a clear, concise statement of the objectives of SO that support the basic plan.
- 3. () EXECUTION
 - a. () Concept of Operations. Include:
 - (1) () A summary of all courses of action intended.
 - (2) () SO objectives.
 - (3) () Operational control arrangements and coordination of friendly SO forces.
 - (4) () Phases of operations.
 - (5) () Principles and limiting factors.
 - (6) () Deception support required.
 - b. () Tasks. Specify tasks to each subordinate commander for furnishing resources and meeting objectives that support the SO concept of operations. Include, but do not limit these tasks to:
 - (1) () Specific duties of those SO units listed as friendly forces which revert to the operational control of the commander according to command relationship agreements.
 - (2) () Provisions for C2 structure.
 - (3) () Provisions for staff and liaison elements.
 - c. () Coordinating Instructions. Include instructions:
 - (1) () Applicable to two or more elements of the command.
 - (2) () For coordination at all subordinate levels and with adjacent commands and other government agencies, as appropriate.
 - (3) () For coordination with armed forces of other nations.

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- (4) () For coordination of deception, EW and PSYOP activities.
- (5) () For use of indigenous assets, including personnel and equipment.
- 4. () ADMINISTRATION AND LOGISTICS. Specify the administrative and logistics arrangements needed for SO support, but not covered in the basic plan or other plan elements including:
 - a. () Logistics
 - (1) () Direct the use of standard items of military equipment and supplies insofar as practicable to support SO.
 - (2) () Project stocks of standard and nonstandard equipment required.
 - (3) () Specify procedures for pre-positioning, assembling, and delivering project stocks to support US or indigenous forces, or both.
 - (4) () Specify procedures for controlling and maintaining UW equipment and materiel.
 - (5) () Develop detailed plans for covert procurement, delivery, storage, processing, and distribution when the concept of operations includes special activities (covert).
 - b. () Administration
 - (1) () State requirements for special reports.
 - (2) () State that, if captured, participating US or indigenous personnel under US control would normally qualify for treatment as prisoners of war.
 - (3) () Specify provisions for command and control of SO personnel after linkup with conventional friendly forces.
 - (4) () Provide instructions for disposition of detainees, PWs, and captured equipment.
- 5. () COMMAND AND SIGNAL
 - a. () Command Relationships. Refer to Annex J.

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b. () C3 Systems. Refer to Annex K for detailed C3 systems requirements. Provide a general statement of the scope and type of communications required, including:

- (1) () Secure communications.
- (2) () Recognition and identification instructions.
- (3) () Electronic policy, including provisions for countermeasures.
- (4) () Trunking and switching system configurations.
- (5) () Code words or names.
- (6) () Frequency allocation.
- (7) () Operational Security (OPSEC) measures.

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APPENDIX 5 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
COMBAT SEARCH AND RESCUE OPERATIONS (U)

- () REFERENCES: Designate relevant maps, charts, and joint and service documents that are essential to the effective execution of this appendix. Avoid listing those used primarily for peacetime.
1. () SITUATION. Refer to the basic plan and include any additional information that could affect the combat search and rescue (CSAR) operation.
- a. () Enemy. Refer to the basic plan and the Intelligence Annex, and include any additional information that could affect the prosecution of individual CSAR missions, such as hostile action against CSAR aircraft and personnel.
- b. () Friendly. Refer to the basic plan and include any existing CSAR forces other than Combat Air Forces (CAF) Combat Rescue (CR) units which could have a CSAR capability, either as an assigned mission or as an inherent capability.
- c. () Assumptions. List any assumptions not reflected in the basic plan that are applicable to CSAR operations.
- d. () Resource Availability. List the CAF CR unit(s) which is (are) tasked in the basic plan.
- e. () Planning Factors. Define CSAR terms unique to the OPLAN or essential to the effective execution of the OPLAN and any planning factors necessary for execution of the OPLAN.
2. () MISSION. Include statements on the tasks to be accomplished by CSAR forces.

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3. () EXECUTION

a. () Concept of Operations. Include specific responsibilities of CAF CR units during the deployment, employment, and redeployment phases of the tactical air forces. Include, as required, establishing rescue coordination centers, local area rescue or aircrew recovery units, and the responsibilities of CAF and other service conventional aircraft forces.

b. () Tasks

(1) () Prescribe specific tasks of each CSAR element.

(2) () Show units supporting CSAR forces during deployment, employment, and redeployment phases. Include detailed support measures in the Logistics, Personnel, Communication-Electronics, Intelligence, and Medical annexes or appendices.

c. () Coordinating Instructions. Include authority for CSAR units tasked in the basic plan to coordinate with all elements of the entire command.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Include all logistic support responsibilities of friendly forces (see paragraph 3c).

b. () Administration. See basic plan for administrative procedures.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Refer to Annex J.

b. () C3 Systems. Include all instructions applicable to CSAR forces for communications, recognition, identification, command and control, and related C3 systems support.

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APPENDIX 6 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
RULES OF ENGAGEMENT (U)

() REFERENCES: List DOD directives, CJCS-promulgated rules of engagement, rules of engagement of the supported commander (existing and proposed) to be applied while conducting operations in support of this OPLAN.

1. (U) SITUATION

a. () Enemy. Refer to Annex B for more information about the enemy. Describe enemy capabilities, tactics, techniques, and probable courses of action that may interact with existing or proposed ROE in relation to accomplishing the US mission.

b. () Friendly. State in separate subparagraphs the friendly forces that require individual ROE to accomplish their mission, such as, air, land, sea, and hot pursuit. Where appropriate, state the specific ROE to be applied, and identify who has the authority to change the ROE.

c. () Assumptions. List all assumptions not included in the basic plan on which ROE are based.

d. () Resource Availability. List resource availability.

e. () Planning Factors. Describe planning factors on which ROE are based.

2. () MISSION. State the mission in terms that ROE must include provisions for conducting military operations according to the Law of War.

3. () EXECUTION

a. () Concept of Operations

(1) () General. Summarize the intended course of action and state the general application of supporting ROE.

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(2) () US National Policies. Refer to official US policy statement and documents published pertaining to ROE and the Law of Armed Conflict. Include reference to ROE for allied forces when their participation can be expected. Include specific guidance in a tab, if desired. If applicable, include a separate list of NO STRIKE targets in Annex B, appendix 4, which identify facilities afforded special protection under international law.

b. () Tasks. Provide guidance on how subordinate units will provide inputs for the development of rules of engagement by forwarding their inputs to the commander in charge of the operation, who will, in turn, coordinate the changes with the supported CINC and higher authorities.

c. () Coordinating Instruction. Include, at a minimum, provisions for:

(1) () Coordinating ROE with adjacent commands, friendly forces, appropriate second-country forces, neutral countries, appropriate civilian agencies, and Department of State elements.

(2) () Disseminating ROE.

(3) () Providing ROE to augmentation forces.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. State requirements or not applicable.

b. () Administration. Specify requirements for reports.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Refer to Annex J.

b. () C3 Systems. Refer to the applicable sections of Annex K. Provide pertinent extracts of information required to support the basic plan to include:

(1) () Identification, friend, foe or neutral ROE.

(2) () Relation of ROE to use of code words and nicknames.

(3) () Specific geographic boundaries or control measures where ROE are applicable.

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APPENDIX 7 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
AIRBORNE RECONNAISSANCE (U)

- () REFERENCES: List DOD, CJCS, Service, or unified and specified command directives or plans pertinent to conducting or supporting airborne reconnaissance operations, coordinating or tasking forces, operating authorities, processing, and distributing or disseminating mission products.
1. () SITUATION
- a. () Enemy. Refer to Annex B for basic enemy situation. Provide guidance or information on specific enemy capabilities to interfere with the conduct of airborne reconnaissance operations required by this plan.
- b. () Friendly. List the specific tasks assigned to friendly forces and agencies, not part of this command, to support airborne reconnaissance operations envisaged in this plan.
- c. () Assumptions. List any assumptions not reflected in the basic plan which are applicable to airborne reconnaissance operations.
- d. () Resource Availability. List resource availability critical for the conduct of airborne reconnaissance operations.
- e. () Planning Factors. Describe any planning factors important to the conduct of reconnaissance operations.
2. () MISSION. State the airborne reconnaissance mission in terms of accomplishing the tasks established in the collection guidance in Annex B to support the mission undertaken in the basic plan.

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3. () EXECUTION

a. () Concept of Operations

(1) () General. Summarize the scope of airborne reconnaissance operations and the systems (platform, sensors, data links, and ground stations) and resources to be employed. State the general concept for conducting and controlling airborne reconnaissance operations.

(2) () Commitment of Forces. Designate forces involved in conducting and supporting airborne reconnaissance operations.

b. () Tasks. In separate subparagraphs, assign detailed tasks and responsibilities to be performed by each subordinate command to implement this plan.

c. () Coordinating Instructions. Include information and procedural guidance necessary to coordinate airborne reconnaissance operations. Include:

(1) () Liaison and communication requirements between commands.

(2) () Requirements for coordination with national strategic plans or programs.

(3) () Survivability criteria or procedures.

(4) () Procedures to enable retasking inflight.

d. () Operating Authorities. Establish any special operating authorities or constraints, such as overflight restrictions, forward basing options, closest point of approach, or weather minimums that are not otherwise covered in Appendix 8.

e. () Targeting. Refer to Annex B for procedures used to submit penetrating (over-flight) and standoff airborne reconnaissance objectives and to determine priorities. Summarize tasking requirements or responsibilities. State any special requirements for employing specific types of sensors. Provide guidance or special procedures for preplanned reconnaissance. Summarize any sensor/data link limitations or special considerations.

f. () Processing. Establish special requirements, time lines, or procedures for processing mission products. Refer to Annex B for more details.

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4. () **ADMINISTRATION AND LOGISTICS**

a. () **Logistics.** Provide instructions for procedures and responsibilities such as providing mobile processing centers, transport of mission take (product), or other special support requirements.

b. () **Administration.** Provide instructions for submitting administrative reports. Include specific procedures for reporting airborne reconnaissance mission information and operations data, such as OPREPs. For intelligence reporting, refer to Annex B.

5. () **COMMAND AND SIGNAL**

a. () **Command Relationships.** Refer to Annex J.

b. () **C3 Systems.** List any special systems and procedures required for the command and control of airborne reconnaissance operations. Refer to Annex K for more detail on C3 systems.

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APPENDIX 8 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
AIR BASE OPERABILITY (U)

() REFERENCES: List documents that contribute information to, are cross-referenced in, or clarify air base operability (ABO) operations (e.g., AFI 10-212, WMP-1, AFMAN 32-405, etc).

1. () SITUATION

a. () Enemy. Refer to Annex B and state the probable air and ground threats to the installation or site. Specify whether surface-to-surface ballistic missiles are a threat and ensure geographically separated units (GSU) (i.e., mobile radar units) are included in the threat assessment. Specify whether the enemy threat is considered conventional, biological, chemical, or nuclear in nature.

b. () Friendly. Refer to Annex A and list the general tasks of friendly forces (to include allied and host nation), commands, or government agencies that directly support ABO. Refer to tabs for specific forces and tasks that support the defend through support functions.

c. () Assumptions. List assumptions not stated in basic plan that affect ABO operations. The assumptions must be based on anticipated attack or environmental conditions that could have a significant impact on mission operations. Specify the anticipated level of base operations (bare base or collocated operating base), unit resources, host or allied support, weather restrictions, and length of preparatory time before hostilities commence.

d. () Resource Availability. Describe resources critical to ABO operations (if not addressed elsewhere in the OPLAN) and their anticipated availability according to prepositioned stockage and TPFDD flow plan. Reference appropriate annexes or appendices.

e. () Planning Factors. List any planning factors significant to ABO operations not covered elsewhere in the OPLAN.

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2. () MISSION. The mission of ABO is to support the mission stated in the basic plan by integrating all base functions to defend against, mitigate the effects of, and recover from hostile actions.

3. () EXECUTION

a. () Concept of Operations. Describe the ABO multifunctional approach to keeping an installation operating despite enemy attack in support of this OPLAN.

b. () Tasks. ABO depends on numerous functional area tasks through established agencies and programs to build, sustain, and restore combat capability before, during, and after a contingency.

(1) () Passive Defense. Briefly describe passive defense capabilities. Provide specific guidance on (1) camouflage, concealment, and deception (CCD)--include the concept of operations and employment plan for CCD-unique equipment (i.e., smoke generators, false operating surfaces, and decoys), (2) coordination of dispersal operations, (3) nuclear, biological, chemical (NBC), and conventional warfare defense (refer to Tab C to Appendix 2 to Annex C), and (4) defensive construction. Within the defensive construction section, provide guidance on "as built" hardening and expedient hardening. Annotate "NA" as appropriate.

(2) () Recover. Briefly summarize the recover capabilities. Refer to Tab C, Recover, for specific capabilities, limitations and shortfall workarounds of damage assessment; damage repair; fire, crash, and rescue; explosive ordnance disposal; and medical care (refer to Annex W and Q). Annotate "NA" as appropriate.

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4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Identify specialized equipment, support and resupply requirements, and sources in the appropriate tab. If the sources of supply change during the transition from peacetime to wartime operations, specify both sourcing chains. Provide disposition instructions or references for ABO related materials (i.e., chemical warfare defense equipment and CCD unique equipment items).

b. () Administration. Refer to the appropriate tab and describe locally required ABO related reports and specify "External reports will be submitted as required and directed by functional area and higher headquarters directives."

c. () Personnel. Identify requirements for specialized personnel qualifications and augmentation in the appropriate tab. Ensure personnel sourcing and training requirements are addressed for each required capability (i.e., rapid runway repair, NBC survey, unexploded ordnance (UXO) safing, bomb removal, etc.). Specify whether or not selective arming of the base populace is planned.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Identify command relation-ships (to include decision levels) between participants tasked to employ this appendix. If relationships change during the transition from peacetime to wartime operations, specify both command and control chains. Outline the integration, through the Survival Recovery Center (SRC) or equivalent for nonflying units, of individual functional area and control center tasks. Specify whether the unit is responsible for the establishment of the SRC and the tie-in to the SRC if the unit is a tenant organization. Describe the physical proximity to one another, interaction, and unique requirements of the Wing Operations Center, SRC, Air Defense Control Post, and the Base or Joint Defense Operation Centers. Ensure SRC and functional area control center requirements and operations are addressed as appropriate.

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b. () C4 Systems. Describe the scope of communications and computer systems and procedures required to support ABO operations. Emphasize C4 systems, and base-wide warning and notification systems. Outline redundancy and alternate methods of communication. Refer to appropriate tab for specific functional area requirements.

Tabs:

A--Passive Defense

B--Recover

NOTE: Only Tab A is provided as a sample format.

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TAB A TO APPENDIX 8 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
DEFEND (U)

- () REFERENCES: List documents which contribute information to, are cross referenced in, or clarify this tab if not referenced in the basic plan or Annex C.

1. SITUATION

- a. () Enemy. Briefly summarize the enemy situation as it applies to the planning objectives of the particular ABO function. Refer to Annex B.
- b. () Friendly. Identify host nation, allied, other service, READY program, and other forces available to assist assigned forces in the performance of the particular ABO function. Refer to the ABO appendix or functional agency tab, appendix, or annex, as appropriate.
- c. () Assumptions. List assumptions on which the tab is based that are not reflected in the basic plan or paragraph 1c of this appendix. Provide appropriate references.

2. () MISSION. Describe the mission of this particular ABO function in support of the mission stated in the basic plan and paragraph 2, this appendix.

3. () EXECUTION

- a. () Concept of Operations. Describe the particular ABO function's approach to building, sustaining, or restoring combat capability. Ensure planning addresses nonstandard contingencies.
- b. () Tasks. Concisely list tasks assigned to each organization or agency supporting or supported by this tab if not previously outlined in the basic plan or paragraph 1b of this appendix. Provide appropriate references.

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4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Identify sources of supply for mission essential ABO items and specialized equipment if not adequately addressed in the basic plan or appropriate annex. Outline alternate supply means and shortfall workarounds as necessary. Provide appropriate references.

b. () Administration. Describe locally required reports related to this particular ABO function if not adequately addressed in the basic plan or appropriate annex. Provide appropriate references.

c. () Personnel. Identify requirements for specialized personnel qualifications, augmentation, and training if not adequately addressed in the basic plan or appropriate annex. Provide appropriate references.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Unless adequately addressed in the basic plan, appropriate annex, or paragraph 5a of this appendix, identify command relationships (to include decision levels) between participants tasked to employ the function of this tab. Outline the integration of the particular ABO function with the other ABO components, especially in terms of SRC interaction. Include procedures for obtaining, providing, or coordinating support requirements. Provide appropriate references.

b. () C3 Systems. If not adequately addressed in the basic plan, appropriate annex, or paragraph 5b of this appendix, describe the specific communications and computer systems and procedures required to support this particular ABO function. Outline redundant and alternate methods of communications. Provide appropriate references.

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APPENDIX 9 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
VISUAL INFORMATION AND COMBAT CAMERA DOCUMENTATION (U)

See Appendix 7 to Annex K.

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APPENDIX 10 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
NONCOMBATANT EVACUATION OPERATIONS (U)

- () REFERENCES:
 - a. DOD Directive 5100.51, "Protection and Evacuation of US Citizens and Certain Designated Aliens in Danger Areas Abroad" (short title: "Noncombatant Evacuation").
 - b. Cite all documents necessary for a complete understanding of this appendix.

- 1. () SITUATION
 - a. () Enemy. Refer to Annex B, Intelligence. Assess the impact of the enemy's capability to disrupt the flow of noncombatants, e.g., loss of marshaling areas.

 - b. () Friendly. Include non-US military forces and US civilian agencies, such as the American Red Cross or other humanitarian organizations, that will support the processing and returning of noncombatants. Also, identify and define expected host nation support. Identify PSYOP capabilities required to support opposed or unopposed evacuation, e.g., loudspeakers, linguists, personnel who understand the culture of people along evacuation routes.

 - c. () Assumptions. List all assumptions on which this planning is based. When planning NEO flow, assume a worst case scenario. No assumption will be made regarding proposed safe haven and/or overflight agreements with any country. Use only ratified treaties and agreements in the planning process.

 - d. () Resources Availability. Identify resource availability for the performance of NEO.

 - e. () Planning Factors. List planning factors for NEO.

- 2. () MISSION. Briefly state the mission of NEO in support of this OPLAN and as tasked in the reference a listed above to support the Departments of State and Defense in the evacuation of non-combatants from areas of conflict.

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3. () EXECUTION

a. () Concept of Operations. Summarize the intended course of action and state the general concept for the processing and returning of noncombatants. In separate numbered subparagraphs, provide specific guidance on the following, as applicable:

- (1) () Marshaling sites (primary and alternate).
- (2) () In-theater (country) movement.
- (3) () In-theater processing.
- (4) () Airlift evacuation.
- (5) () Sealift evacuation.
- (6) () Use of safe havens.
- (7) () OPSEC planning guidance when hostile action against evacuees is possible.
- (8) () Force protection

b. () Tasks. In separate numbered subparagraphs, assign specific tasks to each subordinate unit with responsibilities for processing and returning of noncombatant evacuees. Indicate responsibility for as many of the following as applicable:

- (1) () Initial and subsequent processing of noncombatant evacuees.
- (2) () In-theater movement.
- (3) () Establishment and operation of centralized in-theater processing centers.
- (4) () Debriefing program (if required).
- (5) () Airlift and sealift evacuation to the United States. (Cross-reference Annex D, Logistics.)
- (6) () Airlift and sealift evacuation to a safe haven. (Cross-reference Annex D, Logistics.)

c. () Coordinating Instructions. This subparagraph will include, but need not be limited to:

- (1) () Items common to two or more subordinate commands.

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- (2) () Coordination with adjacent commands and civilian agencies, including US diplomatic missions.
- (3) () Agreements with the host country, allied forces, and US Government and nongovernmental agencies.
- 4. () ADMINISTRATION AND LOGISTICS. Provide guidance for furnishing logistic and administrative support for processing and returning of noncombatant evacuees. The TPFDD will include (a) estimates of nonunit cargo and personnel movements to be conducted concurrently with the deployment of forces and (b) retrograde/NEO personnel movement data. Annex D to this document contains specific guidance regarding the inclusion of NEO in movement planning as well as the OPLAN's TPFDD. As appropriate, include guidance on the following:
 - a. () Processing sites.
 - b. () Intratheater airlift and sealift support.
 - c. () Load factors.
 - d. () Reporting. (Refer to Joint Pub 1-03.5.)
 - e. () Medical care and treatment. (Cross-reference to Appendix 3 to Annex D.)
 - f. () Assignment of returnees to designated CONUS reception centers in accordance with OSD and CJCS guidance.
 - g. () Conditions under which noncombatant evacuees may be interviewed by representatives of the news media or information regarding returnees may be released to the media. (Cross-reference to Annex F.)
- 5. () COMMAND AND SIGNAL
 - a. () Command Relationships. Refer to Annex J.
 - b. () C3 Systems. Summarize the C3 systems and procedures required to coordinate and carry out NEO. Refer to appropriate sections of Annex K.

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APPENDIX 11 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
ESCAPE AND EVASION OPERATIONS (U)

- () REFERENCES: List applicable regulations, manuals, and relevant documents which provide users essential information for planning and executing the operation.
1. () SITUATION. Refer to the basic plan and include any additional information that could affect the escape and evasion (E&E) operation.
- a. () Enemy. Refer to the basic plan and Annex B, and include any additional information that could affect the prosecution of E&E missions.
- b. () Friendly. Refer to the basic plan and include any existing E&E forces other than those tasked in this appendix that could have a E&E capability either as an assigned mission or as an inherent capability.
- c. () Assumptions. List any assumptions not reflected in the basic plan that are applicable to E&E operations.
- d. () Resource Availability. List resource availability.
- e. () Planning Factors. List applicable planning factors.
3. () MISSION. Include a statement of the tasks to be accomplished by E&E forces.
4. () EXECUTION
- a. () Concept of Operations. Provide a broad statement telling how the command provides the E&E support to meet commander's overall mission.
- b. () Tasks. In separate subparagraphs, list the tasks assigned to each command element, unit or agency providing support to the plan. Ensure task assignments are sufficiently described to ensure understanding of all essential elements of the operation and support required.

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- c. () E&E Planning Information. Provide guidance on the following topics, either in subparagraphs or in tabs.
 - (1) () List the specific E&E tasks assigned to each subordinate commander.
 - (2) () List the various ways planning requirements may be generated.
 - (3) () State how and what type of E&E information and equipment will be provided.
 - (4) () General guidance on E&E.
 - (a) () E&E Environment.
 - (b) () Use of E&E Aids.
 - (c) () Recommended E&E Direction of Travel.
 - (5) () Applicable Selected Area for Evasion (SAFE).
 - (a) () Location and Description of SAFE.
 - (b) () Contact Procedures at Point.
 - (6) () Describe any special operational requirements, recovery, etc.
 - (7) () Outline requirements for intelligence collection.
 - (8) () Special techniques for identifying, assisting or evacuating escapees and evaders.
- 5. () ADMINISTRATION AND LOGISTICS
 - a. () Logistics. Include all logistic support responsibilities of friendly forces (reference subparagraph 2b above).
 - b. () Administration. If reports are required, specify formats for preparation and time, methods and classification of submission.
- 3. () COMMAND AND SIGNAL. Include all instructions applicable to E&E operations concerning recognition, identification, C3 systems, and related items.

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APPENDIX 12 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
COUNTER-COMMAND, CONTROL, AND COMMUNICATIONS (U)

() REFERENCES: List documents pertinent to this appendix, but avoid documents used just for peacetime.

1. () SITUATION

a. () Enemy. Refer to Annex B for the basic enemy situation. Highlight critical elements and vulnerabilities of enemy C3 systems, operations, and arrangements.

b. () Friendly. List the organizations that are not subordinate to this command and the specific tasks assigned to each for supporting the counter-C3 actions envisaged in this plan.

c. () Assumptions. List any assumptions not reflected in the basic plan that are necessary for executing this appendix.

d. () Resource Availability. List resource availability for the Counter-C3 mission.

e. () Planning Factors. Describe any planning factors important to the conduct of the Counter-C3 mission.

2. () MISSION. Indicate how counter-C3 activities support accomplishing the mission assigned in the basic plan.

3. () EXECUTION

a. () Concept of Operations

(1) () General. Summarize the overall concept for denying the enemy effective command and control by preserving secrecy about friendly intentions and capabilities, influencing enemy plans and actions, disrupting enemy coordination and control of forces, and destroying enemy C3 facilities. Show how the initiative will be gained, superiority achieved, surprise attained, security maintained, and tactical exploitation accomplished.

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(2) () Phasing. Outline the counter-C3 activities envisaged in each phase of the operation (planning, preparatory, execution, and post-execution). Show the sequence of activities of each phase keyed to the start of the phase. Provide a detailed, time-phased guide or checklist for executing the counter-C3 concept.

b. () Tasks. Assign tasks to the specific command and subordinate staffs/units for the development, approval, and phased implementation of planned counter-C3 operations.

c. () Coordinating Instructions

(1) () Integration. Provide detailed instructions, as required, for integrating the employment of destructive, jamming, deception, and OPSEC means of accomplishing counter-C3 actions.

(2) () Coordination. Establish detailed requirements for facilitating coordination, such as, intelligence, identifying staff points of contact, command and control, planning cells, liaison, etc.

(3) () Security. Establish or reference any special security or handling requirements for the counter-C3 planning and actions envisaged by this appendix.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Identify any specialized equipment supply requirements.

b. () Administration. Reference any required administrative reports. Reference operational reporting requirements necessary to effectively monitor counter-C3 actions.

c. () Personnel. Identify any requirements for specialized personnel qualifications and augmentation.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Establish any special procedures required for the command and control of counter-C3 actions.

b. () C3 Systems. Establish any special requirements for C3 systems to support counter-C3 actions. Refer to Annex K for more details on C3.

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APPENDIX 13 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
EXPLOSIVE ORDNANCE DISPOSAL (U)

NOTE: See JOPES, Vol II for format.

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APPENDIX 14 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
AMPHIBIOUS OPERATIONS (U)

NOTE: See JOPES, Vol II for format.

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APPENDIX 15 TO ANNEX C TO COMUSAFE OPLAN 4123-93 (U)
FORCE PROTECTION ()

() REFERENCES: Cite references necessary for a complete understanding of this appendix. List DOD issuances, command directives, service regulations, policy regulations, operational manuals, and locally published directives/regulations that amplify this appendix. Examples: DODD 5200.8, *Security of DOD Installations and Resources*; DOD O-2000.12-H, *Protection of DOD Personnel and Activities Against Terrorist Acts and Political Turbulence*; DOD 5200.8-R, *Physical Security Program*; DODD 2000.12, *DOD Combating Terrorism Program*; DA Pam 525-14/AF Pam 206-4, *Joint Operational Concept for Air Base Ground Defense*.

1. () SITUATION

a. () Enemy. See Annex B, Intelligence. Define the enemy from a force protection perspective. Outline the threat throughout the spectrum of the plan--if the threat to the force is criminal at first (during increased tensions or during deployment), moving through low insurgent/terrorist and terminating during the campaign with open conflict--and define the threat for each.

b. () Friendly. See Task Organization. Highlight the assets available to the commander to support his protection plan. This description will highlight police agencies (SF, OSI, etc.) both military and supporting non-military (include host nation agencies which will be available for assistance), as well as non-police assets which can assist in force protection tasks. In each tab, highlight the special troops which may assist the commander deal with that aspect of force protection (for example, counterterrorist special operations forces--military or SWAT type civilian).

c. () Assumptions. State the assumptions that state the essential criteria for the development of this appendix.

d. () Resource Availability. List resource availability.

e. () Planning Factors. List applicable planning factors.

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2. () MISSION. State the force protection mission in terms of the operation. Force protection planning and actions must be established at the onset. Overall mission success rests on effective force protection operations and structure.

3. () EXECUTION. Commanders view force protection as a primary building block to mission effectiveness and execution. The nature of the operation(s), MOOTW to MRC, will affect in-place force protection resources and execution of portions of the plan. Activities of the adversary (organized combat elements or high-grade criminals) and the developing threat during the prosecution of an operation call for separate appendices for each "phase" or "contingency" to enhance the understanding of the plan. Also, detail a plan for force protection from and notification of severe weather events and other natural phenomena.

a. () Concept of Operations. Provide the commander's visualization of the operation, in each phase, and describe what will be done to protect the force during each.

b. () Tasks. In separate numbered subparagraphs for each subordinate force protection component of the force, assign tasks and responsibilities necessary to complete the mission. Describe what to do, not how to do it. Task assignment must include when and where to perform the task. This brief description will be followed by details in the appropriate tab to this appendix.

c. () Coordinating Instructions. Instructions applicable to two or more units are covered in this subparagraph. Examples include host nation law enforcement coordination and interplay with other support agencies (e.g., Judge Advocate, Public Affairs).

4. () ADMINISTRATION AND LOGISTICS

a. Logistics. Describe the special equipment needed for the support of force protection operations. Identify the command points of contact for detailed information and special equipment funding either here or in the tabs.

b. () Administration. Describe the measures peculiar to the administration and prosecution of the force protection plan. If there are documents or guidelines other than common use doctrinal and regulatory material, tell the subordinate units what they are, where to get them, and when they become effective. Refer to the tabs to implement the parts of the force protection program as much as possible; reserve this subparagraph for universal information.

c. () Reports. Describe the command's requirements for reporting force protection activities and contingencies, e.g., THREATCON implementation measures, SIR's, etc. This subparagraph must focus on two way communication--tell the subordinate units how information will be given to them and in what frequency; and describe what reports are required and how often from them to the commander. Tell subordinate units how (means of transmission) the commander wants to get force protection data and how often updates are required. If it is more applicable to outline these peculiarities in each tab, so state.

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5. () COMMAND AND SIGNAL

a. () Command Relationships. Describe any special relationships that may exist in the calling up of force protection assets and the times of jurisdiction exchange for resolution of conflict. If command authority does not follow lines of rank but rather lines of special control, these must be described before the fact. Detailed information will be placed in the tabs as well. Emphasis must also be given to "appeal authority" needed to resolve differences which may arise in the resolution of some aspect of the force protection operation (e.g., use of force to neutralize a hostage situation).

b. () C3 Systems. Identify C3 system requirements for support of the force protection mission and/or refer to Annex K.

Tabs:

- A—Combating Terrorism
- B—Physical Security
- C—Base Defense

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TAB A TO APPENDIX 15 TO ANNEX C TO COMUSAFE OPLAN 4123-93 (U)
COMBATING TERRORISM (U)

() REFERENCES: List plans and documents essential to the effective implementation of this tab.

1. () SITUATION

a. () Enemy. Refer to Annex B, Intelligence. Address terrorist capabilities, tactics, techniques, and probable goals which would adversely impact the accomplishment of the mission. Use the following factors in assessing the threat: history, existence, capability, intentions, targeting, and security environment. Discuss provisions for collecting, processing, and analyzing terrorist threat information. Include provisions for requesting the latest terrorist threat information for the AO prior to implementation of the plan.

b. () Friendly. State in separate subparagraphs the relevant antiterrorism and counterterrorism capabilities and plans of friendly forces and agencies not included among the task organizations of the basic plan. For each force or agency, include a summary of major antiterrorism and counterterrorism assets that directly support the implementation of antiterrorism and counterterrorism operations. Where appropriate, include a reference to command relationship agreements, and to requirements for US interagency support to civilian agencies that may be tasked to support antiterrorism and counterterrorism operations.

c. () Assumptions. List all assumptions on which antiterrorism and counterterrorism planning is based that are not stated in the basic plan. Pay particular attention to different circumstances which may exist for terrorism acts that occur during preparation for deployment and/or movement, transitioning en route, and areas of operation within and outside the US.

d. () Resource Availability. List resource availability.

e. () Planning Factors. List applicable planning factors.

2. () MISSION. Provide a clear, concise statement identifying the objectives of antiterrorism and counterterrorism operations in support of the basic plan.

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3. () EXECUTION

a. () Concept of Operations. Summarize the scope of antiterrorism and counterterrorism operations and the methods and resources to be employed. Though priority attention should be directed toward counterterrorism operations (offensive measures taken in response to or to preempt terrorism acts), considerations should also be given to antiterrorism operations (defense measures to reduce vulnerability to terrorist attacks). State OPSEC planning guidance for antiterrorism and counterterrorism operations.

b. () Tasks. In separate numbered subparagraphs, assign individual antiterrorism and counterterrorism tasks and responsibilities to each component or subdivision of the force, including assistance required from non-military agencies and establishment of THREATCON levels.

c. () Coordinating Instructions. Ensure that instructions recognize that responsibility for management of the US Government response to acts of terrorism rests with several lead agencies. That responsibility is specified by federal law, executive order, policy guidelines, or memorandums of understanding. Include but do not limit response to:

(1) () Coordination with adjacent commands and civilian agencies, including US diplomatic missions.

(2) () Coordination with and support of the lead agency for management of the response to the terrorist action.

4. () ADMINISTRATION AND LOGISTICS. Provide a statement of the administration and logistic arrangements needed for antiterrorism and counterterrorism support but not covered in the basic plan or other annexes. Consider to the special needs of the force stationed in immature theaters. Examples of the type of equipment that may be required include flak vests and other body armor, mirrors for under-automobile surveillance, barriers (improvised or specially constructed), etc. This type of equipment will prepare the unit to implement the full range of THREATCON and DEFCON measures. Consider special measures which the commander selects for protecting the force. Examples include restrictions from selected areas (parts of a city or areas of a country), off-base/post uniform policies, weapons qualification requirements, host nation language instruction, in-country orientations, leave policies, and convoy procedures.

a. () Logistics. Provide any special instructions pertaining to logistic support for antiterrorism and counterterrorism operations.

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- b. () Administration. Include in this subparagraph any necessary administrative guidance.
- 5. () COMMAND AND SIGNAL. Refer to appropriate sections of Annex K. Provide a statement of any unique command and signal arrangements that will be necessary to respond to acts of terrorism.
- 6. () SECURITY
 - a. () General. Discuss general procedures to be employed during planning, coordination, and implementation of antiterrorism and counterterrorism operations.
 - b. () Specific. State specific access restrictions, handling instructions, and identifies authorities empowered to grant access to the planning for antiterrorism and counterterrorism operations.
- 7. () APPROVAL AND IMPLEMENTATION. Indicate approving and termination authority for antiterrorism and counterterrorism operations.

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TAB B TO APPENDIX 15 TO ANNEX C TO COMUSAFE OPLAN 4123-93 (U)
PHYSICAL SECURITY ()

- () REFERENCES: List DOD issuances, command directives, service regulations, policy directives, operational manuals, and any other materials referred to herein as guidance to subordinates for preparing and implementing a plan to support the intended operation.
1. () SITUATION
- a. () Enemy. Obtain the analysis of the local threat (sabotage, theft, vandalism, pilferage) from the local supporting counterintelligence and criminal investigative organizations. Identify the people, groups, and organizations which pose the threat. Refer to Annex B, Intelligence.
- b. () Friendly. Identify all forces available to assist in physical security operations, including organic, supporting, and host nation law enforcement agencies. List any peculiarities of the task organization for physical security that are not covered in the personnel annex or the task organization annex. List the effective times of attachment/detachment if known.
- c. () Assumptions. Include those situations/conditions which the commander feels will exist at the time of execution of the plan or at the time of conversion from contingency to operational plan.
- d. () Resource Availability. List resource availability.
- e. () Planning Factors. List applicable planning factors.
2. () MISSION. Cite the mission which the physical security tab supports, the mission of the specific base, facility, or unit, or the task that the physical security unit will be expected to accomplish.

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3. () EXECUTION

a. () Concept of Operations. State the general concept of physical security support for the forces assigned, attached, or supporting the implementation of the plan (include host nation assets as applicable). Depict the commander's view of the execution of the operation from start to finish. Factors bearing on the execution of the plan should be identified and addressed in the body of this paragraph or in attached tabs.

b. () Vulnerabilities. Identify critical structures, buildings, work areas, and force concentrations that require special attention or, if compromised, will adversely impact the ability of the organization to accomplish its mission.

c. () Priorities. Establish the commander's priorities of forces, facilities, and activities that require support. This listing will serve to apportion physical and personnel resources.

d. () Responses. Describe the escalation expectations of the commander as responses to increasing THREATCONS or DEFCONS and the surge capability of forces to react to such an announcement.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Identify the logistics elements peculiar to the execution of this tab. Include the stocked assets available for physical security improvement (barrier material, delay devices, protective lighting, intrusion devices, etc.) which are not addressed in the Logistics or other annexes.

b. () Administration. Identify the administrative elements peculiar to the execution of this tab. Include such items as Rules of Engagement, particular host nation agreements, and procedures subordinate elements will use to obtain physical security assets (e.g., working dogs).

5. () COMMAND AND SIGNAL

a. () Command Relationships. Describe peculiarities in the chain of command between supporting physical security personnel and supported organizations. Describe peculiarities in the host nation relationships which apply to all elements of the organization.

b. () C3 Systems. Establish radio nets if needed for the control of forces and execution of the physical security mission. Include information on the frequencies assigned to RF elements used in a physical security posture, such as RF mini-intrusion devices, and other warning/identification hardware items.

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NOTE: If too lengthy for inclusion in the body of this tab, the following elements may be addressed as exhibits to this tab (example exhibits are not included).

Exhibits:

- A--Guard Orders
- B--Communications Plan
- C--Disaster Control Plan
- D--Recovery Plan
- E--Civil Disturbance Plan
- F--Rules of Engagement

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TAB C TO APPENDIX 15 TO ANNEX C TO COMUSAFE OPLAN 4123-93 (U)
BASE DEFENSE (U)

() REFERENCES: List appropriate Joint Service Agreements, DOD, CJCS, Service, or unified command directives pertinent to air base ground defense (ABGD).

1. () SITUATION

a. () Enemy. Refer to Annex B, Intelligence, for the basic enemy situation. Highlight key enemy capabilities related to ground attack of air bases.

b. () Friendly. List the organizations that are not subordinate to this command.

c. () Assumptions. List assumptions not reflected in the basic plan that will have a significant impact on this plan or supporting plans. These assumptions must not conflict with those in the basic plan.

d. () Resource Availability. List resource availability.

e. () Planning Factors. List applicable planning factors.

3. () EXECUTION

a. () Concept of Operations. State the overall concept for denying the enemy the ability to disrupt friendly sortie generation from key bases in the operational area and the concept for countering such disruption should it occur.

b. () Tasks. In separate numbered subparagraphs, concisely list tasks assigned to each element of the supported and supporting commands.

c. () Coordinating Instructions. List the instructions applicable to the entire command or two or more elements of the command that are necessary for proper coordination of the operation, e.g., intelligence, staff points of contact, C², planning cells, liaison, and frequency management.

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4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Identify sources of supply for units involved, and identify specialized equipment supply requirements.

b. () Administration. Establish operational reporting requirements necessary for effective monitoring of ABGD throughout the area of operations. Reference required administrative or logistic reports.

c. () Personnel. Identify requirements for specialized personnel qualification and/or augmentation.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Describe specific command relationships and establish special requirements or procedures required for the ABD C³ activities. Refer to Annex J.

b. () C3 Systems. Provide a general statement concerning the scope of C³ systems and procedures required to support the operation. Highlight C³ systems or procedures requiring special emphasis. Refer to Annex K.

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APPENDIX 16 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
TACTICAL AIRLIFT OPERATIONS (U)

- () REFERENCES: List instructions, manuals, and documents which provide users essential information for planning and executing the operation.

- 1. () SITUATION
 - a. () Enemy. Include information on enemy capabilities which may have an impact on employment options or tactics for tasked forces in general and tactical airlift in particular. Refer to Annex B for more information on the enemy.

 - b. () Friendly. Provide information on collateral responsibilities and support of friendly forces other than those subordinate units included in the task organization, which may directly affect the success of the stated mission, including:
 - (1) () US and other friendly military forces possessing capabilities which are currently available to support or augment the theater assigned tactical airlift capability.

 - (2) () Civilian agencies which may be tasked to support tactical airlift operations.

 - (3) () Applicable command relationship agreements.

 - c. () Resource Availability. List resource availability.

 - d. () Planning Factors. List applicable planning factors.

- 2. () MISSION. State the tactical airlift mission giving the basic mission, forces available, and theater conditions. Provide a concise statement of the objectives, for example: "Support US national objectives by providing sustained intratheater tactical airlift and by establishing air lines of communication in support of designated theater military operations."

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3. () EXECUTION
 - a. () Concept of Operations. Include brief descriptions of these aspects of operations:
 - (1) () Tactical airlift objectives.
 - (2) () Types of activities to be conducted.
 - (3) () Phases of operations.
 - (4) () Establishing the air lines of communication.
 - (5) () Forward operating location concept of operations.
 - (6) () Airlift planning factors.
 - b. () Tasks. Specify tasks for each subordinate commander furnishing resources and accomplishing of objectives to support the tactical airlift concept of operations.
 - c. () Coordinating Instructions. Include instructions applicable to two or more elements of command which are necessary for coordination or general conduct of operations.
4. () ADMINISTRATION AND LOGISTICS. Provide detailed information covering all required logistics and administrative support not covered in the basic plan (see Annex D for more detailed guidance).
5. () COMMAND AND SIGNAL
 - a. () Command Relationships
 - (1) () Describe the command relationships unique to theater tactical airlift operations.
 - (2) () Provide detailed guidance for operational control to include:
 - (a) () Normal procedures.
 - (b) () Theater airlift command and control responsibilities and personnel requirements.

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(c) () Tanker Airlift Control Element (TALCE), responsibilities, deployments and personnel requirements.

(d) () Transferring operational control.

b. () C3 Systems. Refer users to Annex K for airlift communications requirements for deploying TALCE.

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APPENDIX 17 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
HISTORY AND MUSEUM OPERATIONS (U)

- () REFERENCES:
- a. War and Mobilization Plan, Volume I, Annex M, Feb 97
 - b. AFPD 84-1, Historical Information, Property, and Art, 1 May 97
 - c. AFI 84-101, Historical Products, Services, and Requirements, 21 Jul 94
 - d. AFI 84-102, Historical Operations in Contingency and War, 10 Dec 93
 - e. AFI 84-103, Museum System, 22 Jul 94

1. () SITUATION

- a. () Enemy. Refer to Annex B.
- b. () Friendly. List other historical documentation efforts of allies, other services, etc., as appropriate.
- c. () Assumptions. List assumptions affecting the plan in addition to those listed below.

(1) () Historian responsibilities in the theater of operations expand significantly and require increased manning versus normal peacetime operations. The History function will maintain 24-hour, 7-day per week operations to support collection and documentation efforts of USAF combat and combat support operations.

(2) () Historians will deploy as early as possible to the theater of operations. This is critical to the successful documentation of the early events and decisions that shape the operation.

(3) () The Artifact Collection Team (ACT) will deploy to theater of operations about 30-40 days into an operation. Only team members will be involved in the actual collection, cataloging, and shipping of artifacts.

d. () Resource Availability. List resource availability for a specific plan, noting any restrictions on the below outlined resources.

(1) () All enlisted (AFSC 3H051 and higher) and officer (AFSC 84H0) historians, active-duty and ARC, are available to meet mobility requirements. Enlisted 3H031s will not be deployed unless specifically approved by their MAJCOM/HOs as having the training and experience to function effectively in the deployed environment. Historians tasked to deploy must possess a TOP SECRET clearance.

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(2) () All civilian historians holding Emergency Essential (E-E) positions in the theater of operations will remain in place or be redeployed within the theater to meet requirements. Historians tasked to deploy must possess a TOP SECRET clearance.

(3) () Non E-E civilian historians will be reassigned outside the theater of operations to backfill vacant positions.

e. () Planning Factors. List applicable planning factors in addition to the items listed below.

(1) () Determine wartime manpower requirements for the theater of operations based on the following factors and formula:

(a) () Each wing requires sufficient historians to maintain 24-hour, 7-day a week, collection and documentation efforts for the duration of the operation.

(b) () The workload of the history office is driven primarily by numbers and types of weapon systems as well as variety and complexity of unit missions. The following matrix uses number of flying squadrons assigned to a unit as the initial factor in determining number of historians required by the unit. It assumes standard aircraft squadron sizes and a mix of weapon systems and missions. Adjustments should be based on significant differences with these assumptions. For example, a unit with 10 squadrons of the same aircraft type/mission would require fewer historians than the matrix calls for, while a unit with wide range of aircraft types and missions (such as special mission aircraft) might need additional historians assigned to effectively accomplish the history mission. Deviations from the historian requirements established in the below matrix will be coordinated with responsible MAJCOM/HO AND HQ USAF/HO (POC: CMSgt Ed Stevens, DSN 754-2170).

# Flying Squadrons Assigned Unit	# Historians Required
1	1
2	2
3-4	3
5-6	4
7-8	5
9-10	6
11-14	7
15 or more	8

(c) () AFSC Substitutions: None. Do not substitute civilian historians for military personnel when establishing deployment requirements, except where civilians are employed within the overseas theater (for example, PACAF or USAFE) and will remain there.

2. () MISSION. The Air Force must capture the valuable lessons of war and contingency operations through the rapid and comprehensive collection and preservation of historically significant documentation. During war and contingency operations, the primary mission of the historian is to collect documentation, record interviews with key participants, and prepare reports. Their secondary mission is to provide historical services directly supporting the conduct of combat and combat support operations. Additionally, it is essential that the Air Force identify, collect, and preserve artifacts of historical significance from both the friendly and enemy forces.

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3. () EXECUTION

a. () Concept of Operations. Success of history operations are dependent on two primary factors. First, access to significant events, meetings, documents, etc, regardless of classification or sensitivity. Second, timely collection and distribution of data to accelerate the analysis process to support senior decision makers. Air Force historians collect, preserve, evaluate, and interpret evidence to disseminate accurate, complete, and descriptive accounts of operations and activities for use in planning, operations, doctrine, education, training, and policy and decision making at all levels of command.

(1) () Activities. In direct support of combat operations, historians collect, organize, and preserve documentation required to prepare accurate and comprehensive historical records of combat and combat support activities and provide historical services as required by commander and staff. To accomplish this, historians must attend meetings and briefings, review all correspondence (letters, messages, E-mail, staff packages, etc.), review all computerized databases, correlate collected data, interview key participants, and prepare required historical products. Historians also provide reference services to the commander and staff.

(2) () Organization. Specify how historians fit into the organizational structure at all levels. Also explain their relationship and responsibilities to joint history functions.

(3) () In-place Forces. Identify locations where in-place historian resources must be maintained in support of the specific plan.

b. () Tasks

(1) () Air Force Historian (AF/HO)

(a) () Provides overall historical policy and guidance.

(b) () Coordinates historical tasking with the Department of Defense, Joint Chiefs of Staff, and USAF agencies.

(c) () Determines, in coordination with appropriate MAJCOMs, historical augmentation required in the theater of operations.

(d) () Coordinates deployment of Contingency Historical Information Preservation (CHIP) Teams. Attached to the Air Force Component Command (AFCC) headquarters in theater, CHIP teams preserve the record of USAF combat operations by microfilming or scanning key documents, copying important databases, conducting oral history interviews, and preparing historical products.

(e) () Coordinates deployment of Artifact Collection Team. These teams will be attached to the AFCCer headquarters in theater.

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(2) () Air Force Component Command (AFCC) Historian

(a) () Plans and directs historical activities in close coordination with HQ USAF/HO and appropriate task force and subordinate commanders.

(b) () Ensures all supported command OPLANs, orders and directives contain a History appendix which:

1. () Identifies historian requirements at each wing in the area of responsibility (AOR).

2. () Supports the rapid deployment of historians into the AOR.

3. () Assigns deploying historians directly to the senior operational commander's immediate staff.

(c) () Implements and manages the command history program, based on AFI 84-102 guidance, as directed by the Air Force Component Commander.

(d) () Provides historical guidance and assistance to the Air Force Component Commander, his senior staff and subordinate organizations.

(e) () Requests CHIP Team augmentation, when necessary.

(f) () Assists ACT in identification of key artifacts relating to the operation.

(3) () Unit Historian

(a) () Deploy as tasked by higher headquarters with equipment/supplies listed in AFI 84-102.

(b) () Advise senior commanders and staff officers of history program requirements, procedures and objectives.

(c) () Collect, safeguard, and preserve documentation on the role of air power in support of operations. Analyze and select pertinent documents which focus on the unit/installation mission. Documentation may take any form: paper, microfilm, computer diskettes, photographs, taped or transcribed interviews, and so on.

(d) () Conduct and record interviews with key personnel.

(e) () Arrange for and collect photography of flightline, maintenance, operational and support facilities upon arrival at deployed locations to provide baseline documentation against which to compare battle damage, modifications, and other changes. Coordinate technical photographic support requirements with Air Combat Camera Service (AIRCCS) combat camera teams.

(f) () Prepare and forward in accordance with AFI 84-102 periodic historical reports (RCS: HAF-HO(AR)8901) which organize, summarize, and transmit documentation focusing on command decisions, operations, maintenance, logistics, and other support. In the joint environment, the historian will continue to operate under AFI 84-102 guidelines unless specific exceptions are made in this plan or the joint command structure supplies guidance that supersedes AFI procedures.

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- (g) () Provide historical services to support the conduct of operations.
- (h) () Assist Artifact Collection Team in identification of artifacts.
- (4) () Supporting Commands
 - (a) () Coordinate the deployment of all historians with AF/HO and AFCC historian.
 - (b) () Ensure deploying historians have TOP SECRET security clearances.
 - (c) () Ensure historians deploy with mobility support kits (see AFI 84-102, attachment 4) providing supplies for 30 days of operations.
- (5) () Installation Commanders. The senior commander at each location will provide office space and secure storage of classified material for historians.
 - c. () Policy. Highlight guidance from references that supports the specific plan in addition to those already listed below. Include deviations to standard history reporting procedures, products required by the joint history community, etc.
 - (1) () Access. Commanders will provide historians unrestricted access to command posts, operations centers, flightlines, maintenance shops, and other facilities as required, and make available all data needed to compile complete and accurate historical records.
 - (2) () Additional Duties. Commanders should not assign historians duties inconsistent with the timely performance of their primary duties.
- 4. () ADMINISTRATION AND LOGISTICS
 - a. () Logistics. Historians will deploy with adequate supplies to sustain operations for 30 days, and will requisition sustainment materials through the host installation's supply organization.
 - b. () Administration. Historians prepare History Status Reports (RCS: HAF-HO (AR)8902) in accordance with AFI 84-102.
- 5. () COMMAND AND SIGNAL
 - a. () Command Relationships. Address specific command and control relationships within the theater and how historians will be integrated into the existing structure.
 - b. () Communications and Information Systems. Identify communications systems needed to support history and museum operations, to include at a minimum, secure voice and data lines, LAN connections and access, GCSS connection and access, etc.

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APPENDIX 18 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
DIRECT TACTICAL COMMUNICATIONS SECURITY SUPPORT (U)

- () REFERENCES
 - a. AFMD3.
 - b. AFM 100-45, Volume II.
 - c. AIC Tactical Support Capabilities Plan.
 - d. AIC Direct Support Unit Plan.
 - e. Other references as required.
- 1. () SITUATION
 - a. () Enemy. Refer to Annex B.
 - b. () Friendly. List allied or other service related activities operating in parallel with this appendix.
 - c. () Assumptions. List assumptions affecting the plan.
 - d. () Resource Availability. List resource availability.
 - e. () Planning Factors. List applicable planning factors.
- 2. () MISSION. Briefly state the mission of Air Intelligence Agency (AIC) direct tactical communications security support (DTCSS) in relation to the mission stated in the basic plan.
- 3. () EXECUTION
 - a. () Concept of Operations. Include the concept under which AIC DTCSS forces are organized and trained to provide tactical commanders with information concerning probable or possible intelligence losses due to use of unsecured communications or misuse of communications procedures or equipment.

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- b. () Tasks. List the tasks for each echelon of AIC DTCSS forces to be utilized to support of the OPLAN.
- c. () Coordinating Instructions. Provide any special coordinating instructions to facilitate the integration of AIC activities within the command. Include coordination requirements for deployment and employment of AIC DTCSS forces, classification guidelines, reporting procedures, etc.
- 4. () ADMINISTRATION AND LOGISTICS
 - a. () Logistics. Include general procedures and responsibilities for equipping, transporting, and maintaining personnel and equipment. Provide detailed logistics guidance and requirements in the Logistics Annex.
 - b. () Administration. Include the administration procedures that apply prior to, during, and after deployment of AIC DTCSS forces.
- 5. () COMMAND AND SIGNAL
 - a. () Command Relationships. Define command relationships for command and control of AIC DTCSS forces supporting the OPLAN as stated in AIC direct support unit plan.
 - b. () C3 Systems. Define any unique communications resources required, and assign responsibility for obtaining the equipment, communications paths, power sources, and maintenance requirements. Detailed communications guidance and requirements will be contained in Annex K.

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APPENDIX 19 TO ANNEX C TO COMUSAFE OPLAN 4123-97 (U)
AIRCREW LIFE SUPPORT (LS) PLANNING (U)

- () REFERENCES: List the documents needed to understand this appendix.
- 1. () SITUATION. Describe the general situation and state any assumptions not included in the basic plan that could influence LS resources.
- 2. () MISSION. State the mission to be accomplished by the Aircrew Life Support planning function.
- 3. () EXECUTION
 - a. () Concept of Operations. State the overall concept of operations for LS deployment/contingencies.
 - b. () Aircrew Contamination Control Area (ACCA) Operations. List procedures, locations, and responsibilities for ACCA.
 - c. () Inter or Intra Command Support. Explain specifically, procedures to be used for to support applicable theater of operations as related to OPLAN taskings.
- 4. () ADMINISTRATION AND LOGISTICS
 - a. () Administration. Include in this subparagraph any necessary administrative guidance. Provide references to lengthy or detailed instructions.
 - b. () Logistics. Explain logistical procedures and requirements in this paragraph.
 - (1) () Training. Establish administrative procedures to ensure all personnel receive applicable LS training or mission needs requiring deployment of a Mobile training Team (MTT).
 - (2) () Facilities. Provide guidance and establish procedures applicable to LS support facilities.
 - (3) () Equipment. Outline procedures and responsibilities for supplying and resupplying LS equipment.

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ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
LOGISTICS (U)

- () REFERENCES List other plans, SOPs, and guidance documents pertinent to logistics in support of this plan.
- 1. () SITUATION
 - a. () Enemy. Refer to Annex B.
 - b. () Friendly. List the organizations that are not subordinate to this command and the specific tasks assigned to each in support of the logistical operations to the plan.
 - c. () Assumptions. State realistic assumptions and consider the impact of current operations on logistics capabilities. If a logistic assumption is of such significance as to influence the validity of the overall concept, then include that assumption also in the assumptions paragraph of the OPLAN and address alternatives to it.
 - d. () Resource Availability. Identify significant competing demands for logistic resources where it is anticipated that requirements may exceed resources. Include recommended solutions within resource levels made available for planning, if there are any. Include data generated from IPSS in this paragraph when applicable. Include reasonably assured HNS in all assessments.
 - e. () Planning Factors. Use approved expenditure per sortie factors contained in the WMP-5 and other USAF documents except where theater experience or local conditions dictate otherwise. Identify the factors use when deviating from standard and approved USAF planning factors, and the reason for such use.
- 2. () MISSION. State in a clear, concise statement the logistics objectives in support of the basic plan.

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3. () EXECUTION

a. () Concept of Logistic Support. State the logistic concept for support operations to implement the plan, including host nation support (HNS).

b. () Tasks. Assign logistic support responsibilities to lower echelon commanders for preparing supporting plans where appropriate.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics

(1) () Supply and Distribution. Summarize the following in coordination with other service component commanders if different from standard planning factors. Place detailed discussions in the Appendix 7. Listings of supply depots, terminals, and LOCs should be tabs to the appendix.

(a) () Distribution and Allocation

1. () Identify the main and alternate supply depots or points of supporting terminals to be used or considered.

2. () Identify the specific type of unit, base, or area to which prepositioned logistics resources have been allocated.

3. () Identify existing aerial ports and the known or estimated throughput capability. Indicate the time-phased expansion necessary to support the plan.

4. () Indicate the priorities (US Air Force precedence rating and Force or Activity Designator (FAD) assigned by US Air Force) and the requisitioning policies and procedures.

(b) () Level of Supply

1. () Indicate the time-phased operating and safety levels required to support the plan.

2. () Indicate the quantity of prepositioned War Reserve Materiel (WRM) required to support the time-phased deployments pending resupply.

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3. () Indicate the materiel support required to accompany deploying units to the theater (for example, Readiness Spares Packages (RSP), mobility equipment, etc.).
 4. () Specify significant special arrangements required for materiel support beyond the normal supply procedure.
 5. () Indicate shortfalls between requirements and estimates of assets to be available during the JSCP period. Emphasize any CINC-identified critical items listed in JSCP, Annex B.
- (c) () Salvage. Provide instructions for, and identify the logistics impact of the collecting, classifying, and disposing of salvage.
 - (d) () Captured Enemy Materiel. Provide instructions for collecting, classifying, and disposing of enemy materiel.
 - (e) () Local Acquisition of Supplies and Services. Refer to federal acquisition regulations for more information for this paragraph.
 1. () Identify acquisition of goods and services in these categories:
 - a. () The general categories of materiel and services that are available and contemplated as a supplement to regular sources.
 - b. () Goods and services that may be used as emergency acquisition sources.
 2. () Indicate the dependability or reliability of the local acquisition of labor source in each of the above categories and the joint or service element that will obtain or manage these resources.
 - (f) () Petroleum, Oil, and Lubricants (POL). Prepare a POL appendix to this annex as explained in Appendix 1.
 - (g) () Inter-Service Logistic Support. Refer to Joint Pub 4-01. Provide the required planning information for interservice logistics support.
 1. () Summarize major support arrangements that are presently in effect or that will be executed in support of the plan, and/or refer to Appendix 8.

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2. () Identify those interservice and host nation support agreements that will have significant impact on the logistics support requirements and capabilities of the plan. (Refer to appropriate annexes or appendices.)

(h) () Mortuary Affairs. Refer to Appendix 2, Mortuary Services, or if an Appendix 2 is not used, include a description of mortuary service activities and policies in support of the plan.

(i) () Non-Nuclear Ammunition. Discuss any pertinent points and refer to Appendix 5 if necessary.

(2) () Maintenance and Modification. Include sufficient detail to determine the requirements to maintain and modify the facilities needed to support the plan. Indicate the level of maintenance to be performed, by what agency, and where it is to occur.

(3) () Medical Services. Refer to Annex Q.

(4) () Mobility and Transportation

(a) General. Provide general planning guidance to subordinate and supporting organizations to assist in their planning functions. (Refer to Appendix 3.)

(b) Mobility Support Force and Movement Feasibility Analysis. Provide an estimate of the mobility support and movement feasibility of the plan. Include in the analysis any appropriate remarks affecting mobility and transportation tasks. Consider the availability of adequate lift resources for movements of personnel and equipment, airfield reception capabilities, seaport and aerial port terminal capabilities, port throughput capabilities, and any features that will adversely affect movement operations, such as the impact of deployment or employment of forces and materiel on airfield ramp space (to include possible HNS).

(5) () Civil Engineer Support Plan. For unified command plans, prepare the Civil Engineer Support Plan (CESP) in Appendix 5 to the Logistics Annex according to the example provided in this volume. For component and subordinate command plans, incorporate relevant information from the unified command CESP into the Civil Engineer Annex in lieu of an appendix to the Logistics Annex. (CESPs are generally only prepared for unified command OPLANs. Component engineering planners should participate in the CESP process and be prepared to provide the applicable attachments for the unified and component plans as tasked.)

(6) () Sustainability Assessment. Summarize the sustainability of operations envisioned by the OPLAN and refer to Appendix 6.

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(7) () Security Assistance

(a) () General Guidance. See Joint Pub 4-01 and other appropriate references. During periods of military crisis and war, expect shortfalls of some critical items. These shortfalls will dictate that the limited quantities of critical materiel on hand be allocated or reallocated to satisfy the highest priority operational requirements from US and/or foreign country forces.

(b) () Specific Guidance. In coordination with commanders preparing supporting plans:

1. () Indicate separately the logistic requirements to support known and estimated commitments of allied forces.

2. () Indicate the minimum essential security assistance requirements (MESAR) for countries that play a key role in the operational and concept plans that include coalition warfare with friends and allies. Include security assistance requirements associated with any pre-conflict options contained in the plan. Determine how essential the security assistance requirements are based on each requirement's contribution to the accomplishment of operational missions.

3. () Prescribe a priority for the fill of each requirement against US and other foreign requirements within the theater.

a. () Prioritize all foreign requirements against all other requirements for the same country. Additionally, assign to each country for which foreign requirements are identified a priority to indicate its relative priority among all the countries covered in the plan.

b. () Indicate the extent to which US resources will be used to meet expected foreign requirements. For planning purposes, use US consumption rates for forces performing similar combat roles and with similar types of equipment and weapons systems.

c. () Take into account the following fundamental criteria for determining which foreign requirements to include as minimum essential security assistance materiel requirements:

(1) () Consider items that are normally critical to mission accomplishment such as major end-items and related support, munitions, POL, etc. Ensure that any items that are classified as major defense equipment, which are listed on one United States Munitions List, are so designated.

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(2) () Incorporate, where appropriate, items from source documents such as the CINC's Critical Items List.

4. () Indicate the expected mode and source of transportation for movement of security assistance materiel and any other required support for this operation.

5. () Evaluate adequacy of countries' arrangements for obtaining follow-on support of their US equipment and the risks associated with those arrangements and indicate recommended procedures and channels for countries to request new materiel not currently included in their security assistance programs once the plan is implemented. If the provision of such support requires congressional or Presidential approval and/or technological transfer determinations, clearly state procedures that establish responsibility for initiating the request.

6. () Indicate procedures for emergency logistic assistance; e.g., STANAGs, mutual support agreements.

7. () Outline procedures for retrograde operations, including NEO, repairables, etc.

8. () Indicate procedures for support of media operations.

(8) () OPSEC Planning Guidance for Logistics. Provide comprehensive OPSEC planning guidance for planning, preparing, and executing logistics activities. At a minimum, address base, facility, installation, logistics stocks, physical, and LOC security, and provide guidance to ensure logistics activities promote essential secrecy for operational intentions, capabilities that will be committed to specific missions, current preparatory operational activities, and operational execution activities.

b. () Administration. Include general administrative guidance to support logistics operations for the basic plan. If reports are required, specify formats for preparation and time, methods and classification of submission.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Refer to Annex J for command relationships external to logistical units.

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b. () Command, Control, and Communications Systems. Refer to Annex K for detailed C3 systems requirements. Provide a general statement of the scope and type of communication required.

t/
General, USAF
Commander

Appendices:

- 1--Petroleum, Oil, and Lubricants Supply
- 2--Mortuary Services
- 3--Sustainability Assessment
- 4--Mobility and Transportation
- 5--Civil Engineer Support Plan
- 6--Nonnuclear Ammunition
- 7--Supply
- 8--Interservice and Host Nation Support Agreements
- 9--Subsistence Support
- 10--Services
- 11--Contracting

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s/
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Major General, USAF
Position

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APPENDIX 1 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
PETROLEUM, OIL, AND LUBRICANTS SUPPLY (U)

- () REFERENCES List documents necessary for a complete understanding of this appendix; include current petroleum studies, joint agreements, and other relevant guidance, as applicable.

- 1. () SITUATION
 - a. () Enemy. Refer to Annex B.

 - b. () Friendly. Indicate the scope of petroleum supply operations by designating the users to be supported, including allied forces, and civilian requirements, where applicable. Identify the agreements whereby support for the latter users would be undertaken.

 - c. () Assumptions. List applicable assumptions.

 - d. () Resource Availability
 - (1) () Availability and suitability of commercial petroleum products, petroleum storage, tanker unloading facilities, and petroleum distribution systems within the area of operation.

 - (2) () Tanker offloading facilities and terminal facilities needed to meet US military requirements for petroleum support.

 - e. () Planning Factors. List applicable planning factors.

- 2. () MISSION. State the mission of petroleum supply operations in support of the mission stated in the basic plan and this annex.

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3. () EXECUTION

a. () Concept of Operations. In the anticipated concept of petroleum supply operations, include:

(1) () Concept of inland distribution of base resupply.

(2) () Requirement for intertheater or intratheater movement of bulk petroleum, to include points of origin, destination, type, and facilities available or required to receive this type of product. List POL data by product. Use the JOPES-produced listing.

(3) () Requirements for local procurement of commercial petroleum products and petroleum distribution and storage services within the area of operation.

(4) () Establishment of a quality control activity within the area of operations.

b. () Tasks. Assign specific tasks to subordinate organizations as appropriate.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics

(1) () Limiting Factors. Describe limitations which could adversely affect petroleum supply operations, such as inadequate air and ocean terminal capacity, lack of storage facilities, inadequate transportation, lack of alternate facilities, and similar logistic constraints.

(2) () Estimate of POL Support Requirements. Refer to Tab A, if applicable. Describe the methodology used to compute requirements if AF planning factors were not applicable or if unique factors were considered.

b. () Administration. Identify POL supply reporting requirements.

Tab:

A--Estimate of Petroleum Support Requirements (optional).

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TAB A TO APPENDIX 1 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
ESTIMATE OF POL SUPPORT REQUIREMENTS (U)

Product	Service	Estimated Consumption (M Barrels)			
		D+D-30	D+31-60	D+61-90	D+93-180
AVGAS					
115/145	TOTAL				
	US ARMY				
	US AIR FORCE				
	US NAVY				
	US MARINE CORPS				

NOTE: The supported commander determines the duration of the support operations.

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APPENDIX 2 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
MORTUARY SERVICES

(U) REFERENCES: Cite documents necessary for a complete understanding of this appendix.

1. () SITUATION. Identify any significant factors that may influence mortuary service activities in support of the OPLAN.
 - a. () Enemy. Refer to Annex B for general information on the enemy. Assess the impact of enemy capabilities and probable courses of action on mortuary service activities.
 - b. () Friendly. Include any non-US military forces and US civilian agencies that will support assigned forces in accomplishing mortuary service activities, for example, civilian mortuary services.
 - c. () Assumptions. List applicable assumptions (if any).
 - d. () Resource Availability. List resource availability.
 - e. () Planning Factors. List applicable planning factors.
2. () MISSION. State the mission of mortuary service activities applicable to the OPLAN and the extent to which they pertain to the US civilians and allied and enemy personnel.
3. () EXECUTION
 - a. () Concept of Operations. State the general concept of mortuary service support for the forces assigned for implementing the OPLAN. Comment on mortuary service facilities and policies for interment and evacuation in use at the onset of hostilities, versus the time when additional forces and resources may become available.

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b. () Tasks. In separate subparagraphs, identify specific responsibilities for mortuary service activities. Indicate responsibility for as many of these tasks as applicable.

(1) () Collection Points. Establishing and operating collection points, field processing centers, and US cemeteries in the theater of operations.

(2) () Mortuary Facilities. Establishing, operating, and maintaining mortuary facilities.

(3) () POE Holding Facilities. Operating POE holding facilities and managing the surface and aerial evacuation of remains.

c. () Coordinating Instructions. In the subparagraphs, include general instructions applicable to two or more components. Include, if applicable, items such as:

(1) () US Military Support. Arrangements for mortuary service support of US forces under operational control of other than a US command.

(2) () US and Allied Governments. Agreements with allied national and US government and nongovernment agencies for mortuary service support of allied forces and civilian personnel in areas where US forces are operating.

(3) () Advisory Services. Advisory services to support allied or host country mortuary service activities.

(4) () Approving Authority. Approving authority for use of mass burial techniques and temporary graves.

d. () Policy. Delineate the general policy for the supporting commands to accomplish mortuary services and dispose of personnel effects.

e. () Special Guidance. Include guidance and policy not discussed elsewhere for identifying and burying US military, allied, and enemy dead. Include procedures for handling deceased civilians who are under the jurisdiction of the Armed Forces and any restrictions or agreements connected with performing autopsies or shipping remains within or out of the host country. Provide guidance for handling personal effects and establishing, operating, and maintaining required records and reports. Include as many of these tasks as applicable:

(1) () Uniformly and continuously accounting for all deceased US military personnel and enemy PWs.

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- (2) () Evacuating remains, both intratheater and between the command and CONUS.
 - (3) () Establishing permanent and temporary cemeteries.
 - (4) () Transferring remains and personnel effects of allied and enemy personnel to representatives of the allied or host country concerned.
4. () ADMINISTRATION AND LOGISTICS. Refer to Annex D for more complete information on this subject. Provide a concept for furnishing logistical and administrative support for mortuary service activities. As appropriate, include guidance for:
- a. () Accounting for and disposing of personal effects, including those not found on the person of the deceased.
 - b. () Using allied and indigenous local procurement of mortuary services.
5. () COMMAND AND SIGNAL
- a. () Command Relationships. Refer to Annex J.
 - b. () C3 Systems. Refer to Annex K.

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APPENDIX 3 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
SUSTAINABILITY ASSESSMENT (U)

- () REFERENCES: List documents necessary to understand this appendix, including allied, joint, and service agreements, studies documents and other relevant documents.

- 1. () GENERAL
 - a. () Purpose. State the purpose of this appendix.
 - b. () Users. Describe the users to be supported.

- 2. () ASSESSMENT GUIDANCE
 - a. () Measure of Sustainability. The measure of available logistics resources to satisfactorily meet the supported commander's sustainability requirements.

 - b. () Resources to be Considered. Consider the combined effects of the availability of support forces, materiel, facilities, and infrastructure. (For detailed resource groups, see AFI 10-201.)
 - (1) () Include resources in analyses for which requirements have been determined and sourced.

 - (2) () Resources that are not addressed in subparagraph 2b(1) above, and for which sustainability information (such as service-wide average availability) is obtainable, will also be included in analyses if they are clearly identified.

 - (3) () The Air Force will provide supported commanders the 30-day sortie capability of supply Class 9 items required in Readiness Spares Packages (RSP) , along with a list of critical shortfalls by item for each package.

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(4) () Certain resources not directly or easily relatable to combat may, at the supported commander's option, be excluded from analysis.

c. () Analysis Process. Explain the process used to combine sustainability information and professional judgment into the final analysis results.

d. () Logistics Sustainability Charts. Document logistic sustainability analyses as charts in increments of thirty days with accompanying narrative, and formatted as appropriate in Tab A. Supported commanders may provide additional amplifying detail as they deem necessary and appropriate, such as expected sortie rates, aircraft availability projections, FMC versus PMC, etc.

(1) () Charts will consist of line graphs with brief statements of logistic sustainability information. Each chart will show two lines. One line will indicate the percentage of forces in place or closed at ports of debarkation in theater from C-day through the last day of the OPLAN. The second line will indicate what fraction of the force is sustainable day-by-day.

(2) () The narrative will include a description of the analysis process, including the application of professional judgment. The narrative will clearly identify the commodities of class of supply that significantly limit sustainability, and whether it is substantially, marginally, or non - supportable.

(3) () Each CINC will divide his AOR into geographical regions of operational interest. One sustainability chart will be prepared for each service component with significant planned operational activity in each region.

(4) () The time increment for logistic sustainability charts will be ten days or less.

e. () Supporting Analysis Detail. Maintain computational and judgmental detail used in analyses for future reference.

3. () SUSTAINABILITY ANALYSIS BY USCINCSpace. USCINCSpace will perform sustainability analysis in terms of critical item analysis.

Tab A--Logistic Sustainability Chart (no sample is attached)

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APPENDIX 4 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
MOBILITY AND TRANSPORTATION (U)

- () REFERENCES: Cite documents that contain information necessary to understand this appendix.
- 1. () CONCEPT OF MOBILITY AND TRANSPORTATION OPERATIONS. Outline the concept of mobility and transportation operations.
 - a. () Transportation Policies. State currently approved general transportation policies, or a reference by paragraph or other identifier to documents where policies can be found.
 - b. () Concept of Deployment. Establish the general concept for movement and reception of all major forces to be used in the plan to support the flow in the TPFDD. Indicate availability of sealift augmentation. Include special guidance for transportation operations that would not normally be encountered, such as the need for an over-the-beach operation, assault by airdrop of troops and equipment, or the need for building or improving assault landing fields or support facilities. Provide guidance on the use of maritime pre-positioning ships (MPS) forces. Show planned use of indigenous movement resources.
 - c. () Augmentation. Establish the general concept for movement of augmentation personnel, equipment, critical supplies, and resupply. Include special consideration for moving POL, ammunition, special operations forces, medical and noncombatant evacuees, and civil relief supplies. State pertinent references and consider unique transportation support discussed in other sections of this plan. State the desired mode of shipment -- air or surface -- for both the intertheater and the intratheater lines of communication (LOC) and identify the anticipated source, for example, Air Mobility Command (AMC) or augmentation. Specify any differences in these concepts for supporting other service forces tasked in the OPLAN.
 - d. () Ports. Establish the general concept for operating sea and aerial ports, including service responsibility and level of command responsible for their operation. Identify ports designated primarily for interface between intertheater and intratheater movement capability and alternate ports if primary ones cannot be used. Identify deficiencies or expansion requirements, including capabilities or responsibilities for war

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damage repair of ports in the Civil Engineer Support Plan. Outline the most desirable destinations or intermediate locations. State whether the ports have capability for both cargo and passengers. Indicate whether capabilities for expansion of LOC and port operations are required as the support needs of the combat forces change. Include the concept and responsibilities for operations at alternate ports. Reflect specific information on capabilities of primary and alternate air and seaports, as required per paragraph 3 and Tab A to this appendix.

e. () Planning Factors. Identify the sources of the planning factors used in plan development. Include:

(1) () Airlift factors and sources.

(2) () Sealift factors and sources.

(3) () Land transportation factors and sources.

(4) () If the TFE simulation model was used, a copy of the Summary Transportation Planning Factors or the TPF control file (magnetic tape) should be provided as part of the review package.

NOTE: If planning factors used have not been approved, identify them specifically and show how requirements and capabilities, as well as other pertinent formulas and methodology for computing the planning factors, were developed.

2. () RESPONSIBILITIES OF SUPPORTING AND SUBORDINATE COMMANDS. Outline the specific responsibilities of supporting and subordinate organizations for moving and receiving passengers and cargo, and for providing movement resources and services in the objective area. Include such items as:

a. () General transportation responsibilities (or a statement indicating where they are listed in the reference).

b. () A summary of transportation requirements used to support the plan.

(1) () Intratheater airlift required to support the plan.

(2) () AMC airlift required to support the plan.

(3) () Sealift required to support the plan.

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- c. () A general description of the responsibilities of the JTF commander.
 - d. () A general description of the transportation responsibilities of the component commands and host nations to support the plan. Such responsibilities might include common-user port, air terminal, reception and staging, and surface transport services; allocating theater transport resources; or submitting transportation requirements for deployment, employment, and resupply operations.
3. () CAPABILITIES AND LIMITING FACTORS. Outline limitations, such as inadequate air and ocean terminal capacity (terminal reception, discharge, and clearance), including over-the-beach capability; lack of alternate facilities, transit rights, and authorizations, and similar limitations that may adversely influence the operation. Include LOC throughput analyses in order to identify constraints and develop mobility and transportation concepts that will permit improved planning.
- a. () Describe conditions that might be limiting, such as the need for limited mobilization of airlift support, or for a declaration of an emergency to aid in lift force generation and deployment, or a special type of lift required that may be critical to the support of the concept of operations.
 - b. () Describe weather conditions that could limit the execution of the planned operation.
 - c. () Describe limiting factors, such as port capacity, number of berths by class, lighterage facilities, restrictions to use and throughput capacity, size aircraft that can be landed, parking capacity, turnaround time, and air sorties per day.
4. () ESTIMATE OF TRANSPORTATION REQUIREMENTS. See JOPES, Volume II, Annex D, Appendix 4 for further guidance. Include transportation requirements in TPFDD.

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APPENDIX 5 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
CIVIL ENGINEER SUPPORT PLAN (CESP) (U)

- () REFERENCES: List references and applicable SOPs providing guidance.
- 1. () GENERAL
 - a. () Purpose. State the purpose of the CESP.
 - b. () Scope and Limitations. State the general character and magnitude of civil engineer requirements in the area of operations. Include a gross estimate of anticipated enemy damage and any constraints affecting the CESP.
 - c. () Engineering Intelligence
 - (1) () Refer to Annex B for pertinent information about the climatology, terrain, hydrography, and natural and industrial resources in the area of operations.
 - (2) () List sources of engineering intelligence data, including dates of publication.
 - d. () Definitions. Provide definitions that are necessary to understand this plan, but are not adequately explained in Joint Pub 1-02 or in AFMAN 10-401, Volume I.
 - e. () International Agreements and Political Factors
 - (1) () General. Summarize agreements, arrangements, and political factors affecting the CESP.
 - (2) () Real Property. State local policies for real property acquisition and use.
 - (3) () Host Nation Support. Discuss using:
 - (a) () Indigenous labor.

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- (b) () Local availability of construction materials, supplies, and equipment.
- (c) () Third-country labor force.
- (d) () Local contractor.
- (e) () Local facilities.

(4) () **Limiting Factors.** Identify rights, agreements, or other arrangements that are not in existence but that will be required to execute the plan.

f. () **Construction Standards.** Indicate the construction standards, as outlined in Joint Pub 4-01 to be used by all service components in the operational area. Explain any proposed deviations from these established standards.

g. () **Planning Factors.** Explain any proposed deviations from the joint planning factors for military construction in contingency operations.

h. () **General Priority of Development.** Explain the concept of the civil engineer plan, with rationale, in sufficient detail for analysis. Include considerations such as relative geographic functional, and base priorities; theater construction policy; etc.

i. () **Protective Construction Policy.** Define the command policy for protective construction and repair of damage. Discuss general policy, including:

- (1) () A statement of enemy's capability to inflict damage. (A quantitative evaluation is not required.)
- (2) () Protection required for weapon systems, personnel, and materiel.
- (3) () Self-help versus engineer troop effort.

j. () **Contractor.** Discuss the availability and possible use of US or third-country construction contractors.

2. () **RESPONSIBILITIES FOR CIVIL ENGINEER SUPPORT PLANNING**

a. () **Primary Responsibility.** Identify each echelon of the joint command having responsibility for civil engineer support planning, such as, the combined, subordinate, unified, or joint task force. Identify the specific tasks of each.

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- b. () Supporting Responsibility. Identify the civil engineer support planning responsibilities of each service component command to the OPLAN. (LOCs and bases, such as ports, depots, and airfield, may be jointly used and will require designating one component commander with the responsibility to ensure complete integrated planning, subsequent programming and necessary coordination and construction.) Ensure all supporting responsibilities for environmental protection and compliance are identified and included.
3. () COMMAND RELATIONSHIPS. List any recommendations to deviate from existing command relationships as they relate to executing the construction programs described in this appendix.
4. () TIME-PHASED REQUIREMENTS. Summarize the required and expected phasing of facilities, war damage repair, engineering or construction forces, and construction materials. Information in the product of the JEPES run for the unified plan should be used as a basis, if available.
5. SUMMARY OF CRITICAL FACTORS AFFECTING THE CIVIL ENGINEER SUPPORT PLAN. This paragraph should be analytical and oriented toward the major problem areas in the CESP that may tend to inhibit OPLAN implementation until they are resolved. Possible solutions to these problem areas should be analyzed and the implications of each alternative should be evaluated in terms of its impact on the OPLAN.

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APPENDIX 6 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
NONNUCLEAR AMMUNITION (U)

- () REFERENCES List each document necessary to understand this appendix, including current ammunition studies, joint agreements, operation plans, regulations, publications, and other relevant guidance.

NOTE: If possible, use the *Munitions Planning Guide* produced by the Air Force Combat Ammunition Center to help develop plan contents and perform site surveys.

- 1. () GENERAL
 - a. () Purpose. State the purpose of this appendix.
 - b. () Users. Describe the concept of ammunition supply operations by designating the users to be supported, including where applicable, allied forces and other agencies. Identify the agreements which provide for supporting allied forces and other agencies.
- 2. () CONCEPT OF AMMUNITION LOGISTICS OPERATIONS. In this paragraph, cover the scheme of munitions supply operations to be employed. Include:
 - a. () Availability and reliability of in-country ammunition storage, ammunition ship or aircraft unloading facilities, and the ammunition distribution system.
 - b. () Time-phased requirements for ammunition shipments.
 - c. () Requirements for US military ammunition ship offloading facilities such as the Army's tactical marine terminal.
 - d. () Concept of inland distribution.
 - e. () Requirements for moving munitions within or between theaters, including those facilities available and required for receiving ammunition at the airhead or forward air terminal.
 - f. () Time-phased buildup of ammunition stock levels in days of supply, including days of supply to accompany the deploying forces.

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- g. () Requirements for procurement of in-country storage facilities.
- 3. () RESPONSIBILITIES
 - a. () Assign specific tasks to subordinate commanders, including, when appropriate, JTF commanders.
 - b. () Establish responsibilities for support by the services' inventory control points.
- 4. () LIMITING FACTORS. Describe existing factors which may adversely affect ammunition supply operations, such as inadequate air and ocean terminal capacity, lack of storage facilities, inadequate transportation, lack of alternate facilities, and similar limitations.
- 5. () AMMUNITION REQUIREMENTS. Refer to Tab A to this appendix and compile in prescribed format an estimate of all major items of conventional ammunition, including chemical munitions. Provide document references for other sources of munitions requirements and documentation of shortfalls in PWRMS. Ensure the TPFDD reflects differences between on-hand stocks and requirements as nonunit-related cargo requirements.

Tab: A--Munitions Matrix

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TAB A TO APPENDIX 6 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
 MUNITIONS MATRIX (U)

STOCK LEVEL (EACH ITEM)

ESTIMATED CONSUMPTION (EACH ITEM) PRE-POSITIONED/PRESTOCKED

ITEM	BASE	D-D+30	D+31-60	D+61-90	D+91-180	WRM	WRM
MK-81	Lakenheath AB						
	Hahn AB						
	Bitburg AB						
	Total						
M-117	Lakenheath AB						
	Hahn AB						
	Bitburg AB						
	Total						

NOTE: The duration of support operations will be determined by the commander of the unified command.

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APPENDIX 7 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
SUPPLY (U)

- () REFERENCES: List documents necessary to understand this appendix.
- 1. () GENERAL. Specify how initial preplanned supply support (IPSS) is used in OPLANs specifically designated by the Joint Chiefs of Staff or in other OPLANs as required by the respective CINC. Comment on any circumstances such as existing supply requisitioning procedures that may cause variations in the supply procedures.
- 2. () CONCEPT OF OPERATIONS
 - a. () Considerations such as availability and suitability of pre-positioned stocks, length of the LOCs, availability of air and sea transport, processing times for requisitions, and minimum essential requirements. At a minimum, include these considerations and other relevant factors as needed.
 - b. () Converting gross planning factors to actual line items of supply to gain item visibility in the tabs to this appendix as shown in the matrices.
 - c. () Using IPSS data for computing actual gross tonnage data for use in the TPFDD.

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- d. () Establishing the priority of supplies within each class of supply.
- 3. () RESPONSIBILITIES. State that while the overall responsibility for implementing IPSS rests with the supported commander, the service component commanders perform major actions. Identify responsibilities of component commanders to make the deficiencies of their units known to the wholesale supplier and service headquarters, obtain IPSS availability data from the wholesale inventory manager, and coordinate with the supported commander in developing logistic annex to the OPLAN. Include guidance on responsibilities in the required detail as shown in the example below.

Major Actions or Tasks

Responsible Agency

- | | |
|---|---|
| 1. Identify the IPSS 30-day requirements, the in-theater assets and the deficiencies. ¹ | Support commander, component commanders, services. |
| 2. Communicate deficiencies to the service headquarters or service wholesaler. | Service component commanders |
| 3. Determine asset availability and communicate data to the service component commander. | Services |
| 4. Identify preferred mode of transportation and establish priorities within each class of IPSS for receipt of assets. Provide these data to the supported commander. | Service component commander |
| 5. Integrate and establish priorities for the fill of service component commander's deficiency items. | Supported Commander |
| 6. Include priorities and integrated IPSS data in the Logistic Annex of an OPLAN. | Supported Commander |
| 7. Develop logistic procedures to fill the deficiency. | Supported commander, service component commanders, and services |
| 8. Aggregate IPSS data for use in TPFDD files. | Supported commander |
| 9. Update IPSS with the Joint Deployment Maintenance cycle. ² | All involved System organizations |

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NOTES:

1 Deficiency in this context is the difference between the supported commander's 30-day requirements and materiel that is pre-positioned.

2 IPSS data, when available, is to replace notional nonunit-related IPSS and movement data with actual IPSS and movement data.

4. () LIMITING FACTORS. Describe limitations that could adversely affect resupply regardless of IPSS procedures.

5. () ESTIMATE OF MATERIEL REQUIREMENTS. Prepare materiel requirements in the formats shown in Tabs A through C -- IPSS data covering the supported commander's first day requirements.

NOTE: These three tabs are designed to assist logistic planners to determine which critical supplies, as specified by the supported commanders, must start moving during the first 15 days of CONUS activity to prevent a resupply lag in support of the implemented OPLAN. It is anticipated that normal requisition procedures and IPSS actions would begin in approximately 30 days, thereby negating prolongation of the IPSS procedures.

Tabs:

- A--Petroleum (IPSS -- 30-Day Requirements)
- B--Ammunition (IPSS -- 30-Day Requirements)
- C--Major End-Items (IPSS -- 30-Day Requirements)

NOTE: Tabs A, B, and C are not required in order to submit the OPLAN to CJCS for final review and approval. However, Tabs A, B, and C must be submitted to CJCS within 90 days of OPLAN submission.

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TAB A TO APPENDIX 7 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
PETROLEUM (IPSS--30-DAY REQUIREMENTS) (U)

(1) PRIORITY	(2) PRODUCT	(3) D-D+30	(4) ASSETS	(5) DEFICIENCY	(6) ASSETS	(7) ORIGIN	(8) POE	(9) POD	(10) REMARKS
-----------------	----------------	---------------	---------------	-------------------	---------------	---------------	------------	------------	-----------------

NOTES:

1. IPSS is not intended to supersede any POL reporting system already in effect, such as POL.
2. Service component commanders complete columns 1 through 5 and 9 according to service guidance. The Defense Fuels IPSS Center (DFSC) provides coordinated information.
3. The DFSC staff completes columns 6 and 7.
4. The services and wholesale inventory managers complete column 8 in coordination with the Military Sealift Command (MSC) and DFSC.
5. Column 10 is used as required.

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6. Instructions for column entries:

- (1) PRIORITY--List the commander's priority to fill the specific product. Number the priority designations sequentially, for example, 1, 2, 3.
- (2) PRODUCT--Provide the nomenclature of the product, for example, JP-4, DF- 2.
- (3) D TO D+30--List the requirements through D+30.
- (4) THEATER ASSETS--Provide the theater asset posture.
- (5) DEFICIENCY--List the difference between the 30-day requirements (column 3) and the in-theater assets (column 4).
- (6) Resupply ASSETS--Identify the most recent asset availability to fill the deficiency.
- (7) ORIGIN--Identify the projected POE.
- (8) POE--List the projected POE.
- (9) POD--List the projected POD.
- (10) REMARKS--Use this column to amplify anything in the matrix.

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TAB B TO APPENDIX 7 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)

AMMUNITION (IPSS--30-DAY REQUIREMENTS) (U)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
PRIORITY	DODIC	NOMENCLATURE	30-DAY RQMT	THEATER ASSETS	DEFICIENCY	Resupply ASSETS	LOCATION OF ASSETS	PER UNIT WEIGHT (LBS)	TOTAL SHIPPING WEIGHT (TONS)	PER UNIT SHIP CUBE	TOTAL CUBE	POE	POD	RMKS

NOTES:

1. According to service guidance, and in conjunction with the supported commander, service component commanders complete columns (1), (2), (3), (4), (5), (6), (14), and, as required, (15).
2. The wholesale inventory managers complete columns (7), (8), (9), (10), (11), and (12).
3. In coordination with the TOA, the services and the wholesale inventory managers complete column (13) .

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4. Instructions for column entries:

- (1) PRIORITY--List the commander's priority to fill the specific items listed. Number priority designations sequentially, for example, 1, 2, 3.
- (2) DOIC--Provide the DOD identification code for each munition, round, or component.
- (3) NOMENCLATURE--Provide the nomenclature of each round or component, for example, CTG 105mm APDS-5.
- (4) 30-DAY RQMT--List the amount of the first 30-day requirements.
- (5) THEATER ASSETS-- Provide the theater asset posture.
- (6) DEFICIENCY--List the difference between the amounts in the 30-day requirements column (4) and the amounts in the in-theater assets column (5).
- (7) Resupply ASSETS--Provide the most recent asset availability to satisfy the shortfall.
- (8) LOCATION OF ASSETS--Indicate the location of the source to satisfy the requirement.
- (9) PER UNIT WEIGHT (LBS)--Provide the weight of each item.
- (10) TOTAL SHIPPING WEIGHT (TONS)--Multiply the figures in column (7) by those in column (9) and express the total in tons.
- (11) PER UNIT SHIPPING CUBE--Self-explanatory.

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- (12) TOTAL CUBE--Multiply the figures in column (7) by the figures in column (11).
 - (13) POE--List the projected POE.
 - (14) POD--List the projected POD.
 - (15) REMARKS--Use this column to expand or clarify any information provided in the matrix.
5. Separate lists are prepared for each mode of transportation, for example, air and surface.

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TAB C TO APPENDIX 7 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
MAJOR END-ITEMS (IPSS--30-DAY REQUIREMENTS) (U)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
PRI- RITY	DODIC	NOMEN- CLATURE	30- DAY RQMT	THEATER ASSETS	DEFIC- IENCY	Resupply ASSETS	LOCATION OF ASSETS	PER UNIT WEIGHT (LBS)	TOTAL SHIPPING WEIGHT (TONS)	PER UNIT SHIP CUBE	TOTAL CUBE	POE	POD	RMKS

NOTES:

1. According to service guidance, in coordination with the supported commander, the service component commanders complete columns (1), (2), (3), (4), (5), (14), and, as required (15).
2. The wholesaler completes columns (6), (7), (8), (9), (10), (11), and (12).
3. In coordination with the TOA, the services and the wholesale inventory managers complete column (13).

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4. Instructions for column entries:

- (1) PRIORITY--List the supported commander's priority to fill the specific items listed. Number priority designations sequentially, that is, 1, 2, 3.
- (2) NOMENCLATURE--List complete nomenclature from authorization documents, including National Stock Number or Line Item Number.
- (3) 30-DAY RQMT--Provide the first 30-day requirements.
- (4) THEATER ASSETS--Provide the theater asset posture.
- (5) DEFICIENCY--List the difference between the figures used in the 30-day requirements (column 3) and the figures used in the in-theater assets (column 4).
- (6) Resupply ASSETS--Provide the most recent asset availability to satisfy the shortfall.
- (7) LOCATION--Provide the location for the assets identified in column 6.
- (8) PER UNIT WEIGHT (LBS)--Provide the weight of each item.
- (9) TOTAL SHIPPING WEIGHT (TONS)--Multiply the figures used in column 6 by the figures used in column 8 and express the total in tons.
- (10) PER UNIT SQ FT--List the area of the asset expressed in square feet.
- (11) TOTAL SQ FT--List the total area obtained by multiplying the figures used in column 10 by the figures used in column 6.
- (12) PER UNIT SHIPPING CUBE--List the volume of the asset expressed in cubic feet.

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- (13) TOTAL SHIPPING CUBE--Multiply the figures used in column 6 by the figures in column 12.
 - (14) POE--List the projected POE.
 - (15) POD--List the projected POD.
 - (16) REMARKS--Use this column to expand on or clarify any information provided in the matrix.
5. Separate lists are prepared for each mode of transportation, such as, air and surface.

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APPENDIX 8 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
INTERSERVICE AND HOST NATION SUPPORT AGREEMENTS (U)

REFERENCES List documents necessary to completely understand this appendix, i.e., Joint Pub 1-03.21, JRS, Joint Operation Planning, DOD Instruction 4000.19, Interservice, Interdepartmental, and Interagency Support, and DOD Directive 5530.3, International Agreements.

1. () GENERAL. State that the purpose of this appendix is to identify specific agreements with host nations or other services, by base, to provide wartime support either for or by Air Force units. Use this appendix to guide Air Force units negotiating with other services (e.g., a Memorandum of Agreement) or with host nations (e.g., a Joint Logistics Support Plan) to provide for wartime support to be furnished for or by Air Force elements. Before negotiation with the host nation is undertaken, ensure members have permission in accordance with DODD 5530.0 and AFI 51-701. Incorporate information on agreements which provide wartime support in this appendix.

2. () CONCEPT OF OPERATIONS. State the responsibilities of the services and host nations which identify and satisfy support requirements. Emphasize the need to achieve maximum other service support through the use of support agreements. State the need to define and formalize in agreements, to the extent possible, other service requirements that would be levied on Air Force units. Likewise, state the need for equally well-defined and formalized agreements on support that could be provided by other services or host nations to support Air Force units. Where practicable and mutually agreed upon, wartime support requirements which are included in appropriate reception/base support plans need not be duplicated in formal agreements.

Tabs:

- A--Existing Agreements With Other Services
- B--Agreements With Other Services Requiring Consummation
- C--Host Nation Support Arrangements

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TAB A TO APPENDIX 8 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
EXISTING AGREEMENTS WITH OTHER SERVICES (U)

(1)	(2)	(3)	(4)
<u>AGREEMENT NUMBER</u>	<u>SUPPLIER</u>	<u>RECEIVER</u>	<u>SUMMARY OF SUPPORT PROVIDED</u>

Instructions for column entries:

- (1) AGREEMENT NUMBER--List the reference number to assist users in locating documentation.
- (2) SUPPLIER--Identify the service and, if applicable, the organization providing support in the listed agreement.
- (3) RECEIVER--Identify the service and, if applicable, the organization receiving the support in the listed agreement.
- (4) SUMMARY OF SUPPORT PROVIDED--State briefly the type and extent of support.

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TAB B TO APPENDIX 8 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
AGREEMENTS WITH OTHER SERVICES REQUIRING CONSUMMATION (U)

(1)	(2)	(3)	(4)
<u>TASKED AIR FORCE NEGOTIATING UNIT</u>	<u>OTHER SERVICE POINT OF CONTACT</u>	<u>TIMING OF REQUIREMENT</u>	<u>GENERAL SUMMARY OF SUPPORT REQUIRED</u>

Instructions for column entries:

- (1) TASKED AIR FORCE NEGOTIATING UNIT--Self-explanatory.
- (2) OTHER SERVICE POINT OF CONTACT--Specify the applicable office symbol.
- (3) TIMING OF REQUIREMENT--Consider when the agreement must be fully effective. Allow lead time for generating the support following consummation of the agreement.
- (4) GENERAL SUMMARY OF SUPPORT REQUIRED--Briefly define the type and extent of support required. Identify the support unit and the nature of support required, for example, "Billeting and messing for 81 persons for the duration of the contingency."

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TAB C TO APPENDIX 8 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
HOST NATION SUPPORT ARRANGEMENTS (U)

(1)	(2)	(3)	(4)
<u>ARRANGEMENT IDENTIFICATION</u>	<u>AIR FORCE POINT OF CONTACT</u>	<u>HOST NATION POINT OF CONTACT</u>	<u>SUMMARY OF SUPPORT</u>

Instructions for column entries:

- (1) ARRANGEMENT IDENTIFICATION--Provide reference identification for users to locate documentation on the listed arrangement.
- (2) AIR FORCE POINT OF CONTACT--Specify the office symbol.
- (3) HOST NATION POINT OF CONTACT--Specify the office symbol as applicable.
- (4) SUMMARY OF SUPPORT--Briefly define the type and extent of support provided.

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APPENDIX 9 TO ANNEX D TO COMUSAFE 4123-97 (U)
SUBSISTENCE SUPPORT (U)

- () REFERENCES List all pertinent references, including DOD instructions and plans, Joint Publications, and service and command regulations and instructions needed to understand this appendix.

- 1. () SITUATION
 - a. () Enemy. Refer to Annex B.
 - b. () Friendly. Identify allied, other service, and other subsistence support efforts that may run parallel to this plan.
 - c. () Assumptions. List applicable assumptions, if any.
 - d. () Resource Availability. List resource availability.
 - e. () Planning Factors. List applicable planning factors.
 - f. () Users. Indicate the scope of subsistence support operations by designating the users to be supported, including allied forces, air base ground defense forces, other US Armed Forces, US civilian agencies, and DOD/AF emergency essential civilians (U.S. and foreign nationals).

- 2. () MISSION. State the mission is to ensure the right type and quantity of subsistence is planned and available at the right time and place to sustain combat and combat support forces.

- 3. () EXECUTION
 - a. () Concept of Operations. Describe the concept of operations that will ensure subsistence support is linked primarily to combat objectives rather than to cost objectives, and to the extent practical, that subsistence logistics responsibilities and procedures are the same in war as in peace to provide adequate training and orderly transition in emergencies.

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b. () Tasks. For each area, task appropriate DLA, service or allied elements for:

- (1) () Ordering, inspecting, issuing, and transporting subsistence.
- (2) () Procurement of or establishing subsistence storage.
- (3) () Rotation of PWRMS subsistence.

c. () Responsibilities

(1) () For each area of the theater where the theater CINC has assigned common item subsistence support to a component, define the area and identify the dominant component's overall responsibilities for integrated support. Include in Tabs A, B, and C to Appendix 8 to Annex D of this plan all support arrangements required for common item subsistence support operations.

(2) () In each area and at each echelon from user to source, specify the subsistence support responsibilities and procedures to include forms to be used (i.e., USAFE, Air Force, Army, Navy, Marine Corps, or DPSC).

(3) () For each Air Force supported base, list in Tab A of this appendix the quantity of pre-positioned subsistence war reserve materiel (WRM) at each WRM storage point required to support time-phased deployments pending resupply. Show the depletion date (PWRS cutoff date) taking into account command overflow and rations deployed with self-sustaining units. Ensure the TPFDD reflects differences between on-hand stocks and resupply required to alleviate any PWRMS shortfall.

d. () Limiting Factors

(1) () If subsistence support responsibilities and procedures in war are different than those in peace, list recommended changes.

(2) () Describe any other factors which may adversely degrade operations of the combat and combat support forces due to substandard subsistence support.

e. () Coordinating Instructions. Coordinate this appendix (down, up, and laterally) between staff sections, organizations, and commands to ensure personnel in all applicable agencies are aware of their responsibilities.

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4. () COMMAND AND SIGNAL

a. () Command Relationships. Define any requirements for augmentation of appropriate headquarters staffs with subsistence plans and operations personnel.

b. () C3 Systems. Examine Annex K and include a statement in this paragraph that planned systems for communication and tracking of subsistence operations are adequate or inadequate.

c. () State under what conditions and authority this appendix will be executed to include cessation of resale service.

Tab: A--Subsistence Requirements and Resupply

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TAB A TO APPENDIX 9 TO ANNEX D TO COMUSAFE 4123-97 (U)
 SUBSISTENCE REQUIREMENTS AND RESUPPLY (U)

(1)	(2)	(3)	(4)	(5)	(6)	(7)
WRM STORAGE POINT	SUPPORTED BASE	SUBSIST SUBCLASS	RATION REQUIREMENTS CUMULATIVE MAN-DAYS BY SUBCLASS	PWRS RATIONS IN MAN-DAYS ON-HAND AT WRM STORAGE	PWRS RATIONS DEPLETION DATE	Resupply TIME IN DAYS
NAME GEOLOC	NAME GEOLOC		D D+11 D+31 D+61 D+91 TO THRU THRU THRU THRU D+10 D+30 D+60 D+90 D+180			
		IA IC IR IS IW				

NOTES:

1. List WRM storage points by country and alphabetically within country.
2. List supported bases alphabetically associated with each WRM storage point.
3. For definitions of subclasses, see USAF WMP-1, Annex E, Appendix 1, paragraph 2f(2).
4. 5. & 6. Self explanatory.
7. See Tables VI and VIII in USAF WMP-1, Annex E.

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APPENDIX 10 TO ANNEX D TO COMUSAFE OPLAN 4123-97 (U)
SERVICES (U)

- () REFERENCES: List the documents needed to understand this appendix.
- 1. () SITUATION
 - a. () Enemy. Refer to Annex B, Intelligence.
 - b. () Friendly. In general terms, describe the forces to be supported, the forces providing the support, and other service and allied forces available for cooperative efforts.
 - c. () Assumptions. List applicable assumptions.
 - d. () Resource Availability. List resource availability. Analyze major problem areas, state the impact on the mission, and discuss possible solutions.
 - e. () Planning Factors. List applicable planning factors affecting Services support. Analyze major problem areas, state the impact on the mission, and discuss possible solutions.
- 2. () MISSION. Describe the mission of Services forces to support the basic plan.
- 3. () EXECUTION
 - a. () Concept of Operations. Describe the concept of operations for Services responsibilities, forces available, logistics factors, and other items that may apply.
 - b. () Tasks. Describe all Services tasks. As a minimum, include:
 - (1) () Food service.
 - (2) () Lodging.

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- (3) () Laundry and dry cleaning support.
 - (4) () Fitness & Recreation.
 - (5) () Subsistence. (See Appendix 9 to Annex D).
 - (6) () Mortuary services support. (See Appendix 2 to Annex D).
 - (7) () Field Exchange (to include clothing sales).
 - (8) () Fitness.
 - (9) () Recreation.
4. () ADMINISTRATION AND LOGISTICS
- a. () Logistics. Describe the process for obtaining materiel, equipment, and transportation required by Services forces to support the plan.
 - b. () Administration. Identify any administrative procedures for combat reporting or support required.
5. () COMMAND AND SIGNAL
- a. () Command Relationships. Describe special command relationships, if any, or refer to Annex J.
 - b. () C3 Systems. Identify specific C3 systems required in support of Services operations, if any, or refer to Annex K.

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APPENDIX 11 TO ANNEX D TO COMUSAFE 4123-97 (U)
CONTRACTING (U)

- () REFERENCES: List other plans, SOPs and documents containing guidance pertinent to contract planning actions.

- 1. () SITUATION
 - a. () Enemy. Refer to Annex B.
 - b. () Friendly. List allied or other service contracting support operating in support of this plan.
 - c. () Assumptions. State the assumptions impacting on the contracting support required by the plan. Include realistic estimates of the availability of a local contractor base as a source for supplies and services needed by the unit(s) and the support available to the contracting office for meeting its obligations.
 - d. () Resource Availability. List resource availability.
 - e. () Planning Factors. Establish the user requirement for contracting support and clarify specific planning responsibilities. Identify the significant contracting factors that may influence operational capability of the unit and evaluate the probability that adverse factors might impact the mission.

- 2. () EXECUTION
 - a. () Concept of Operations. Describe the contracting functions in support of the plan. Where a functional area designates essential services to be continued during crisis, the contracting office will obtain contractor contingency plans and work force information in an attempt to provide reasonable assurance of continued performance, and planning information to activities relying on contract services.
 - (1) () Marshaling. Contracting manpower requirements are based on base population, type of base (BB/COB/MOB), source availability and distance to travel for items needed from the local economy, and security measures required at the deployment site. The more austere the destination, the earlier contracting should be scheduled in the deployment flow.

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(2) () Deployment. Coordinate with users to ensure they identify essential contractor services and that they include appropriate provisions in work statements needed during the deployment to include those that must continue during hostilities.

(3) () Operations. Review the site survey and previously identified essential services and supply contracts. Be prepared to negotiate equitable adjustments to retain essential contractor personnel at the outbreak of hostilities.

(4) () Redeployment. Establish procedures for the termination of deployment site contracts and/or conversion to peace-time or caretaker status.

b. () Tasks. In separate subparagraphs, identify the responsibilities of the command and unit contracting offices and organizations that will interface with the contracting offices. Include a statement that contracting officers are legally bound to abide by the Federal Acquisition Regulation and its supplements.

c. () Coordinating Instructions. Define reporting requirements to the theater Head of Contracting Activity. Describe the establishment of local financial management boards, if required. Specifically, point out the need for disbursing agents, receiving personnel, requirements validation, and quality assurance. Identify appropriate interface personnel responsible for:

(1) () Initiating contract requirements.

(2) () Validating purchase requests.

(3) () Acceptance, receipt, and quality assurance for purchased items.

3. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Provide broad guidance on how contract support logistics are to be furnished. Identify contracting office facilities, equipment, and support services requirements.

b. () Administration. Identify any reporting requirements and other administrative procedures.

4. () COMMAND AND SIGNAL

a. () Command Relationships. Indicate the channels for controlling contract support if they differ from the command relationships outlined in the basic plan or in Annex J.

b. () C3 Systems. Identify any specific requirements for C3 systems or refer to Annex K.

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ANNEX E TO COMUSAFE OPLAN 4123-97 (U)
PERSONNEL (U)

() REFERENCES Cite the references that are necessary for a complete understanding of this annex. As a minimum include the following:

- AFI 10-215, Personnel Support for Contingency Operations
- AFI 10-402, Mobilization Planning
- AFI 10-403, Deployment Planning
- AFI 10-404, Base Support Planning
- AFI 38-205, Managing Wartime and Contingency Manpower
- AFI 36-507, Mobilization of the Civilian Work Force
- AFMAN 10-401, Volume I, Operation Plan and Concept Plan Development and Implementation
- AFM 171-626, Volume II-B, War Planning, Computer Operation Manual for the Contingency Operation/Mobility Planning and Execution System (COMPES) Base-Level Manpower and Personnel (MANPER-B) Module: A200/MB End User Manual

1. () SITUATION

a. () Enemy. Refer to Annex B.

b. () Friendly. List units outside this command that are necessary to the conduct of personnel support to this OPLAN.

c. () Assumptions. State any assumptions which could influence the feasibility of the Manpower and Personnel Annex of the plan. If any assumptions are critical to the success of the plan, indicate alternative courses of action. Assumptions may affect either or both Manpower and Personnel functions.

(1) () Manpower.

(2) () Personnel.

d. () Requirements and Resource Availability. List requirements and resource availability.

e. () Planning Factors. Refer to and use approved service Manpower and Personnel planning factors and formulae except when theater experience or local conditions favor otherwise. When deviating, identify factors used and reasons for such use. Planning factors may affect either or both Manpower and Personnel functions.

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(1) () Manpower.

(2) () Personnel.

2. () MISSION. Briefly state the mission of Manpower and Personnel in support of the mission statement in the basic plan.

3. () EXECUTION

a. () Concept of Operations. State the general concept of the Manpower and Personnel support for the forces identified in the OPLAN. Identify the concept of operations within the parameters of the standard systems. Concept of operations may affect either or both Manpower and Personnel functions.

(1) () Manpower.

(2) () Personnel.

b. () Tasks. Describe the tasks and responsibilities at each echelon of command for Manpower and Personnel in support of this OPLAN from an employment or deploying prospective depending on the type of annex (base support of OPLAN annex). Refer to references for additional guidance. Tasks may affect either or both Manpower and Personnel functions.

(1) () Manpower.

(2) () Personnel.

c. () Manpower and Personnel Policies and Procedures

(1) () General Guidance. See Joint Pub 0-2 and other references including interservice support agreements. Identify specific references to items of general guidance in the command war and mobilization guidance directive that may be pertinent to the plan or provide a basis for the specific guidance outlined in (2) below.

(2) () Specific Guidance. Coordinate with supporting commanders and service component commanders for the personnel actions described in this paragraph. Under each of the subheadings, state policies, establish procedures, assign responsibilities, and cite applicable support agreements.

(a) () Manpower and Personnel Reporting Procedures. Include policies and procedures related to the requirement for, use, and preparation of, Manpower or Personnel reports (except casualty reports). Include specific reporting procedures such as:

1. () Specify automated/manual reporting requirements IAW AFI 10-215, For command-unique reporting requirements, in addition to specific AF requirements, provide format, content, message address elements, frequency of reporting and classification guidance.

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2. () Specify the Plan Identification Number (PID) to be used in TDY orders, the Mini-Record, and TDY reporting (RCS: HAF-DPM(AR)7150).

3. () Mini-record transactions (RCS HAF-DPM(AR)7150) must be accomplished on deploying personnel for all contingency, exercise, rotation, or manning assistance TDYs IAW AFI 10-215 and AFM 171-626, Vol II-B.

(b) () Filler Replacement Policies. Refer to USAF War and Mobilization Plan (WMP-1), Annex G, for guidance.

(c) () Manpower and Personnel Readiness Centers (MPRC) or Personnel Center Operations. Refer to WMP-1, Annex G, for detailed guidance or AFI 38-205 for MPRC guidance. Identify specific PERSCO team support.

(d) () Limiting Factors (LIMFACs). Describe any factors which impede strength accountability and reporting actions (i.e., lack of communication links such as AUTODIN/DDN connectivity of MANPER-B, STU-III telephones, etc.,). The Manpower and Personnel Planner must list each site with its LIMFACs and identify appropriate action(s) that will be required to rectify the LIMFACs. If necessary designate an MPF or another PERSCO Team to perform in-system strength accountability.

1. () Organizational structure and attached Military Personnel Flight (MPF)..

2. () PERSCO facility (installation processing center).

3. () Documented source of ADP and communications capability.

(e) () Rotation Policies. Specify policies concerning personnel rotation and tours of duty, to include:

1. () Specify a period of 90 days when the specific period of TDY for augmentation forces is unknown. (Any changes in the augmentation forces will be established by HQ USAF at the earliest practicable date following deployment.)

2. () Specify the period of TDY for in-theater forces and intra-theater rotation policies as established by the supported component commander.

3. () State that normal overseas tour lengths apply until changes dictated by the situation are announced by HQ USAF.

(f) () Use of Personnel with Critical Skills, and Specialists. Include policies and guidance for utilizing specific categories of personnel.

(g) () NEO Policies. State the available planning guidance, including requirements for execution of dependent care plans.

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(h) () US Citizen Civilian Personnel. State the policy on the use of US civilian personnel in support of the US Air Force-supported component command plan.

(i) () Non-US Citizen Labor. Outline requirements and availability of local national labor. Identify responsibilities for procuring and administering the local labor force.

(j) () Enemy Prisoners of War, Civilian Internees and Other Detained Persons. Refer to Chapter 30 and Appendix 1 if it has been prepared. (The Chief of Security Forces prepares and submits Appendix 1 directly to the command personnel planning activity.)

(k) () Formerly Captured, Missing, and Detained US Military Personnel. Refer to Appendix 2 for more information if it has been prepared.

(l) () Family Support Services. Include policies and guidance on Family Services Support.

(m) () Casualty Reports. Report casualties according to Joint Pub 1-03.03, JRS, Operational Status Reports, Force Status and Identity Report, and AFI 36-3002.

(n) () Personnel Processing agency. Secure directed processing instructions from the supported command for deploying personnel (billeting, messing, uniform, special equipment, etc.

(n) () Decorations and Awards. Use AFI 36-2846 for guidance.

(o) () Hostile Fire Pay. Use the DOD Pay and Allowance Manual for guidance.

(p) () Travel Procedures. Document any policies, references or procedures pertaining to travel of personnel in support of the OPLAN.

(q) () Military Law, Discipline, and Order. Include this paragraph which is jointly prepared by the Staff Judge Advocate and the Director of Security Forces and submitted to the command personnel planning activity.

(r) () Medical Returnees to Duty. State applicable policies and guidance.

(s) () Spot or Field Promotions. State applicable policies and guidance.

(t) () Single and Dual Military Service Parents. State applicable policies and guidance.

(u) () Leave Accumulation. State applicable policies and guidance.

(v) () War Zone Benefits. State applicable policies and guidance.

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d. () Manpower or Personnel Related Issues. The supporting appendices represent a broad spectrum of functional areas related to Manpower and Personnel issues and specified by JOPEs, Volume II, formatting guidance for inclusion under the Personnel Annex. These appendices are prepared by their respective OPRs, and brief summaries may be included in subordinate paragraphs below. Manpower and personnel issues may affect either or both Manpower and Personnel functions.

(1) () Manpower.

(2) () Personnel.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Identify any specific logistics support requirements for the personnel function.

b. () Administration. Identify any reports or administrative support required for the personnel function.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Refer to Annex J.

b. () C3 Systems. Identify any specific personnel requirements for C3 systems or refer to Annex K.

NOTE: Manpower and Personnel Planners must ensure all communication requirements are known and identified for PERSCO Teams in the plan. This includes AUTODIN/DDN connectivity for MANPER-B, telephonic voice (secure/unsecure), message and data traffic. Requirements must be addressed and identified in this section or in Annex K.

t/
General
Commander

Appendices:

- 1--Enemy Prisoners of War, Civilian Internees, and other Detained Persons
- 2--Processing of Formerly Captured, Missing, or Detained US Personnel
- 3--Finance and Disbursing (Comptroller)
- 4--Legal
- 5--Military Postal Service
- 6--Chaplain Activities
- 7--Manpower
- 8--Noncombatant Evacuees

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Brigadier General
Position

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HQ USAFE
APO AE 09094-5001
1 April 1997

APPENDIX 1 TO ANNEX E TO COMUSAFE OPLAN 4123-97 (U)
ENEMY PRISONERS OF WAR, CIVILIAN INTERNEES, AND OTHER DETAINED PERSONS (U)

- () REFERENCES: Cite all documents necessary to understand this appendix. Primary guidance for prisoners of war and other personnel issues in times of war is the Geneva Convention.
1. () SITUATION
- a. () Enemy. Refer to Annex B, Intelligence. Assess the impact of enemy capabilities and probable courses of action against EPW/CI/DET activities. Summarize the enemy military, para-military, and civilian forces and resources expected to be encountered.
- b. () Friendly. Include any non-US military forces and US civilian agencies which will augment assigned forces for EPW/CI/DET activities.
- c. () Assumptions. List applicable assumptions, if any.
- d. () Resource Availability. List resource availability.
- e. () Planning Factors. Identify any significant factors that could influence EPW/CI/DET activities supporting the OPLAN.
2. () MISSION. Briefly state the mission of the specific activities of collection, processing, and evacuation of enemy prisoners of war, civilian internees, and other detained persons (EPW/CI/DET), as they pertain to the mission stated in the basic plan.
3. () EXECUTION
- a. () Concept of Operations. State the general concept of EPW/CI/DET activities supporting the OPLAN.
- b. () Tasks. In separate subparagraphs, identify specific responsibilities for EPW/CI/DET activities for each component. Indicate the component responsible for carrying out as many of these actions as applicable:

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- (1) () Developing gross, time-phased estimates of the number of EPW/CI/DET in coordination with intelligence planners. Providing estimates to the medical planners.
- (2) () Developing overall in-theater policy and coordinating matters pertaining to EPW/CI/DET activities.
- (3) () Establishing and operating collection points and processing centers.
- (4) () Establishing and operating EPW/CI camps.
- (5) () Activating and operating EPW information centers and branches.
- c. () Coordinating Instructions. Include general instructions that apply to two or more components, such as:
 - (1) () Agreements with the host country, allied forces, and US government and non-government agencies.
 - (2) () Relationships with the Red Cross or other humanitarian organizations.
 - (3) () Arrangements for transferring EPW/CI/DET among services or acceptance of EPW/CI/DET from allied forces.
- d. () Policy. Delineate the general policy for accomplishing EPW/CI/DET activities by the service components and other supporting commands.
- e. () Special Guidance. Include guidance about collecting, safeguarding, processing, evacuating, treating, and disciplining EPWs and all personnel detained or captured. Include guidance for as many of these activities as applicable:
 - (1) () Handling, processing and evacuating EPWs at capture point.
 - (2) () Accountability for EPW/CI/DET.
 - (3) () Interrogation and exploitation. (Cross-reference this information with information used in Annex B).
 - (4) () According of legal status.
 - (5) () Administering EPW/CI/DET advisory assistance programs.

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(6) () Transferring EPW/CI/DET to another detaining power.

(7) () Investigating, reporting, and adjudication of alleged violations of the laws of war as applicable to detained persons. Ensure all violations of the Law of Armed Conflict, as it applies to detained persons, are reported to the commander and his staff judge advocate.

4. () ADMINISTRATION OF LOGISTICS. Provide a concept for furnishing logistics and administrative support for EPW/CI/DET activities. As appropriate, include guidance for:

a. () Accounting for personal property and deceased EPW/CI/DET. (Cross-reference this guidance with Annex D, Appendix 2, Mortuary Services.)

b. () Maintaining EPW/CI/DET documentation and records.

c. () Providing medical care and treatment.

d. () Establishing EPW canteens and welfare funds.

e. () Administering EPW/CI labor programs.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Refer to Annex J.

b. () C3 Systems. Refer to Annex K.

Tabs:

NOTE: There are no tabs specified, but they may be included, as necessary, for lengthy or detailed guidance.

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1 April 1997

APPENDIX 2 TO ANNEX E TO COMUSAFE OPLAN 4123-97 (U)
PROCESSING OF FORMERLY CAPTURED, MISSING, OR DETAINED US PERSONNEL (U)

() REFERENCES: Cite all documents necessary to understand this appendix.

1. () SITUATION

a. () Enemy. Refer to Annex B for more information about the enemy. Assess how enemy capabilities and probable courses of action impact on processing returnees.

b. () Friendly. Include non-US military forces and US civilian agencies, such as the American Red Cross or other humanitarian organizations, that will support assigned forces in doing the tasks involved in processing returned US personnel.

c. () Assumptions. List all assumptions on which this plan is based. Pay particular attention to enemy courses of action and assets of other US agencies.

d. () Resource Availability. List resource availability.

e. () Planning Factors. Identify any significant factors which may influence the processing of returned US personnel.

2. () MISSION. Provide a clear, concise, complete, and realistic statement of the mission from the basic plan.

3. () EXECUTION

a. () Concept of Operations. Summarize the intended course of action and state the general concept for processing returnees. In separate subparagraphs, provide specific guidance for these activities as applicable.

(1) () Promoting the health, welfare, and morale of returnees.

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- (2) () Determining the placement of returnees in medical channels.
- (3) () Processing returnees in-theater.
- (4) () Providing aeromedical evacuation.

b. () Tasks. In separate subparagraphs, assign specific tasks to each subordinate unit charged with responsibilities for processing returned US personnel. Indicate responsibility for as many of these activities as applicable:

- (1) () Initial and subsequent processing of returned US personnel.
- (2) () Establishing and operating centralized in-theater processing centers.
- (3) () Debriefing returnees. (Cross-reference this guidance with the guidance in Annex B.)
- (4) () Aeromedical evacuation of returnees to the United States. (Cross-reference this guidance with guidance in Annex D.)

c. () Coordinating Instructions. Include guidance on these topics as a minimum:

- (1) () Items common to two or more subordinate commands.
- (2) () Coordination with adjacent commands and civilian agencies, including US diplomatic missions.
- (3) () Agreements with the host country, allied forces, and US government and nongovernmental agencies.
- (4) () Relationships with the American Red Cross or other humanitarian organizations.
- (5) () Arrangements for accepting returnees from allied forces or transferring returnees to parent service control.

4. () ADMINISTRATION AND LOGISTICS. Provide guidance for furnishing logistics and administrative support for processing returnees. As appropriate, include guidance on:

- a. () Establishing sites.

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- b. () Obtaining intratheater airlift support.
 - c. () Providing medical care and treatment. (Cross-reference this guidance with guidance in Annex D, Appendix 3.)
 - d. () Establishing and disposing of processing files.
 - e. () According of legal rights.
 - f. () Assigning returnees to designated CONUS hospitals according to DOD and service guidance.
 - g. () Establishing policy and outlining conditions under which returnees may be interviewed by representatives of the news media. Establishing policy and channels through which information regarding returnees may be released to the media. (Cross-reference this guidance with guidance in Annex F.)
5. () COMMAND AND SIGNAL
- a. () Command Relationships. Refer to Annex J.
 - b. () C3 Systems. Identify any specific C3 system requirements or refer to Annex K.

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1 April 1997

APPENDIX 3 TO ANNEX E TO COMUSAFE OPLAN 4123-90 (U)
COMPTROLLER (U)

- () REFERENCES
 - a. Cite the documents necessary for an understanding of this appendix. Include any command-to-command or interagency agreements that would impact comptroller support of this plan.
 - b. List applicable references and interservice support agreements.

1. () SITUATION

- a. () Enemy. Describe actions which the enemy may take to disrupt the economic systems and the actions which may have to be implemented to protect currency values by using military payment certificates. (Consult with Intelligence OPR)
- b. () Friendly. Describe the operations of external forces which could have a direct and significant influence on the operations encompassed by this plan. (For example, describe comptroller support which will be provided by, or for, other military Services to include other countries.)
- c. () Assumptions. List the assumptions on which the plan is based. List either the conditions most likely to exist, and/or other conditions over which the commanders have no control that are likely to have a significant impact on this plan or supporting plans. List only assumptions which are directly relevant to the development of this plan and supporting plans, and which express conditions that, should they not occur as expected, would invalidate portions or all of the comptroller CONOPS. Specify the degree of mobilization assumed, such as full, partial, or none. Include any additional assumptions about specific aspects of the operation in respective annexes.
- d. () Resource Availability. List resource availability.

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e. () Planning Factors. Coordinate with supporting commanders and Service component commanders on the items listed below. For each subheading, state policies, assign responsibilities, and cite applicable references and inter-Service support agreements:

- (1) () Currency and Credit Controls.
- (2) () Pay Functions.
- (3) () Control and Financial Institutions.
- (4) () Inspection and Audit.
- (5) () Funding.
- (6) () Cost Data.

f. () Legal Considerations. List the legal considerations on which the plan is based. (For Example, does it conform with pertinent international and national laws and international agreements, Geneva Conventions of 1949, and Status of Forces Agreements?)

2. () MISSION. State concisely the comptroller mission as it relates to the planned operation. Refer to the command mission statement in the basic plan.

3. () EXECUTION.

a. () Concept of Operations. Summarize the intended course of action and state the general concept for establishing, conducting, controlling, and sustaining essential comptroller operations. For example:

(1) () Comptroller, budget, cost analysis and disbursing agent operations will be established at non-MOB locations with two combat aircraft squadrons; estimated supported population of 2,500.

(2) () Comptroller, budget, cost analysis, and disbursing agent operations will be established at non-MOB locations with one combat aircraft squadron; estimated supported population of 1,500.

(3) () A disbursing agent operation will be established at locations with an estimated population between 500-1,499. Comptroller, budget, cost analysis and accounting support will be provided by the supporting MOB comptroller.

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(4) () A paying agent will be established at non-MOB locations with a population between 100-499 personnel.

(5) () A "circuit rider" paying agent from the supporting MOB will provide comptroller support to non-MOB locations with a population between 1-99 personnel.

(6) () A disbursing pay agent resource (XFFA2) will be deployed from the supporting MOB to non-MOB locations as required for initial reception and beddown of forces. The disbursing agent will carry the initial operating cash and funding authority. (This concept helps ensure a continuity of operations exists between the MOB and non-MOB operating locations.)

(7) () CONUS Augmentation of Supported Commands. Comptroller personnel to support non-MOB locations will be deployed from the CONUS directly to non-MOB locations as required. CONUS personnel will be time-phased to arrive at a location consistent with the force buildup at the location. However, the supporting MOB will provide a paying agent to each location with a population between 100-499. Therefore, CONUS comptroller personnel time-phased in to perform paying agent duties will be deployed to MOB's and subsequently assigned to the non-MOB operating location.

b. () Tasks. The Comptroller Annex to the War and Mobilization Plan, Volume I, (WMP-1) provides substantively more planning guidance on how to formulate Comptroller actions in real-world OPLANs. Also, AFI 10-213 provides functional guidance. Supported command comptroller planners (i.e. USCENTAF, PACAF, and USAFE) must develop theater-unique wartime CONOPS plans to define how peacetime operations will transition to wartime operations in their area of responsibility. The wartime manpower in the comptroller annex to the War and Mobilization Plan, Volume I, and the Comptroller Wartime Manpower Standard provide a baseline for developing TPFDD requirements. Keep in mind that the focus planning is to identify the full scope of tasks we must accomplish to support initial and sustained operations (30 days into the war and beyond).

(1) MOB-COB Alignments. It is essential that individuals doing comptroller planning know all of the locations that are aligned to the MOB's and that this alignment is documented in OPLANs. Understanding the total number of COB's (with or without an on-site comptroller function), that must be supported by the MOB, is essential to accurately size the MOB's workload. Similarly, when sizing the workload for a given disbursing agent operation at a given COB you should establish some workload factor for COB locations (less than 500 personnel) that will be supported by the disbursing agent.

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(2) Comptroller Planning Guidance. Comprehensive planning requires an assessment of the full range of tasks that must be accomplished in wartime. In order to properly evaluate the given tasks, the individuals accomplishing the assessment must: (1) be knowledgeable of the requirements in the functional area being assessed; (2) be familiar with the Air Staff planning guidance in Annex N to WMP-1; (3) be knowledgeable of the planning guidance in AFI 10-213; and be familiar with the provisions of the theater's Comptroller Wartime Concept of Operations (CONOPS). Through close evaluation of each task, the planner must determine:

(a) () Whether the stated task must be accomplished to sustain the mission objective of the plan. (i.e. The task of vouchering local AFO authorized payments is an example of a peacetime task that will continue in wartime. The task of preparing local military payrolls is an example of a task that will not be accomplished in wartime IAW AFI 10-213.)

(b) () Whether a variation of the stated task must be accomplished. (i.e. The termination of regular local payrolls will require an alternate method for paying personnel who previously received paychecks.)

(c) () Whether there are any functional tasks that are unique only to wartime that must be accomplished. (i.e. Assuming the functional responsibility as the on-base banking facility is an example of a wartime-unique function. Tasks associated with the replenishment of the AFO's operating cash (bank no longer available) and distribution of cash to disbursing agents, etc., are other examples of wartime-unique workload.)

c. () Coordinating Instructions. This subparagraph must include, but not be limited to, coordinating with other Services which will be affected by this plan.

4. () ADMINISTRATION AND LOGISTICS. Provide a statement of the administrative and logistic arrangements applicable to comptroller but not covered in the basic plan or another annex.

a. () Logistics. Detail, at a minimum, logistic requirements for providing: funding authority, cash, security of funds, replenishment of cash, comptroller unique forms, supplies, and equipment.

b. () Administration. List, at a minimum, requirements for special reports and other special requirements. Also, address any theater unique peacetime arrangements which will impact comptroller operations (i.e. In PACAF, the Army provides all contracting support for American forces in Korea.) Address administration for paying claims against the U.S. arising from DOD operations according to U.S. law, pertinent military directives, and international agreements. Address procedures for identifying, recording, and setting foreign currency exchange rates.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Provide details on comptroller command relationship issues. Specifically, address chain of command for budget and funding issues if the supported command "chops" to allied organizations or falls under different organizations in wartime, i.e. USAFE chops to NATO and becomes part of three different allied organizations. Refer to Annex J.

b. () C3 Systems. Identify specific comptroller C3 system requirements or refer to Annex K.

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APO AE 09094-5001
1 April 1997

APPENDIX 4 TO ANNEX E TO COMUSAFE OPLAN 4123-97 (U)
LEGAL (U)

- () REFERENCES Cite the documents necessary for a complete understanding of this appendix. Include any international agreements; Host Nation support agreements; intercommand, interagency, or interservice agreements; or other directives including unified command directives, executive orders, and higher headquarters' messages which would influence the provision of legal support and services under this plan. Examples include:
- a. (U) Manual for Courts-Martial, United States (MCM) (U);
 - b. (U) AFM 110-7, *Joint Manual for Civil Affairs* (U);
 - c. (U) AFJI 51-706, *Status of Forces Policies, Procedures, and Information* (U);
 - d. (U) AFI 51-503, *Aircraft, Missile, Nuclear, and Space Accident Investigations* (U);
 - e. (U) AFI 51-504, *Legal Assistance, Notary, and Preventive Law Programs* (U);
 - f. (U) AFI 51-301, *Civil Litigation* (U);
 - g. (U) AFI 51-704, *Procedure for Handling Requests for Political Asylum and Temporary Refuge* (U);
 - h. (U) AFR 110-31, *International Law - The Conduct of Armed Conflict and Air Operations* (U);
 - i. (U) AFI 51-401, *Training and Reporting to Insure Compliance with the Law of Armed Conflict* (U);
 - j. (U) AFI 51-201, *Administration of Military Justice* (U);
 - k. (U) AFI 51-202, *Nonjudicial Punishment* (U);
 - l. (U) AFI 51-501, *Tort Claims* (U);
 - m. (U) AFI 51-701, *Negotiating, Concluding, Reporting, and Maintaining International Agreements* (U);
 - n. (U) AFI 31-7006, *Environmental Program in Foreign Countries* (U);

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- o. (U) AFI 38-101, *Instructions for Air Force Organizations* (U);
- p. (U) AFPD 51-7, *International Law* (U);
- q. (U) AFPD 51-4, *Compliance with the Laws of Armed Conflict* (U);
- r. (U) AFI 51-402, *Weapons Review* (U);
- s. (U) AFI 51-604, *Assumption and Appointment to Command* (U);
- t. (U) AFI 51-701, *Negotiating, Concluding, Reporting, and Maintaining International Agreements* (U);
- u. (U) AFI 51-702, *Foreign Tax Relief* (U);
- v. (U) AFI 51-703, *Foreign Criminal Jurisdiction* (U);
- w. (U) AFI 51-1001, *Delivery of Personnel to US Civilian Authorities for Trial* (U);
- x. (U) AFPAM 51-709 (formerly AFP 35-19), *Prisoner of War: Rights and Obligations Under the Geneva Convention* (U);
- y. (U) AFMAN 51-710, *Joint Manual for Civil Affairs* (U);
- z. (U) DODD 5525.1, *Status of Forces Policies and Information* (U);
- aa. (U) DODI 4715.5, *Management of Environmental Compliance at Overseas Installations* (U);
- bb. (U) Joint Pub 0-2, *Unified Action Armed Forces* (U);
- cc. (U) AFR 110-12 (under revision), *Status of Forces Policies, Procedures, and Information* (U);
- dd. (U) Cite any unified command regulation on foreign criminal jurisdiction over US personnel (U);
- ee. (U) Cite any unified command regulation on legal services, on the Law of Armed Conflict program (LOAC), or on any other aspect of legal support (U);
- ff. (U) Cite the legal appendices of any unified command OPLANs.

1. () GENERAL GUIDANCE. Base level plans should be prepared as a supplement to MAJCOM plans. Review the MAJCOM plan under these circumstances. See Joint Pub 0-2 and other references, including interservice support agreements, for information to include in this paragraph. Add general information on conditions expected to exist which could affect the achievement of the plan's objectives if the plan is executed. Describe the main objectives and overall concept of operations in the context of JA's mission as stated in WMP-1, Annex P, to provide subordinate offices a clear understanding of their roles and responsibilities. This is an appropriate place to list the procedures that subordinate offices must use to request additional manning.

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a. () Legal Support. State what legal support activities will be continued after this OPLAN is executed and any statutory exceptions affecting support plans. Note that legal support for the base legal office is included in the combat support element and cannot be tasked independently.

(1) () Indicate that judge advocate functions will be accomplished on a timely and efficient basis; however, priority will be given to providing advice to commanders at the AFCC level within the unified command, joint task force, or other joint organization and at subordinate wing levels. Subordinate legal offices will fulfill all judge advocate functions and responsibilities, unless otherwise instructed by the AFCC staff judge advocate in consultation with the unified command staff judge advocate and, normally, with the concurrence of The Judge Advocate General of the Air Force.

(2) () Ensure that legal support for increased military justice activity is considered. Military judges (Unit Type Code (UTC) XFFJ1), circuit counsel and paralegal support (UTC XFFJ2), and court reporters (UTC XFFJ4) can be tasked for deployment to a CINC's area of responsibility (AOR). Area defense counsel and area defense administrators can be similarly tasked for deployment (UTC XFFJ2). Refer to procedures for requesting additional personnel in paragraph 1 above.

(3) () Additional judge advocates can be deployed to augment specific functions; e.g. claims disasters, aircraft accident investigations, friendly fire incidents, war crimes investigations, environmental matters, procurement functions; and for any other needed support tasking. UTC XFFJ3 should normally be used for these deployments. This JA-unique UTC has limitless application and should be used to deploy judge advocates and paralegals into an AOR to support operations there. This UTC contains one JAG and one paralegal; any MAJCOM can task this UTC as many times as necessary to ensure the right number of personnel are assigned to a location. Again, refer to paragraph 1 for the procedures to request these additional personnel, unless directed to use different procedures for the purpose of augmenting certain AOR offices or functions.

b. () Assumptions. List the basic assumptions on which legal support planning is based and particularly any assumptions not contained in the OPLAN's basic planning assumptions that may influence legal support for the plan. For example, it may be helpful to include the reason for the deployment; i.e.; is this essentially a peacetime operation; is the deployment part of a peacekeeping mission pursuant to the UN Charter or other international agreement; is the deployment an act of individual or collective self-defense against an armed attack; is the deployment initiated to protect US material, equipment or installations, etc. Inclusion of this information serves to provide a focus for legal considerations (for example, security assistance implications, legal agreements relevant to the deployment, compliance with the CJCS Standing ROE, environmental matters, etc.).

2. () SPECIFIC GUIDANCE. Coordinate with the staff judge advocates of supported unified commanders and service component commanders to establish responsibility for the scope of legal activities expected from the supporting command staff judge advocates. For each location in the plan, identify the supporting staff judge advocate office(s) and the number of personnel assigned. Also identify the supporting base for the area defense counsel and the defense paralegal. Normally, the supporting base area defense counsel will be in the CONUS. In separate paragraphs, state policies, assign responsibilities, and cite applicable references and interservice support agreements for the legal activities to be provided, termed herein as planning factors. The following are suggested minimum requirements. Unique circumstances within an AOR may dictate exceeding these requirements or the need to eliminate or modify some of them.

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a. () International Legal Considerations. At a minimum, state: that US forces are required to comply with the LOAC; that commanders will ensure that personnel under their command are aware of this requirement; whether or not there is a Status of Forces Agreement (SOFA) in effect, and if so, describe its pertinent provisions. If not, describe the status of US forces in the absence of any agreement; that commanders will maximize jurisdiction over US forces and any civilians accompanying them; which official will have the authority to release military or civilian personnel to foreign authorities; the reporting requirements for incidents which could result in judicial action by foreign civil authority; that certain procedures will apply concerning requests for refuge and political asylum and what they are; any other limitations that host nations' laws or customs may impose on US forces; that international law may have an environmental component based on international agreements, customary international law, US policy, and DOD regulations, and how this may affect the OPLAN.

b. () Reporting Violations of Law of War. State the channels for making these reports and preserving evidence documenting violations, including the assignment of responsibility for the preservation of this evidence, what each LOAC incident report will contain, and, if any occur, the procedures for reporting enemy LOAC violations.

c. () Operations Law, Rules of Engagement and Targeting. Indicate JA responsibilities with regard to the following: participation on battle staff and on special planning groups to perform functions related to formulating master attack plans, selecting targets and making weaponeering decisions, and creating air tasking orders (ATOs); devising and negotiating operating instructions covering combined forces in air operation, and; crafting and reviewing rules of engagement (ROE) for air operations and security forces. (At a minimum, ROE should be reviewed by judge advocates for clarity, consistency, and compliance with international law and to ensure they have been coordinated with the other Services, the unified command, and the NCA.). JAGs should also determine: when Riot Control Agents (RCAs) can lawfully be used prior to and during hostilities; what overflight and basing rights exist and those which may need to be negotiated; how operations in neutral airspace will be conducted; what intelligence oversight and related issues need to be addressed; and whether there are any environmental considerations that should or must be addressed.

d. () Claims. Indicate what claims provisions exist in any applicable SOFAs, treaties, and agreements; what Service if any has single-service claims responsibility per DOD Dir 5515.8; who will be the senior official in-theater for approving claims, including personal property claims; whether the Service exercising single-service claims authority will appoint members of other Services to act as foreign claims commissions; what prior approval need be obtained before appointing these members of other Services as foreign claims commissions; if possible, what will be the geographical area of responsibility for each commission; that, no matter what Service actually processes the claims, those processing claims will use the claims regulations, forms, procedures and funds of the Service exercising single-service claims responsibility; what claims fund cite to use for paying claims; how claims will be recorded in a computerized database when one Service has single-service claims responsibility; what claims are not payable (e.g., damage caused by enemy action or by U.S. armed forces in combat); how admiralty claims will be handled; if solatium payments are authorized for that area and how that program is to work; if there is a "Blood Chit" program, in effect, how this program works; and whether there are any specific claims issues or problems in the country involved.

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e. () Military Justice. State whether the authority for exercising court-martial jurisdiction in the AOR has been obtained from the host country or countries. State who will be authorized to convene general and special courts-martial in the AOR, and who will exercise that authority in the event courts-martial are convened in the AOR (R.C.M. 201(e); AFI 51-201). If convening authority designations or authorizations are necessary, state who will designate or authorize the convening authorities required (e.g., the unified or specified commander, SECDEF, SECAF, or TJAG). State how nonjudicial punishment (NJP) actions imposed on Air Force members by commanders of other Services will be handled: e.g., under what circumstances will interservice NJP be imposed, the member's rights regarding consultation with defense counsel, who will handle appeals from interservice NJP, and will designation of appellate authorities by AFLSA/JAJM be required. State how processing of interservice NJP will ensure that appeals and collateral actions (e.g., UIF, selection record filing) will be accomplished within Air Force channels. State whether the "in time of war" provisions of the UCMJ apply (R.C.M. 103(19); Part IV, MCM, 1984); whether the UCMJ applies to US citizens and US permanent resident civilians accompanying the US Forces in the field during time of war, including DOD contractor personnel (Article 2(a)(10) and Article 2(a)(11); what the commander must approve to assert UCMJ jurisdiction over a civilian; what arrangements are necessary for the court-martial and the personnel required; and what confinement facilities will be used).

f. () Legal Assistance. State the priority of services, if any, and any limitation on the scope of the program; list the rules governing marriage between U.S. military members and foreign and host nationals in a host nation and between members of the U.S. armed forces overseas; identify taxation, SSCRA, Veterans Reemployment Rights Law, and related issues.

g. () Civil Law. Indicate JA responsibilities and detail the JA procedures with regard to the following areas: handling general fiscal law issues, emergency procurements; procuring from AAFES stores overseas, procurement funding limitations; restrictions on minor military construction fund expenditures; work stoppages, civil unrest, and other labor relations issues; identifying emergency essential civilian personnel; arming contractor employees; treatment of captured weapons, war trophies, documents, and equipment; seizing and safeguarding the personal effects of EPWs, civilian internees, and detainees in US custody; disposing of enemy remains; treating enemy private property; seizing enemy public property or property of civilians residing in enemy territory and providing for compensation under international law in the latter case; responding to "sole surviving son/daughter" issues; accepting gifts from foreign governments, American businesses, and private citizens; using O&M funds to train and support allied armed forces, including the limited nature of such funding; invoking the Food and Forage Act, 41 U.S.C. Section 11; providing NBC (Nuclear, Chemical, Biological) protective gear to civilians; providing manpower, equipment, and supplies to relieve a civilian population from the burdens of war; conducting aircraft accident investigations and conducting fratricide investigations involving incidents occurring between USAF forces, between USAF forces and those of other Services, and between USAF forces and those of allied services; and the impact of any environmental laws, international or host nation agreements and treaties containing provisions related to environmental concerns, and other environmental rules, instructions, and guidance, including any limitations they may create.

h. () Host Nation Support. Set out what agreements apply. (Note that some of these agreements, such as SOFAs, MOUs, and exchanges of notes, are or will be classified, that gaining access to them may be difficult, and that US Embassy personnel may be the best source for this information).

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i. () Enemy Prisoners of War (EPWs). Detail JA responsibilities with regard to EPWs, without duplicating procedures addressed in other annexes of the plan. Detail what, if any, directives govern the treatment of EPWs. Specifically, some of the issues which should be included are the retention by EPWs of their military ID or other Geneva Convention ID cards, the legal requirements for transferring EPWs to the custody of foreign powers; whether an EPW transfer agreement between U.S. and allied governments will be needed; how EPW requests not to be repatriated will be treated; whether to issue NBC equipment to EPWs; whether to use EPW volunteers to clear mines, perform other dangerous activities, and appeal to comrades to surrender; whether mail censorship or the ICRC "Blue slip" address system will be used; and how EPWs can be employed as laborers. Discuss Article 5 Tribunals, including procedures for conducting the Tribunals, and treatment of captured persons pending determination of their status by such a Tribunal.

j. () Relations with the International Committee of the Red Cross (ICRC). Detail who in the component will escort or serve as liaison with ICRC representatives (normally, a judge advocate); what facilities the commander having custody of EPWs will make available for ICRC visits; and what levels of command will be notified about requests from ICRC representatives to visit EPW, internee, or detainee facilities.

k. () Allied Support. Identify allied nations and commands which may provide support for wartime operations and agreements which exist or can be negotiated to provide such support, e.g., mutual support acts and any geographic or funding limitations on such agreements; combined U.S.-allied staffing of medical facilities and other support functions.

l. () Reports. Refer to LOAC violation reporting procedures, detail frequency of reports from component and lower echelon SJAs and suspense; and note any requirements to provide the unified command staff judge advocate with copies of reports sent within service channels at the Service's direction.

m. () Resource Availability. List resource availability.

n. () Redeployment. State what standard operating procedures and other directives related to redeployment should be reviewed; consider publishing a letter of instruction covering any customs, importation restrictions and limits on mailable material, war trophies, explosives, weapons, and so forth.

3. () MISSION. State concisely the judge advocate mission as it relates to the planned operation. Refer to the command mission statement in the basic plan.

4. () EXECUTION.

a. () Concept of Operations. State the planned organization for the judge advocate functions in support of the plan and the expected command structure. Consult Annex P, Legal Affairs, WMP-1 for the TJAG Concept of Operations.

b. () Judge Advocate Locations

(1) () Force locations;

(2) () Type of facility and requirements;

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(3) () Legal Services to be provided at each location;

(4) () Identify Unit Type Codes (UTCs) to be tasked and the number of judge advocate and paralegal personnel to be provided at each location. See the Manpower Force Element Listing documents for detailed descriptions of UTCs. It can be obtained from your local DO or LG office.

(a) () Judge advocate support is built into a number of UTCs (eg., wing command, group command). Review all tasked UTCs and ensure appropriate levels of Judge Advocate support are deployed early to provide legal support to the commander.

(b) () Judge Advocate support for special teams and mission, such as special operations forces, may be built into a number of other UTCs. Check the Manpower Force Element Listing for potential taskings.

(c) () Plans should normally identify potential requirements for judge advocate personnel from the Air Force Legal Services Agency (AFLSA) for military justice needs, including military defense counsel. (Note that identified AFLSA requirements must be requested from AFLSA. Procedures should be specified here. During exercise situations, deployment of these assets should be simulated.)

(d) () Additional mission support should be identified using JA unique UTCs XFFJ1 through XFFJ4.

(5) () Identify expected JA personnel shortfalls based on assessment of operational risks;

(6) () Limiting Factors. (For example, these may include the general nature of the operational area, topography, hydrographic weather, cultural, social, religious, etc.)

c. () Logistics and Administration. Assure that tasked resources have a mobility number assigned for deployment. Describe the availability of material, equipment, and transportation for accomplishing the required legal support. Indicate initial levels of material on hand, to include unique legal forms, court-reporting equipment, legal references, and so forth. Ensure that deploying personnel have at least one lap-top computer, a printer, where appropriate, and supplies of disks etc. Consider where replacements or repair could be found in the event of loss, damage, or malfunction. Determine which and how many supplies and pieces of equipment will be prepositioned in the event of redeployment. Contact AFLSA/JAS with regard to REFLEX computer reference disks. Include the AF/JAS address and commercial and DSN telephone numbers here.

(1) () Supply Aspects

(a) () Type of installations or operations to be supported affect the kinds of supplies and equipment that are in place or that must deploy with JA personnel.

(b) () Availability of legal office supplies and equipment as well as individual mobility equipment and NBC gear.

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(c) () Resupply.

(d) () Limiting Factors.

(2) () Transportation

(a) () Staging requirements. Ensure that the personnel tasked to support your plan are designated as mobility resources, assigned a mobility number, and given proper training.

(b) () Air support. If resources are to deploy with the operational units be sure that this is reflected in the Annex. At least one JAG and paralegal for each location should hit the ground with the operational commander.

(c) () Transportation requirements in the AOR. For example sometimes, (though not normally), military defense counsel may be tasked to support more than one installation. If so, transportation requirements must be addressed.

(d) () Limiting factors. These can include timing and equipment to be shipped both with deploying personnel and separately.

(3) () Communications

(a) () Requirements for each location.

(b) () Expected availability and priority of availability.

(c) () Limiting factors.

5. () COORDINATION AND REPORTING. Coordinate requirements for resources from outside your MAJCOM/component with the appropriate supporting MAJCOM SJA or the commander, AFLSA, and with AF/JA and AF/JAX. Provide copies of your completed OPLAN to HQ USAF/JAI and to tasked commands and organizations.

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APPENDIX 5 TO ANNEX E TO COMUSAFE OPLAN 4123-97 (U)
MILITARY POSTAL SERVICE (U)

See Appendix 9 to Annex K.

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APPENDIX 6 TO ANNEX E TO COMUSAFE OPLAN 4123-97(U)
CHAPLAIN ACTIVITIES (U)

- () REFERENCES:
 - a. List documents, such as Geneva Conventions, which affect chaplains as noncombatants.
 - b. Cite DOD directives, publications, regulations, etc. which affect chaplains and the Chaplain Service.
 - c. Include Air Staff guidance and other appropriate references necessary for a complete understanding of this appendix.

- 1. () SITUATION
 - a. () Enemy. Refer to Annex B, Intelligence.
 - b. () Friendly. List commands to which this appendix applies. Indicate any responsibilities of allied forces for Chaplain Service support.
 - c. () Assumptions. List assumptions not addressed in the basic plan that effect Chaplain Service operations.
 - d. () Resource Availability. List resource availability.
 - e. () Planning Factors
 - (1) () State factors used by service component commands that impact chaplain ministry.
 - (2) () Specify transportation needs.
 - (3) () Specify communications requirements.
 - (4) () Include assumed planning factors that affect requirements.
 - (5) () State mission requirements performed by Chaplain Service personnel.

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- (6) () Identify any factors that may adversely influence the accomplishment of ministry by chaplains.
- 2. () MISSION. Briefly state the chaplain mission and the responsibility for and scope of religious ministry to US forces whether or not under operational control of US commanders.
- 3. () EXECUTION
 - a. () Concept of Operations. Describe the concept of transition from peacetime to wartime posture for the Chaplain Service. Include guidance on the ministries expected to be curtailed or expanded.
 - b. () Tasks. Identify chaplain responsibilities of each service component as well as those of supporting commands and allies. Establish policies and procedures for Chaplain Service operations.
 - (1) () Outline specific responsibilities of service component commands and allies in accomplishing ministry.
 - (2) () Identify responsibilities for ministry to PWs and indigenous populations, if any.
 - (3) () Identify support of noncombatant evacuation operations (NEO).
 - c. () Coordination
 - (1) () State coordination needed with service components.
 - (2) () State coordination requirements with allied forces.
 - (3) () State coordination needed with civilian clergy.
- 4. () ADMINISTRATION AND LOGISTICS. Identify administrative support and logistics requirements and specify any reports required and channels for submission.
- 5. () COMMAND AND SIGNAL. Refer to Annexes J and K.

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APPENDIX 7 TO ANNEX E TO USAFE OPLAN 4123-97 (U)
MANPOWER (U)

() REFERENCES: Cite references to understand this appendix.

1. SITUATION

a. () Enemy. Refer to Annex B, Intelligence. Assess the impact of enemy capabilities and probable courses of action that would affect the management of our available manpower (for example, expected attrition rates for anticipated enemy actions).

b. () Friendly. Include any non-US military forces and US civilian agencies which will augment assigned forces, and the status of unit "Ready" programs to identify varied combat skills.

c. () Assumptions. List applicable assumptions (if any).

d. () Resource Availability. List resource availability.

e. () Planning Factors. List applicable planning factors.

2. () MISSION. Briefly state the manpower activities mission in support of the mission statement in the basic plan.

3. () EXECUTION

a. () Concept of Operations. State the general concept of manpower activities supporting the OPLAN (for example, manpower collocated with the Personnel function force beddown).

b. () Tasks. In separate subparagraphs, identify specific responsibilities.

4. () ADMINISTRATION AND LOGISTICS. Provide a concept for furnishing logistics and administrative support.

5. () COMMAND AND SIGNAL. Identify command relationships and C3 system requirements unique to manpower activities or refer to Annexes J and K respectively.

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APPENDIX 8 TO ANNEX E TO COMUSAFE OPLAN 4123-97 (U)
NONCOMBATANT EVACUEES (U)

- () REFERENCES
 - a. List DOD Directive 5100.51, "Protection and Evacuation of U.S. Citizens and Certain Designated Aliens in Danger Areas Abroad" (short title: "Noncombatant Evacuation").
 - b. Cite all documents necessary for a complete understanding of this appendix.
- 1. () SITUATION
 - a. () Enemy. Refer to Annex B, Intelligence. Assess the impact of the enemy's capability to disrupt the flow of noncombatants, for example, loss of marshaling areas, etc.
 - b. () Friendly. Include non-US military forces and US civilian agencies, such as the American Red Cross or other humanitarian organizations, that will support the processing and returning of noncombatants. Also identify expected host-nation support.
 - c. () Assumptions. List all assumptions on which this planning is based. When planning noncombatant evacuation flow, consider a worst case scenario. Make no assumptions about proposed safehaven or overflight agreements with any country. Use only ratified treaties and agreements in the planning process.
 - d. () Resource Availability. List resource availability.
 - e. () Planning Factors. Identify any significant factors that may influence the processing and returning of noncombatant evacuees (US nationals or designated foreign nationals).
- 2. () MISSION. Briefly state the mission of NEO as it applies to the mission statement in the basic plan.

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3. () EXECUTION

a. () Concept of Operations. Summarize the intended course of action and state the general concept for processing and returning noncombatants. In separate subparagraphs, provide specific guidance on the following, as applicable:

- (1) () Marshaling sites (primary and alternate).
- (2) () In-theater (country) movement.
- (3) () In-theater processing.
- (4) () Airlift evacuation.
- (5) () Sealift evacuation.
- (6) () Use of safehavens.

b. () Tasks. In separate subparagraphs, assign specific tasks to each subordinate unit with responsibilities for processing and returning noncombatant evacuees. Indicate responsibility for as many of the following as applicable:

- (1) () Initial and subsequent processing of noncombatant evacuees.
- (2) () In-theater movement.
- (3) () Establishment and operation of centralized in-theater processing centers.
- (4) () Debriefing program (if required).
- (5) () Airlift and sealift evacuation to the United States. (Cross-reference this guidance with guidance in Annex D, Logistics.)
- (6) () Airlift and sealift evacuation to a safehaven. (Cross-reference this guidance with guidance in Annex D, Logistics.)
- (7) () Command relations.

c. () Coordinating Instructions. As a minimum, include in this subparagraph:

- (1) () Items common to two or more subordinate commands.

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- (2) () Coordination with adjacent commands and civilian agencies, including US diplomatic missions.
 - (3) () Agreements with the host country, allied forces, and US government and nongovernmental agencies.
4. () ADMINISTRATION AND LOGISTICS. Provide guidance for furnishing logistic and administrative support for processing and returning noncombatant evacuees. Include in TPFDD data bases estimates of nonunit cargo and personnel movements to be conducted concurrently with the deployment of forces and retrograde personnel movement data. Refer to Annex D for specific guidance about including noncombatant evacuation in movement planning and OPLAN TPFDDs. As appropriate, include guidance on the following:
- a. () Processing sites.
 - b. () Intratheater airlift and sealift support.
 - c. () Load factors.
 - d. () Reporting. (Refer to Joint Pub 1-03)
 - e. () Medical care and treatment. (Cross-reference this guidance with guidance in Annex Q.)
5. () COMMAND AND SIGNAL
- a. () Command Relationships. Refer to Annex J.
 - b. () C3 Systems. Refer to Annex K.

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ANNEX F TO USAFE OPLAN 4123-97 (U)
PUBLIC AFFAIRS (U)

- () REFERENCES
- a. List DOD issuances, command directives, service regulations, policy directives, operational manuals, and any other material referred to herein as guidance for preparing and implementing a public affairs (PA) plan to support the operation.
 - b. Identify those references not available to subordinate levels.
1. () SITUATION
- a. () Enemy. Refer to Annex B, Intelligence for estimate of whether the enemy will conduct disinformation campaign or otherwise interfere with accomplishment of the PA mission.
 - b. () Friendly. State in separate subparagraphs the PA capabilities and plans of external agencies, such as US Information Agency (USIA), host governments, and American embassies or consulates to support this operation.
 - c. () Assumptions. List any assumptions that are essential to PA planning by subordinate commanders. This example assumes the establishment of Air Force Forward and Rear Component organizations. If that is not implemented, roll Air Force Forward and Rear requirements together into a single Air Force component Public Affairs activity. For example:
 - (1) () All PA activity will be executed under the authority and direction of the Office of the Assistant Secretary of Defense for Public Affairs (OASD/PA) . The execution will be carried out by the unified command/PA; the director, Joint Public Affairs Office; and subordinate command Public Affairs officers. Responsibility for planning, coordinating, and directing military Public Affairs activities will remain with the unified command PA in close coordination with all the component command PAs, and appropriate task force and subordinate commanders.
 - (2) () The supported commander will provide proposed PA guidance to OASD/PA upon receipt of CJCS warning order.

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(3) () Identify who will assume initial release authority for all information within the Area of Responsibility (AOR).

(4) () Predict when release authority over all internal information materials developed by deployed Air Force augmentation forces will be delegated.

(5) () Supporting commands will continue to operate their command internal information, media, and community relations programs in place.

d. () Resource Availability. List resource availability.

e. () Planning Factors. List applicable planning factors.

f. () Policy. DOD policy requires pursuing a vigorous program to inform the American public. PA activities are an integral part of military operations.

2. () MISSION. State in clear, concise terms the desired results of the PA activities in support of this plan. Public Affairs objectives and considerations are an integral part of every military operation. The purpose of this annex is to assign responsibilities and provide policy for Public Affairs activities associated with operations governed by this plan. Examples of mission elements follow:

a. () Plan to provide Public Affairs guidance and assistance to the Air Force Component Commander, his senior staff, and subordinate organizations.

b. () The Air Force Component Command must plan to augment and support Public Affairs during the operation or exercise as directed by the unified command.

c. () Ensure one objective of the plan is to foster and enhance public understanding and support of operations conducted during the operation or exercise by providing the public and participating forces timely and factual information.

d. () Establish and manage an internal information program.

e. () Plan to assist news media representatives (NMRs) in their coverage of the operation or exercise as directed by the unified command.

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3. () EXECUTION

a. () Concept of Operations. State the planned organization of the public affairs function and the expected flow of authority and information. For example:

(1) () General. State the expected general organization of activities that will occur during the execution of this plan and who is responsible for operations and support.

(a) () OASD/PA will provide overall Public Affairs policy and guidance and will manage the media relations program in the CONUS.

(b) () The unified command PA will be responsible for all media relations programs in the AOR. A secondary mission of the unified command PA will be to oversee the internal information and community relations programs.

(c) () The Air Force component command PA [FWD] will be responsible for implementing and managing its AOR internal information and community relations programs, supporting the Air Force Internal Information program, and coordinating all unified command-directed media support with the units in the AOR.

(d) () The Air Force component command PA [REAR] will plan to support the Air Force component command PA [FWD] staff as directed. As a rule, the rear staff should plan to develop and manage an internal information program for rear forces and support the Air Force Internal Information program. Through the component command rear Battle Staff, provide 24-hour support to Air Force component command PA [FWD]; task manpower and equipment from supporting commands; propose and disseminate cleared Public Affairs guidance and news releases provided by the forward staff; and coordinate all Air Force component command media and community relations actions with the Air Force component command PA [FWD].

(e) () When release authority is transferred, outline the anticipated flow of authority and information. For example, all deployed Air Force units will coordinate all Public Affairs activities with the Air Force component command PA [FWD]. All others will coordinate with Air Force component command PA [REAR]. Information proposed for release by units not in the AOR but which may impact upon operations in the AOR will be coordinated with the component command PA [FWD] through the rear staff.

(f) () Deployed unit PAOs will plan to implement and manage an aggressive internal information program and support community relations and media requirements as directed by higher authorities.

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(2) () Specific. State specific activities expected to occur during the execution of the plan. For example:

(a) () Plan to provide, both to internal audiences and to the general public news media full, factual, and timely information, consistent with national security and operational considerations. The rules of OPSEC and COMSEC will be followed. Identify Essential Elements of Friendly Information (EEFI) and coordinate the information with the drafters of Annex L.

(b) () State the minimum unit organic deployment staffing required to execute the plan. For example, each deploying independent and dependent aviation unit (active component, Air National Guard, Air Force Reserve) will be prepared to deploy with sufficient organic Public Affairs assets to support the deployed commander. Anticipated activity will require each unit to deploy with a minimum of one Public Affairs officer and one enlisted. State AOR augmentation availability.

(c) () State who will be responsible for managing the redistribution of PA resources in support of the operation or exercise in the AOR when it becomes necessary.

(d) () Coordinate all Public Affairs programs with appropriate functional areas to achieve command objectives, e.g. Command, Operations, Logistics, Psychological Operations, etc.

(e) () State who will be responsible for coordinating news conferences and releases in the AOR and in the rear. For example, senior military commanders may conduct news conferences at sustainment bases with approval of their MAJCOMs, commanders at deployed locations may conduct news conferences with the approval of Air Force component command PA [FWD].

b. () Tasks. In separate subparagraphs, concisely list individual tasks assigned to each element of the supported and supporting command. For example:

(1) () All Air Force organizations supporting this operation will plan to:

(a) () Identify Public Affairs personnel and logistical support needs and coordinate as tasked by the Air Force component command Battle Staff.

(b) () Ensure that all Air Force Public Affairs resources entering the AOR contact forward PA staff.

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(c) () Publicize the operation or exercise activities through all available internal information channels.

(d) () Prepare, coordinate, and submit materials for use in Air Force internal products.

(e) () Disseminate cleared news, photo, radio and television releases to their subordinate units.

(f) () Assist NMRs as necessary.

(g) () Submit NMR travel requests to the unified command for coordination and approval. Provide an information copy to the Air Force component command/PA [FWD], Air Force component command/PA [REAR], SAF/PAT and AMC/PA.

(2) () The Air Force component command/PA [FWD] will plan to:

(a) () Implement and manage an Air Force Public Affairs program as directed by the operation or exercise commander, based on guidance provided by the unified or supported command PA or higher authority to include the identification of Public Affairs personnel and logistical support. Forward unsatisfied requirements to the Air Force component command battle staff for tasking.

(b) () Support all unified command-directed taskings.

(c) () Establish and manage the internal information program.

(d) () Establish procedures and expedite clearance and release of all information proposed for release through both internal and external channels.

(e) () Expedite clearance and approval of NMR requests to enter the AOR.

(f) () Develop procedures to satisfy tasked media requirements and to support the Air Force Internal Information program. At the beginning of hostilities, execute the procedures developed.

(g) () Review and approve information that can be used by home station commanders and in Air Force Internal Information programs to keep families and local communities aware of the activities of the deployed units, as well as the purpose behind the unit deployment.

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(h) () Review the extent of Public Affairs support at each deployment location. Identify additional manpower and support requirements needed to conduct the Public Affairs program in the AOR.

(i) () Review and verify arrangements for distribution of English-language newspapers and home station newspapers to deployed forces. Provide a distribution list of available publications to all deployed unit PAOs.

(j) () Provide support as needed to deployed PA personnel to include the coordination of higher headquarters instructions and established media ground rules.

(k) () Provide information on host nation sensitivities, customs, monetary systems, living conditions and other information appropriate to assist in preparation of internal products in the AOR and for deploying forces.

(l) () Establish procedures to evaluate the AOR Public Affairs programs, to include reporting procedures, staff assistance visits, surge manpower augmentation, etc.

(3) () The Air Force component command/PA [REAR] will plan to:

(a) () Identify and expedite personnel and equipment movements in support of the plan.

(b) () Obtain and distribute cleared Public Affairs policy guidance and instructions supplemental to the plan.

(c) () Prescribe coordination requirements for submitting proposed release material for approval, until release authority is delegated.

(d) () Develop and implement, upon approval, an aggressive internal information program to address the needs of the various internal publics. Establish procedures to publicize appropriate operation or exercise activities through all available internal information channels.

(e) () Coordinate all requests for audio-visual support.

(f) () Assist PA forward staff with NMR travel requests and arrange escorts as necessary.

(g) () Plan to address queries from PA offices and civilian news media and coordinate responses with appropriate authorities.

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(h) () Assist NMRs as necessary.

(i) () Consider planning for, preparing, publishing and distributing a weekly newspaper to all deployed units, supporting commands, etc. This product should contain information designed to inform deployed Air Force personnel about the operation or exercise commander's objectives. (This requirement should be moved to the forward location if all support resources can be made available).

(4) () Public Affairs personnel deploying in support of units will develop a local plan to implement actions directed and:

(a) () Plan to implement and manage an Air Force Public Affairs program as directed by the senior installation commander based on guidance provided.

1. () Coordinate Public Affairs objectives with the senior deployed commander, advising of news media interest and procedures to be followed in the event of an accident or incident.

2. () All Public Affairs personnel resources at one location will plan to operate as a consolidated staff. All will be assigned and report to the senior installation commander regardless of major command affiliation.

3. () Plan to follow procedures established by the unified command and Air Force component command for security review, clearance, and public release of information to include stories, photographs, film, audio and video tape recordings.

(b) () Plan to establish lines of communications with other deployed unit Public Affairs organizations as appropriate.

(c) () Plan for an aggressive internal information program at the deployed location to include:

1. () Specifying the planned frequency of preparing a periodic newsletter to inform personnel of the status of the operation, to give them news from home stations and to provide a means of communications for the unit commander. All AOR newsletters will be marked "For Official Use Only."

2. () Verifying the availability of English language and home station newspapers. Report distribution to the Air Force component command PA [FWD].

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3. () Developing and forwarding location-specific press kit information, by APO/FPO, to supporting PA offices and command PAOs.

(d) () Plan to escort and assist NMRs in their coverage of the operation in accordance with established NMR ground rules to include the support of Air Force component command PA [REAR] coordinated NMR visits and provide all unified command PA required support. Coordinate transportation and sustenance requirements with transportation and services planners.

(e) () Plan to conduct local community relations events in coordination with the civil affairs organization, and within the constraints established by the host country,

4. () ADMINISTRATION AND LOGISTICS.

a. () Logistics. Provide any general instructions pertaining to logistics support to public affairs operations. Specific instructions will be in appendix 5.

b. () Administration. Include in this paragraph any necessary administrative guidance.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Summarize the command relationships that would need to be established to provide public affairs support.

b. () C3 Systems. Identify C3 system requirements in support of the public affairs mission or refer to Annex K.

t/
General, USAF
Commander

Appendices:

- 1--Requirements
- 2--Equipment Requirements
- 3--Media
- 4--DOD National Media Pool (Not Used)
- 5--Internal Information
- 6--Community Relations
- 7--Armed Forces Radio and Television Service
- 8--Army/Air Force Hometown News Support

OFFICIAL

s/
t/
Colonel, USAF
Director of Publications

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HQ USAFE
APO AE 09094-5001
1 April 1997

APPENDIX 1 TO ANNEX F TO USAFE OPLAN 4123-97 (U)
REQUIREMENTS (U)

- () REFERENCES: List references necessary to understand this appendix.

- 1. () GENERAL. State the purpose of this appendix. Provide directions on the procedure to use to facilitate public affairs manning and augmentation. Identify the AOR and support requirements and the sourcing strategy to use to satisfy the requirements. State any required rotation policy.

- 2. () ADMINISTRATION AND LOGISTICS. Provide a list of the equipment required to execute the mission. Identify the source of the equipment. Deployments to a bare base or other location with no in-place public affairs support will require different material than a deployment to an established main operating base. Personnel and equipment augmentation must be detailed, fully coordinated, and included in the TPFDD.

- 3. () ASSUMPTIONS List all assumptions that will affect the availability of resources. For example:
 - a. () While MAJCOMs directly involved in the operation or exercise are primary players, the entire Air Force PA community can be involved in support of the operation and all their assets are potentially available for tasking.

 - b. () MAJCOMs which will be primary sources for support (AMC, ACC, USAFE, PACAF etc.) will not be tasked to support other CJCS operations (JTF-Bravo, etc.) for the duration of the operation or exercise.

 - c. () Within legal constraints, reserve forces (USAFR and ANG) will also be considered a source of PA support.

 - d. () Theater and regional cultural sensitivities are considered when developing overall deployment policy.

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e. () MAJCOMs will maintain a credible, continuing PA mission outside the AOR, both at their headquarters and at subordinate bases. MAJCOMs must also maintain some capability to respond to other world events in addition to those in the AOR.

f. () Sustainment of operations through several rotation cycles will likely exceed the career field's ability to support the proposed taskings for in-place assets and "surge capability."

g. () Additional manning will be "pulled" selectively into the AOR rather than "pushed" automatically from outside.

Tabs:

A--Personnel Requirements for JIBs and Sub-JIBS (U)

B--Equipment Requirements for JIBs and Sub-JIBS (U)

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HQ USAFE
APO AE 09094-5001
1 April 1997

TAB A TO APPENDIX 1 TO ANNEX F TO USAFE OPLAN 4123-97 (U)
PERSONNEL REQUIREMENTS FOR JIBS AND SUB-JIBS (U)

- () REFERENCES: List references necessary to understand this appendix.
1. () For each JIB and sub-JIB, personnel requirements will vary with the situation and assets available. JIBs and sub-JIBs should be manned for 24-hour operation to provide the field commander with PA support in media relations, internal information, security review, visual information, documentation management, PA transportation and communication, community relations, administration, and supply. PA planners should be prepared to provide all services to the JIB and sub-JIB personnel including basic food and shelter, water, office space and materials, clothing, transportation, and portable copying machines.
 2. () Plan for an AMC/PA representative to be a member of the deployed JIB as the minimum supporting command representation.
 3. () Provide each JIB and sub-JIB with at least one individual capable of contracting in the local area for office space, equipment, and supplies, or a POC from contracting (see Appendix 8 to Annex D for information on base level contracting activity).

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1 April 1997

TAB B TO APPENDIX 1 TO ANNEX F TO USAFE OPLAN 4123-97 (U)
EQUIPMENT REQUIREMENTS FOR JIBS AND SUB-JIBS (U)

- () REFERENCES: List references necessary to understand this appendix.
1. () Equipment needed to support JIBs and sub-JIBs should be identified in advance in logistic requirement tables and pre-positioned at a location designated by the supported commander. An inventory listing of equipment should be provided in this appendix to include:
 - a. () Normal office supplies and equipment.
 - b. () PA-unique equipment and supplies (such as, darkroom equipment), vehicles, and communications equipment (such as, URC 110).
 - c. () Communications equipment compatible with the communications system expected or documented to exist in the AOR should be identified either in-place or for deployment. Both inter- and intratheater communications must be considered.
 2. () Additional standard equipment must be identified to allow JIB or sub-JIB operation in the area of operations. Tentage and individual field equipment may be included on the same basis of issue as the accompanied unit.
 3. () Plan for adequate office space for the JIB and sub-JIBs, near or collocated with the HQ of the on-scene commander or other major military headquarters to provide access to communication and transportation facilities.
 4. () Coordinate all known or anticipated contracting requirements with appointed disbursing agent or the drafters of Annex D.

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1 April 1997

APPENDIX 3 TO ANNEX F TO USAFE OPLAN 4123-97 (U)
MEDIA (U)

() REFERENCES: List references necessary to understand this appendix.

1. () SITUATION

a. () Enemy. Refer to Annex B, Intelligence for an estimate of whether the enemy will conduct a disinformation campaign or otherwise interfere with accomplishment of the PA mission.

b. () Friendly. State in separate subparagraphs the PA capabilities and plans of external agencies, such as US Information Agency (USIA), host governments, and American embassies or consulates to support this operation.

c. () Assumptions. List any assumptions that are essential to PA planning by subordinate commanders. For example:

(1) () The supported CINC will provide proposed PA guidance to the Office of the Assistant Secretary of Defense for Public Affairs (OASD/PA) upon receipt of CJCS warning order.

(2) () The OASD/PA will provide guidance for releasing information upon receipt of supported CINCs-proposed PA guidance.

(3) () The American public will be informed to the maximum extent possible consistent with operational security and troop safety. This release of information can best be accomplished through US and international media.

(4) () The National Command Authority (NCA) will make initial announcements concerning major military aspects of this plan.

(5) () Forces hostile to US efforts will attempt to discredit US efforts through the media.

(6) () The information agencies of the US Government and of participating allies can be expected to cooperate in an effort to explain military aspects of this plan.

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(7) () As soon as practicable after this plan is implemented, releasing authority can be expected to transfer to the field. This transition will be timed to correspond with the authorization of NMRs to accompany forces in the area of operations.

d. () Resource Availability. Refer to Appendix 5.

e. () Planning Factors. List applicable planning factors.

2. () MISSION. State in clear, concise terms the desired results of the PA activities undertaken in support of this appendix.

3. () EXECUTION.

a. () Concept of Operations. State the overall concept of media activities in support of the operation. This paragraph can include general plans for establishment of media access to the area of operations, use of media pools, delegation of release authority, etc. For example: "Public affairs activities must be carried out under the senior US diplomatic representative in the area according to pertinent supported CINC directives."

(1) () If the operation involves other nations or multi-nation alliances, such as NATO, plan for PA actions that will be accomplished in collaboration with both US and allied diplomatic representatives.

(2) () State how the responsibility for planning, coordinating, and directing media relations will be executed, keeping in mind requirements for: close coordination with appropriate agencies, the establishment of a Joint Information Bureau (JIB) at command headquarters and sub-JIBs at different locations.

(3) () Plan for the on-scene commander, in coordination with the senior diplomatic representative, to hold frequent press conferences to keep the public informed. Plan for allowing subordinate commanders to hold press interviews and to issue press releases by providing public affairs policy outlining the content and substance of releasable information.

b. () Tasks. In separate subparagraphs, concisely list individual tasks assigned to each element of the supported and supporting command. For example:

(1) () Supported commander must:

(a) () Provide OASD/PA with planned policy guidance on PA matters, and when approved by OASD/PA, provide approved guidance to all subordinate commanders participating in the operation, the JIB director, and sub-JIB directors.

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(b) () As part of this plan, arrange to task the most available military service audio-visual and operational documentation team to deploy to provide support to the media.

(c) () Plan to coordinate and control all theater PA media activities of commands concerned with this plan.

(d) () Plan for proper equipment for and staffing of the PA team or JIB, if established. Planning must provide for ready access to high frequency (HF) secure voice and secure message communications connecting supported commanders' headquarters, on-scene commander, and nearest Department of State PA representative. Coordinate this paragraph with drafters of Annex K.

(e) () Plan for the JIB to be provided dedicated ground and air transportation to move escorted media representatives in the area of operations to ensure their familiarity with the operation's progress and to obtain unclassified pictorial coverage. Coordinate this paragraph with drafters of Annexes C and D.

(f) () Document detailed personnel and equipment requirements for PA augmentation theater-wide.

(2) () Supporting commanders must:

(a) () Plan to supply equipment, and staffing required for the PA team or JIB and sub-JIBs.

(b) () Upon activation of a sub-JIB, plan to furnish augmentation personnel to staff this information bureau in accordance with Appendix 5 and state the source and transportation requirements of assets to meet time phasing. Ensure personnel requirements are reflected in Annex A (Task Organization) and Annex E (Personnel), respectively.

(c) () Plan to deploy or arrange for communications equipment and facilities for the sub-JIBs to include secure HF voice communications between the JIB and all sub-JIBs.

(d) () Document equipment requirements in Appendix 5, and ensure equipment requirements are reflected in Annex D (Logistics).

(3) () Supporting commanders will list their PA requirements. For example, AMC/CC will provide a liaison officer for the JIB.

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(4) () Other participants' taskings should be listed as needed.

c. () Coordinating Instructions. List instructions that are applicable to two or more subordinate commands. Include guidance on these subjects and others as needed:

(1) () Command relationships.

(2) () Delegation of release authority.

(3) () Physical security instructions for PA personnel and equipment.

(4) () Communiqués, briefings, and news summaries.

(5) () Processing reports.

(6) () Forwarding or filing of materials.

(7) () Coordination with USIS and the American Embassy.

(8) () Instructions for handling PA aspects of POWs, MIAs, WIAs, and KIAs.

(9) () Coordination with PSYOP commands or staffs.

(10) () Coordination with tactical deception staffs.

(11) () Accident and incident procedures for deployment and redeployment. Clearly define the agency responsible for PA during deployment and redeployment phases of the operation. Coordinate this paragraph with drafters of Annexes C and E so that the PAO is always immediately notified of an accident or incident.

4. () ADMINISTRATION AND LOGISTICS

a. () Accreditation. Include in this paragraph necessary instructions on accrediting NMRs. Include the purpose for accreditation, ground rules, and procedures for implementation and revocation. State that accreditation of NMRs is always instituted. State that to preclude terrorist and enemy infiltration, all NMRs, who are provided access to the AOR, must show association with recognized media by some form of picture identification. Planners should consider during planning and implementation that particular countries may have their own procedures for admitting NMRs.

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b. () Arrangements for News Media Representatives (NMR). State the arrangements for NMRs accompanying units. Listed below are examples of standard arrangements used in most DOD plans. Localize the list to fit the AOR and the command's ability to provide service. The NMRs are used to these rules so it is best to keep them consistent from one plan to the next.

(1) () Facilities. Facilities and logistic support must be provided on a non-interference-with-mission basis, when commercial facilities are not available. (Coordinate this paragraph with drafters of Annexes D and K.)

(2) () Inoculations. Correspondents accompanying forces in the field are required to have the same inoculations required for military personnel participating in the operation. The NMR should have arrived at the JIB ready to deploy. However, some may still require inoculations. Coordinate the potential requirement with medical personnel.

(3) () Expenses. In the absence of commercial facilities, messing and billeting may be extended to NMRs on a space-available basis. Coordinate the requirement for support with the plans services POC and provide an estimate of the number of NMRs that may need assistance. The expenses must be borne by individual NMRs.

(4) () Pools. Depending on the tactical situation, it may be necessary to pool NMRs to cover certain aspects of an operation. Consider the importance of proper pool composition. All types of media must be represented in the pool but the pool can be no larger than transportation resources will permit. News media participation in the pool will be contingent on proper accreditation and acceptance of media ground rules. (See TAB A for media ground rules.)

(5) () Simulated Rank. All accredited media personnel should be extended the privileges of an officer in the grade of O-4 for messing, billeting, and transportation. This provision also applies to reserve or retired officers acting as civilian NMRs regardless of their reserve or retired grades.

(6) () Daily Briefing. The director of the JIB and each sub-JIB will arrange for a daily, high-level UNCLASSIFIED briefing by the on-scene commander or his representative. The briefing will outline, as far as possible and within the bounds of national security, the day's plans and operations.

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(7) () Communications. Commands at which sub-JIBs are physically located must provide the media with communications service when commercial facilities are not available. Identify the location of the facilities in the plan. Commercial news copy must be transmitted by military communications facilities free of charge and in accordance with procedures in Annex K.

(8) () Courier Flights. If government communications facilities are not available, the on-scene commander must plan for an air courier flight each day for forwarding news materials to appropriate processing or news filing points. Coordinate the requirement with the operations planners.

(9) () Transportation. The supported commander has a responsibility to provide to authorized media representatives, military travel into and within the area of operations: (1) when such travel has been approved by OASD/PA and; (2) when such travel is in connection with assignments to cover an operation and commercial transportation is not available. The JIB and sub-JIBs must also be provided dedicated local ground and air transportation to enhance media coverage.

5. () COMMAND AND SIGNAL

a. () Press Communication Support. Assess the availability of commercial communications assets to NMRs in the AOR. When commercial facilities are not available, plan to provide military facilities consistent with availability, mission and current rules of DOD. As a general operating procedure, no attempt is to be made to censor news copy to be filed over military communications facilities. However, copy filed over military communications facilities must be reviewed before transmission, and potential violations of military security must be called to the attention of the sender. If the copy is not redrafted to overcome valid security objections, it is entirely within the prerogative of the commanding officer of the unit or communication facility to refuse to accept it for transmission. This prerogative may not be exercised to withhold potentially embarrassing information from the public.

b. () Security. List precautions required by the presence of correspondents in operating areas. Consider these and other applicable concerns:

- (1) () Essential elements of friendly information specified in the OPLAN must be protected.
- (2) () Access to operations, intelligence, and other classified areas must be controlled.
- (3) () Security at the source is necessary.
- (4) () No correspondent is cleared for classified information.

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c. () Audiovisual. State the mission and scope of audio visual coverage. Cross-reference Annex C, Appendix 13, Visual Information Documentation (VI). Describe in detail the type of public affairs or photographic documentation materials for public affairs and documentary purposes. (Coordinate documentation requirements with drafters of Annex C). List provisions for radio, television, film, and taped coverage, including procedures for clearance, reproduction, and dissemination. Describe plans for acquiring public affairs and visual information documentation of deployment and redeployment activities.

d. () Internal Audience. Provide a concept for media support to assure a free flow of news and other information to the internal audience.

Tab:

A--General Ground Rules for the Media

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HQ USAFE
APO AE 09094-5001
1 April 1997

TAB A TO APPENDIX 3 TO ANNEX F TO USAFE OPLAN 4123-97 (U)
GENERAL GROUND RULES FOR MEDIA (U)

() REFERENCES List references necessary to understand this appendix, such as the unified command plan being supported. The following is provided in case no other guidance is available.

1. () GENERAL. The principle of maximum information flow to the public is to be followed, consistent with safety of the force and its security.

a. () The situation in a military operation is such that correspondents may come into possession of information that has not been released officially under ground rules set forth in this tab. Such information is not to be transmitted or publicly released until officially released by American or allied release authorities for their own national forces. US military media accreditation is issued on this condition.

b. () The movements of correspondents may, at times, be restricted in certain marshaling, staging, and maneuver areas. These restrictions are to be kept to a minimum, but they may be applied by a commanding officer when the security of an operation warrants it. Correspondents must be advised of restrictions by the commanding officer or Public Affairs officers of the unit involved.

c. () Any violation of the conditions on ground rules by a correspondent is a basis for suspension or cancellation of accreditation.

2. () GROUND RULES

a. () Releasing Authority. The commander, or the JIB director if designated by the commander, is the sole releasing authority for all military information material contained in all media (audio-visual, photography, drawings, etc.) gathered or produced within the command area of operations.

b. () Release of Cleared Information. Information cleared for official release is made available to the press through one or more of these means:

- (1) () Press releases.
- (2) () Press briefings.
- (3) () Call outs.
- (4) () Special press handouts.
- (5) () Interviews.

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c. () Categories of Releasable Information Following Initial Official Release

(1) () General releasable information includes:

(a) () Arrival of major units in country or within operational areas when officially announced by US authorities.

(b) () Approximate friendly force strength figures, by service, after announced by DOD.

(c) () Friendly casualty and POW figures, by service, furnished by DOD.

(d) () Enemy casualty and POW figures for each action, operation, or campaign, daily or cumulative as furnished by DOD.

(2) () Releasable information concerning air, ground, sea operations (past and present) including:

(a) () Friendly casualty and POW figures by command in an announced operation in general terms of "light," "moderate," or "heavy" according to the friendly force size in that action or operation; major end-items of equipment damaged or lost due to enemy action.

(b) () Friendly force size in an action or operation using general terms ("multi-battalion," "Naval Task Force," etc.); specific force and unit identification that has become public knowledge and no longer warrants security protection.

(c) () Nonsensitive details of tactical operations.

(d) () Identification and location of military targets and objectives currently or previously under attack.

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- (e) () Generic origin of air operations (such as, land-based or carrier-based).
 - (f) () Date, time, and location of previous conventional military missions and activities.
 - (g) () Previous conventional mission results.
 - (h) () Types of ordnance expended in general terms vice amounts (250lb bombs, .50-cal MG fire, etc.).
 - (i) () Number of aerial combat and reconnaissance missions and sorties flown in theater or operational area.
 - (j) () Types of forces involved (infantry, armor, Marines, carrier battle group, interceptors, fighter-bombers, etc.).
 - (k) () Weather and climatic conditions.
 - (l) () Allied participation by type (United Kingdom armor, Federal Republic of Germany infantry, etc.).
 - (m) () Conventional operations nicknames.
- d. () Categories of Information Not Releasable
- (1) () General categories of information not releasable include:
 - (a) () General, implied, or specific information regarding aspects of actual or conceptual future military plans, activities, or operations. Includes all information directly or indirectly associated with combat, combat support, or combat service support endeavors, such as operations, logistics, administration, politico-military, civil affairs, etc.
 - (b) () Information on C2, personnel, operations, or support vulnerabilities, weaknesses, or shortfalls.
 - (c) () Rules of engagement details.
 - (d) () Information on friendly unit and command strengths, on-hand equipment, or supplies; the presence, activities, and methods of operation of specifically designated units or equipment.
 - (e) () Information on friendly force security and deception measures and countermeasures.
 - (f) () Privileged, limited-use information pertaining to a safety investigation convened in accordance with AFI 91-204.

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- (2) () Specific categories of information not releasable includes:
- (a) () Information on friendly force current operations and movements, deployments, and dispositions.
 - (b) () Information on intelligence collection activities, including targets, methods, and results.
 - (c) () Information on in-progress operations against hostile targets.
 - (d) () Identification of mission aircraft points of origin other than generic (such as land-based or carrier-based).
 - (e) () Information on the effectiveness or ineffectiveness of enemy camouflage, cover, deception, targeting, direct and indirect fire, intelligence collection, or security measures.
 - (f) () Information on missing or downed aircraft or ships while SAR operations are planned or in progress.
 - (g) () Information on unique operations methodology and tactics (for air operations, angles of attack, speeds, etc.; naval tactical and evasive maneuvers, etc.).
 - (h) () Information identifying postponed or canceled operations.
 - (i) () Information on special operations and special purpose operations and activities.

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1 April 1997

APPENDIX 5 TO ANNEX F TO USAFE OPLAN 4123-97 (U)
INTERNAL INFORMATION (U)

() REFERENCES: List references necessary to understand this appendix.

1. () SITUATION:

a. () General. This appendix outlines the requirements for an internal information program effort in support of the Air Force component commander.

b. () Assumptions. List any assumptions that are essential to planning for an internal information program by subordinate commanders. For example:

(1) () There will be a continuing need for the Air Force to provide timely, reliable information to all operational and support personnel and family members involved in the operation or exercise as well as to those not directly involved.

(2) () The AFCC has a responsibility to support Air Force internal information.

(3) () State whether sufficient assets are available to satisfy program manpower and equipment requirements.

(4) () State at what point in time the AFCC PA office will have release authority for all internal products - print, photo, and electronic.

(5) () There will be disinformation generated by potential belligerents that a sound internal information program will thwart.

2. () MISSION. State in clear, concise terms the desired results of the internal information program activities undertaken in support of this OPLAN.

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3. () EXECUTION

a. () Concept of Operations. Following is a general CONOPS for all Air Force PA planners to use to integrate internal information requirements into their support plans. The concept will accommodate most situations. The CONOPS should be used when the operation being supported is expected to last 45 days or longer. Exercises that test a long-duration operational plan should also test PA internal information planned support. For shorter-duration operations, plan a scaled down program using organic assets.

(1) () General. The CONOPS is for a two-pronged approach to provide a comprehensive internal information program both in the AOR and for all supporting forces and dependents. A team of practitioners will be provided to the forward PAO by HQ AFNEWS. The team will comprise the expertise to establish and manage a PA network in the AOR to link all PA offices together. The AFCC will provide organic unit PA support to the internal information program. The composite team will develop information for release to all internal audiences.

(a) () HQ AFNEWS will form and deploy a minimum of one team of Air Force Public Affairs practitioners who will obtain and forward timely edited and unedited information materials intended for all internal information sources. The team will consist of one to seven people, dependent upon the situation addressed by a plan. The command PA planner will have to design the composition of the team and coordinate the results with AFNEWS/II. The team will be an Operating Location (OL) of AFNEWS/II and will be attached to the Air Force component command PA office for administrative support. If there is a forward deployed command element [FWD], the OL will deploy to the location within seven days of the command's execution of the basic plan. The OL's objective is to enhance support to the AOR internal audiences and maximize the flow of information to all other Air Force internal audiences. The OL will establish communication channels to the other component commands and all Air Force AOR PA activities to ensure cross feed of information appropriate to all audiences within and from the AOR.

(b) () When deployed, the OL will coordinate closely with Air Force Internal Information at HQ AFNEWS, Kelly AFB, Texas in executing the Air Force Internal Information program.

(2) () Specific. Specific planning guidance will be provided by AFNEWS/II when provided information on the operation or exercise being planned for. Generally:

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(a) () Plan for the OL to operate out of a fixed location collocated with or in close proximity to the Air Force component command PA [FWD]. The team will arrive in theater with sufficient computer support, photographic, audio, and video equipment, and supplies to operate for 30 days. After 30 days, support will be provided by the Air Force component command. Support requirements will be outlined in TAB B to Appendix 5.

(b) () The team will obtain material suitable for use in all aspects of Air Force internal information. Outlets for the material include AOR local PA newsletters, the theater AFRTS network (when established), the theater newspaper or news letter, Air Force Radio News, Air Force Now, Airman Magazine, AFRTS outlets worldwide, and the Air Force News Service. Information will be furnished to other participating component commands when appropriate.

(c) () AFNEWS/IIO, News Operations, will be the repository for all releasable information for internal audiences in order to decrease the workload on component command PA rear staff.

(d) () Unit PA assets to devote 50 to 60 % of their time supporting the unit and AOR internal information program.

b. () Tasks. In separate subparagraphs, concisely list individual tasks assigned to each element of the supported and supporting command. For examples of specific support requirements refer to AFR 190-2.

Tab:

A--Internal Information Products (U)

B--Air Force Internal Information Program Support (U)

C--Internal Information Resource Requirements (U)

NOTE: Tab B is provided by AFNEWS/II and no sample is provided.

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TAB A TO APPENDIX 5 TO ANNEX F TO USAFE OPLAN 4123-97 (U)
INTERNAL INFORMATION PRODUCTS(U)

In this tab, provide a list of the number and kinds of products that must be developed in the AOR and those that must be developed by supporting PA forces to assure a successful internal information program. Assign responsibility for production to the appropriate authority. List coordination and communication requirements for the information. If release authority for information is different, product to product, note the proper release authority for each product. Prioritize the list to make it useful as a management tool in the event there are shortfalls in manning or a loss of communications capability.

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TAB C TO APPENDIX 5 TO ANNEX F TO USAFE OPLAN 4123-97 (U)
INTERNAL INFORMATION RESOURCE REQUIREMENTS(U)

() REFERENCES: List references necessary to understand this tab.

1. () List in this tab the equipment required for the Internal Information team that is in addition to the standard PA equipment package. Total equipment requirements will depend on the make up and mission objectives of the team. A list of equipment must be tailored for each plan being supported. The equipment package will be in addition to the standard XFFG3 UTC. When developing the list, factor in any known PA-available organic AOR support. The final equipment list to support the deployment must be coordinated with the deploying team chief. A non-standard UTC must be added to the TPFDD to provide transportation for the equipment package, or the XFFG3 UTC can be used for this purpose if the weight and cube of the package will approximate that UTC load.

2. () Communications equipment compatible with the communications system expected or documented to exist in the AOR should be identified. Both inter- and intratheater communications must be considered. Computer communications equipment must match both the AOR unit PA's and rear organization's capability for data transfer. Consider both hardware and software requirements. Advice on the selection of communications and computer equipment can be provided by HQ AFNEWS/SC.

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APPENDIX 6 TO ANNEX F TO USAFE OPLAN 4123-97 (U)
COMMUNITY RELATIONS (U)

No specific format for this appendix is prescribed. State the objectives of all community relations activities related to the execution of the plan. Coordinate planned activities with the POC for Civil Affairs to ensure compatibility with CA objectives.

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APPENDIX 7 TO ANNEX F TO USAFE OPLAN 4123-97 (U)
ARMED FORCES RADIO AND TELEVISION SERVICE (AFRTS) (U)

() REFERENCES: List references necessary to understand this appendix.

1. () SITUATION

a. () Enemy. Refer to Annex B.

b. () Friendly. Refer to Annex A.

c. () Assumptions. See the unified command plan Annex F.

d. () Resource Availability. Refer to Appendix 5.

e. () Planning Factors. List applicable planning factors.

f. () DOD AFRTS Doctrine: In wartime, a timely flow of information and news is essential to prevent rumors and to keep U.S. forces informed. Armed with the truth, American military personnel will not easily be misled or demoralized. The availability of radio and television programming in time of armed conflict is often the single most important factor in boosting the morale of U.S. combat forces.

2. () MISSION. The mission of the Armed Forces Radio and Television Service (AFRTS) is twofold:

a. () To provide U.S. military commanders overseas and at sea with sufficient electronic media resources to effectively communicate Department of Defense, service-unique, theater, and local command information to personnel under their command.

b. () To provide U.S. military members, DOD civilians, and their families stationed outside the continental United States with the same type and quality of American radio and television information and entertainment that would be available to them if they were in the continental United States.

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3. () EXECUTION

a. () Concept of Operations. The following are essential AFRTS wartime services available to the unified commander:

(1) () International and national broadcast news service.

(2) () Capability for Command and local internal information announcements.

(3) () Capability for local internal information announcements in support of Noncombatant Evacuation Operations (NEO).

(4) () A media for selected operational announcements, e.g. air raid, emergency announcements, chemical alert, all clear, etc.

b. () Tasks. The mission essential tasks for AFRTS operations can be found in the unified command plan Annex F. The AFCC planner must understand AFRTS capability to fully plan to use the service to support the commander.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Identify any specific support required.

b. () Administration. Identify administrative and reporting requirements and procedures.

5. () COMMAND AND SIGNAL

a. () Command Relationships. The unified command assumes operational control of all allocated AFRTS assets in that AOR.

(1) () The senior broadcast representative becomes a member of the unified command PA staff and commander of a unified command organization responsible for theater AFRTS assets.

(a) () Acts as the unified command primary POC on in-theater AFRTS matters.

(b) () Represents the unified command in dealings with AFIS to meet theater AFRTS support requirements.

(c) () Includes a joint support staff to represent service unique support and public affairs requirements, both to the component and military department levels.

(2) () If AFRTS wartime service is requested by unified commands without existing AFRTS support to their AOR, the unified command will be assigned broadcast service staff members and mobile assets from the military broadcast services.

b. () C3 Systems. Identify C3 systems requirements or refer to Annex K.

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APPENDIX 8 TO ANNEX F TO USAFE OPLAN 4123-97 (U)
ARMY/AIR FORCE HOMETOWN NEWS SUPPORT (U)

1. () GENERAL. This appendix will provide direction to local PAOs on how to use Hometown News services. Hometown News Service can assist in the successful public acceptance of the execution of planned-for activities. The role of the function is to gain and increase citizen and local community support for the military, the mobilization and the war effort. Hometown News can positively influence public support in two ways: through its hometown news releases and through its features production service.

a. () Hometown news releases (DD Forms 2266) will be handled in accordance with AFPD 35-2, and the following:

(1) () Maintain a local record of completed releases to include the date completed, subject, and the date forwarded to the Hometown News Service.

(2) () Notify the Hometown News Service of a major change in status (KIA, MIA etc.) of individuals submitting a release if the change occurs within 10 days of the day the release was forwarded.

b. () The Hometown News Service Features Teams are tasked to provide print, radio, and television features on Army and Air Force deployed units and personnel during contingency and war. The features are provided to local news and entertainment outlets for presentation to the American public. When planning for features teams to document activities for release to the general public, anticipate the teams to be TDY for one to two weeks in the AOR and needing PAO escort. Consider the need for transportation, lodging, and the availability of subjects for interviews. The teams will carry all necessary technical equipment. Coordinate all requirements for features teams with AFNEWS/HN, Kelly AFB, TX 78241-5000.

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ANNEX G TO COMUSAFE OPLAN 4123-97 (U)
CIVIL AFFAIRS (U)

- () REFERENCES List references that establish general guidance applicable to conducting civil affairs activities, including inter-allied and civil-military agreements affecting civil affairs functions in the area of operations.

- 1. () SITUATION
 - a. () Enemy. Refer to Annex B, Intelligence, for more information about the enemy. Assess the impact of enemy capabilities and the probable course of action on the civil affairs situation, with particular emphasis on identifying requirements for civil affairs functions and activities. When military operations are planned to enter enemy territory, summarize the civil affairs situation expected to exist there, including governmental institutions, customs and attitudes of the population, and availability of indigenous resources.

 - b. () Friendly. State the civil affairs functions to be performed by authorities of the United States and friendly governments in the area of operations. Indicate what, if any, civil activities are to be conducted within the area of operations by military forces external to the originating command. If applicable, identify the local indigenous assets that are available to support and assist in civil affairs activities.

 - c. () Assumptions. List the basic assumptions on which civil affairs planning is based. Give particular attention to enemy courses of action, availability of indigenous resources, and conclusion of necessary agreements with foreign governments on forces.

 - d. () Resource Availability. List resource availability.

 - e. () Planning Factors. List applicable planning factors.

- 2. () MISSION. State the civil affairs mission to support the basic plan.

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3. () EXECUTION. In the necessary detail, describe possible civil affairs activities ranging from civil-military liaison in the area of operations to military assumption of full governmental powers. Outline the wide range of functions which may be required within the area of operations or between phases of the operation and discuss alternative plans. Use appendices as necessary to provide lengthy and detailed guidance.

a. () Concept of Operations. As a minimum, include:

(1) () Guidance on how civil affairs activities are expected to support the force in accomplishing its mission.

(2) () The concept and procedures for coordinating civil affairs activities with tactical operations, including appropriate phasing. Indicate the mutual support to be shared between civil affairs activities and PSYOP, intelligence collection, rear area security, and logistic operation.

(3) () The planned allocation and guidance for the use of military units and resources for the performance of civil affairs functions.

(4) () A breakdown of the principal civil affairs functions to be performed within the command area, including any significant variations by country, state, or region.

b. () Tasks. In separate subparagraphs, assign individual tasks and responsibilities to subordinate commands.

c. () Delegation of Authority. In separate sub-paragraphs, provide clear and concise statements of the authority granted to subordinate commanders for the exercise of civil affairs functions.

d. () Coordinating Instructions. Provide necessary guidance applicable to two or more subordinate commands. Include guidance as necessary for:

(1) () Establishing civil affairs boundaries.

(2) () Formalizing liaison arrangements with allied forces and between subordinate commands.

(3) () Establishing claims policy.

(4) () Negotiating and applying status-of-forces agreements.

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- (5) () Providing liaison and coordination with US Government agencies.
- (6) () Issuing proclamations to the civil populace.
- (7) () Providing liaison and coordination with host-country or other friendly governments.
- (8) () Establishing emergency measures for defense of civil populations.

4. () ADMINISTRATION AND LOGISTICS

- a. () Logistics. State any applicable requirements to maintain military equipment and supplies for supporting civil affairs functions. Refer to Annex D, Logistics for more information on logistic procedures.
- b. () Administration. Establish any necessary administrative reporting requirements.
- c. () Civilian Personnel. Estimate the local civilian labor required and available to support military operations. Refer to Annex E, Personnel for policies on the employment of civilian personnel.
- d. () Civilian Facilities and Supplies. Estimate the local civilian facilities and supplies required and available to support the operation. Refer to Annex D, Logistics for more detailed guidance.
- e. () Military Government. When a military government is to be established, or whenever the military assumes partial authority over legislative, executive, and judicial functions, provide guidance on these affairs:
 - (1) () Governmental affairs, including:
 - (a) () Civil administration.
 - (b) () Tribunals.
 - (c) () Public safety.
 - (d) () Public health.
 - (e) () Public welfare.
 - (f) () Public education.

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- (g) () Labor.
- (h) () Public finance.
- (i) () Civil defense.
- (j) () Diplomatic relations.
- (2) () Economic affairs, such as:
 - (a) () Economics and commerce.
 - (b) () Food and agriculture.
 - (c) () Property control.
 - (d) () Civilian supply.
- (3) () Public facilities affairs, such as:
 - (a) () Public works and utilities.
 - (b) () Public communications.
 - (c) () Public transportation.
 - (d) () Public imprisonment institution.
- (4) () Special affairs, to include:
 - (a) () Displaced persons, refugees, and evacuees.
 - (b) () Civil information.
 - (c) () Arts, monuments, and archives.
 - (d) () Religious relations.
 - (e) () Burial and registration of civilian dead.
- 5. () COMMAND AND SIGNAL
 - a. () Command Relationships. Indicate the difference, if any, between the command channels for conducting civil affairs activities and the command relationships established in Annex J. If applicable, state requirements for augmentation of appropriate headquarters with civil affairs personnel.

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b. () C3 Systems. Refer to the appropriate section of Annex K for command and control information. Provide pertinent extracts of information included in Annex K or the basic plan for supporting civil affairs activities.

t/
General, USAF
Commander

Appendices:

NOTE: There are no specified appendices but they may be included as necessary for lengthy or detailed guidance.

OFFICIAL:

s/
t/
Colonel, USAF
Position

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ANNEX H TO COMUSAFE OPLAN 4123-97 (U)
WEATHER OPERATIONS (U)

- () REFERENCES: List references which provide additional guidance and information required for use with this annex.
1. () SITUATION
- a. () Enemy. Refer to Annex B.
- b. () Friendly. Identify allied and other services' weather operations available to assist, or allied or other service requirements to be met in the execution of this plan.
- c. () Assumptions. State the assumptions impacting on the weather operations required by the plan. Include realistic estimates of the availability of data and facilities in the area of operations, availability of support from non-US and US non-military agencies, and the feasibility of obtaining environmental data from satellites.
- d. () Resource Availability. List resource availability.
- e. () Planning Factors. Comply with established doctrine and policy. Highlight in this paragraph selected policies, doctrines, or procedures which need particular emphasis. Identify deviations from standard practices and include any additional procedures peculiar to the operation which are authorized by the plan.
2. () MISSION. State in a clear, concise statement the objectives of weather operations in support of the plan.
3. () EXECUTION
- a. () Concept of Operations. Describe the concept of weather operations and explain how weather operations will function during the implementation of the plan.
- b. () Tasks and Responsibilities. In separate subparagraphs for each tasked weather unit or friendly forces, assign individual tasks and responsibilities. Be sure to include centralized support and production responsibilities as well as space and terrestrial environmental support to the operation (include details on space operations in Annex N). Assign responsibilities to specific commands and, where feasible, to specific units. Ensure procedures for notification of severe weather events mesh with those identified in the Force Protection appendix of Annex C, Operations.

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c. () Coordinating Instructions. Include the instructions necessary for the coordination of weather operations by all tasked commands and units.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Provide guidance on how weather logistics support are to be furnished. As applicable, include details in Annex D and reference pertinent command directives for more guidance.

b. () Administration. Identify administrative support and reporting requirements and procedures.

5. () COMMAND AND CONTROL

a. () Command Relationships. Outline the operational control of weather forces. Refer to Annex J.

b. () C4 Systems. Summarize the scope and type of weather C4 system requirements applicable to the operation. Details on the weather communication concept, architecture, and requirements will be coordinated with the communications functional manager and included in Annex K.

(1) () Provide instructions to cover periods during which communication circuits are not operational.

(2) () Provide instructions for implementation of control of meteorological information (METCON).

t/
General, USAF
Commander

NOTE: Appendices may be used as required for lengthy or detailed guidance. The Plan Summary should identify significant weather factors that may influence operations or impact plan implementation. Annex B, SITUATION, will include detailed environmental information about the area of operations. Climatic data can be included in appendices to Annex B or H.

OFFICIAL:

s/
t/
Colonel, USAF
Position

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ANNEX J TO COMUSAFE OPLAN 4123-97 (U)
COMMAND RELATIONSHIPS (U)

() REFERENCES List documents providing necessary guidance on the command relationships of forces concerned.

1. () GENERAL

a. () Purpose. Use this annex to establish the relationships between the supported commander and these agencies:

- (1) () The National Command Authority (NCA).
- (2) () Other unified and specified commands.
- (3) () International commands and organizations.
- (4) () Service component commanders.
- (5) () Subordinate uniservice forces and JTFs.
- (6) () Coordinating authorities.
- (7) () Other subordinate military activities, such as military assistance groups and missions.
- (8) () Transportation Operating Commands (TOCs).
- (9) () US diplomatic missions.
- (10) () Government departments or agencies supporting the operations.
- (11) () Forces and agencies of other nations.
- (12) () Non-governmental organizations (NGOs) and private voluntary organizations (PVOs).

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b. () Scope. Specify the scope and applicability of the command relationships established in this annex in terms of specific military operations or functions, specific geographical limitations, and timing or circumstances which cause these command relationships to become effective.

2. () COMMAND LINES

a. () Service Components. Indicate the command lines to service components of the force and to subordinate elements, as appropriate.

b. () Other Subordinate Commands. Indicate the command lines to subordinate commanders established to conduct this operation and the conditions for their assuming operational control of assigned forces.

c. () Augmentation Forces. Indicate the purpose, time, and approximate duration of the attachment, and the degree of authority over and responsibility for the augmentation forces.

3. () SUPPORT AND COORDINATION RELATIONSHIPS

a. () Supporting Military Forces. Indicate the relationships to be established with military organizations operating to support the originating command.

b. () Coordinating Authorities. As necessary, assign a commander or another person the responsibility of coordinating specific functions or activities.

c. () Supporting Agencies. Indicate the relationships among the elements of the force and any supporting agencies, such as USIA. Refer to other annexes or appendices, as needed, for specific guidance.

d. () Inter-Service Support Arrangements. Refer to Annex D, paragraph 2b, Interservice Logistics Support, for more detailed guidance.

e. () Coordination with Diplomatic Agencies. Indicate any requirements for coordination with chiefs of US diplomatic missions that are not included elsewhere in the plan and state who is responsible for the coordination.

f. () Coordination with NGOs and PVOs. Indicate the relationships between military organizations and NGOs/PVOs operating in the area, if required. Indicate any requirements for coordination with these organizations and/or any US agencies who might be working directly with these agencies.

4. () RELATIONSHIPS WITH INTERNATIONAL AND FOREIGN COMMANDS AND ORGANIZATIONS.

Indicate command arrangements or relations to be established with international commands and organizations (such as the North Atlantic Treaty Organization and North American Air Defense Command), and with foreign military commands. Indicate the conditions under which such relations are planned to become effective.

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5. () PLANNING RELATIONSHIPS. Specify any relationships between military commands which are to be established for the purpose of developing supporting plans. When necessary, include requirements for coordination with other-nation commands and non-military agencies.

t/
General, USAF
Commander

Appendix:

1--Command Relationships Diagram

OFFICIAL:

s/
t/
Major General, USAF
Position

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APPENDIX 1 TO ANNEX J TO COMUSAFE OPLAN 4123-97 (U)
COMMAND RELATIONSHIPS DIAGRAM (U)

() No specific format for this appendix is prescribed. However, the diagram should include only the level of detail essential to a clear understanding of command lines and supporting arrangements. If applicable, coordination lines effective upon execution of the OPORD should be shown.

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ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
COMMUNICATIONS AND INFORMATION (U)

1. () REFERENCES: List references required for a complete understanding of this annex. Include complementary plans, publications, command, control, communication and computer (C4) systems policy documents. The previous Annex U (Information Management) and Appendix 5 to Annex E (Postal), Appendix 12 to Annex C (Visual Information and Combat Camera Documentation) are now incorporated in Annex K. Also refer to Annex A (Task Organization), and Annex B (Intelligence), Annex H (Weather Operations), Annex J (Command Relationships). Coordinate with the Operations community for air traffic control systems and unmanned aerial vehicles (UAVs) requirements. The following publications provide further guidance for this annex:
- a. AFI 33-1, *Command, Control, Communications, and Computer (C4) Systems*.
 - b. AFI 33-101, *Communications and Information Management Guidance and Responsibilities*.
 - c. AFI 33-113, *Telecommunications Centers and Data Processing Centers Management*.
 - d. AFI 33-111, *Telephone Systems Management*.
 - e. AFI 33-118, *Radio Frequency Spectrum*.
 - f. Joint Publication 1-02, *DOD Dictionary of Military and Associated Terms*.
 - g. Joint Publication 5-02.0, *Joint Operations Planning System*.
 - h. Joint Publication 6-05 (Vols. I-VII), *Manual for Deploying Joint Tactical Communications Systems*.
 - i. DCAC 310-65-1, *Circuit and Trunk File Data Elements and Codes Manual of the Defense Communications System (DCS)*.
 - j. DCAC 310-130-1, *Submission of Telecommunications Service Requests*.
 - k. DCAC 350-135-1, *Defense Commercial Communications Acquisition Procedures*.

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l. Allied Communications Publication 100 (ACP 100), US Sup 1, *US Call Sign and Address Group System Instructions*.

m. ACP 121 (F), *Communications Instructions -- General*.

n. ACP 121, US Sup 1 (F), *Communications Instructions -- General*.

o. ACP 122 (D), *Communications Instructions -- Security*.

p. ACP 125 (E), *Communications Instructions -- Radiotelephone Procedures*.

q. ACP 131 (D), *Communications Instructions -- Operating Signals*.

r. ACP 131, US Sup 1 (D), *Communications Instructions -- Operating Signals*.

s. ACP 150 (D), *Recognition and Identification Instructions -- Air, Land, and Sea Forces Routing*.

t. ACP 160, US Sup 1 (C), *IFF Mark XII -- Standing Operating Procedures for the Identification of Friendly Military Aircraft and Ships*.

u. ACP 167 (F), *Glossary of Communications-Electronics Terms*.

v. ACP 190, US Sup 1 (B), *Guide to Frequency Planning*.

w. Joint Army, Navy, Air Force Publication (JANAP) 128 (I), *Automatic Digital Network (AUTODIN) Operating Procedures*.

x. JANAP 137 (B), *Digital Subscriber Network (DSN) Operating Procedures*.

y. DOD Directive 3222.3, AF Sup 1, *Air Force Electromagnetic Compatibility Program*.

z. DOD Directive 4650.1, *Management and Use of the Radio Frequency Spectrum*.

aa. AFI 10-403, *Deployment Planning*.

bb. AFI 10-1101, *Operations Security (OPSEC) Instructions*.

cc. AFI 10-704, *Military Deception Program*.

dd. TACP 55-19, *Joint Command, Control, and Communications Countermeasures (C3CM)*.

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2. () SITUATION

a. () Enemy. Refer to Annex B (Intelligence). Assess in detail enemy counter-C4 and signal-intercept capabilities that may threaten or constrain effective friendly command and control. In addition to capabilities that represent a threat to a successful of the C4 mission, list all enemy vulnerabilities (e.g., communications assets) that may be exploited by friendly forces.

b. () Friendly. Provide an analysis of friendly C4 facilities, resources, and organizations which affect the planning of subordinate commands. Indicate the manner in which these C4 forces not included in the task organization can cooperate to support the operation. Place special emphasis on listing applicable international bilateral arrangements, such as those through DISA (the Defense Information Systems Agency) that have been made to obtain or provide C4 support.

c. () Assumptions. State the assumptions which establish essential criteria for developing the C4 annex (for example, availability of mobile or transportable CJCS- or Service-controlled assets and security of key facilities outside the combat zone). Focus assumptions on the conditions expected to exist during the execution of the plan. Indicate alternatives if the situation does not develop as anticipated.

d. () Resource Availability. List resource availability. In a deliberate planning environment, notional forces are apportioned by the JSCP. List in-place resources planned or being considered for use.

e. () Planning Factors. Make maximum use of established doctrine. Include the guidance necessary for the coordination of command and control support by all tasked commands and agencies. Highlight selected policies, doctrines, or procedures that are in the references but which need particular emphasis. State completely any procedures that have not previously been published but that are to be followed during the operation. State any deviations from standard practices which are authorized by the plan. Consider commonly-overlooked requirements such as COMSEC, frequencies, satellite access, host nation approval, rotation policy, commercialization of tactical capabilities, etc.

3. () MISSION. State the C4 mission in terms of the overall operation. Inform the executing commands of the C4 systems and procedures required to support the operation. Define the broad tasks and the purposes in order to establish a basis for integrating and coordinating actions to be taken. Attempt to prioritize capabilities required.

NOTE: The statement of the C4 mission may require several subparagraphs in view of the many aspects of C4 support.

4. () EXECUTION

a. () Operational Concept. Describe briefly, in narrative form, how the entire operation is visualized. Place particular emphasis on those aspects of the basic plan that establish C4 requirements and affect C4 capabilities and limitations.

b. () Tasks. In a separate subparagraph for each subordinate component or other subdivision of the force, assign individual C4 tasks and responsibilities. Include instructions that apply only to that component or sub-division. Cover the entire course of action listed in paragraph 5 of the CINC's Commander's Estimate, stating the

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task and the unit that is to perform it. (Refer to JOPES, Volume I, Chapter 3, for Commander's Estimate format.) Inform each organization what must be done to carry out the C4 mission; however, do not specify how each unit should accomplish its mission. Include the when and where of the respective missions in the task assignment. Include only a brief narrative of the tasks in this paragraph. Present the details in the C4 system configuration in the appendices. In the final subparagraph, include the coordinating instructions common to all tasks assigned.

c. () Special Measures

(1) () Provide a separate subparagraph of information about each special measure or procedure (e.g., chemical warfare, equipment decontamination, etc.) that is not covered in paragraph 3a or b but that is necessary to support the mission. An example would be the requirement for Operations Security (OPSEC) and Communications Security (COMSEC) measures to operate in a secure, anti-jam mode.

(2) () Include information on C4 operations that are not part of the main effort. Explain who is going to perform the particular function of special measures, where it will be done, and what responsibilities the C4 unit of the task force will have in cooperating in the execution of these special measures. Some examples to consider are routing indicator allocations, frequency plans, electronic identification procedures, etc.

(3) () Discuss basic considerations for C4 Protection, referring to Appendix 2 for more detailed guidance.

(4) () Address communications security (COMSEC) in all OPLANs, either as an internal portion of Annex K or as an appendix. Address specific COMSEC measures and cryptomaterial considerations as a minimum. Refer to Appendix 1 for guidance in writing a COMSEC appendix.

5. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Provide broad instructions about logistic support for C4 operations. Direct users to references, including Annex D and current logistics instructions. Include wartime procedures for maintaining theater-wide C4 systems that are under contract and those items typically supported by contract maintenance (i.e., small computers, copiers, land mobile radios, STU-III telephones, etc) during peacetime. Since Annex K may be distributed separately, repeat important logistics coordination matters here even though they may have been covered in Annex D. Normally limit remarks in this paragraph to interservice C4 supply and maintenance matters, for example, assignment of logistic or maintenance responsibilities to a single component, or other cross-servicing arrangements. If the information is very detailed, prepare a logistics appendix to the C4 systems annex.

b. () Administration. Prescribe requirements for C4 administrative records and reports. Include other necessary guidance which relates to C4 support for joint operations but which is not covered in the topics previously discussed in this enclosure.

6. () COMMAND AND SIGNAL

a. () Command Relationships. Refer to Annex J. Establish systems control (SYSCON) hierarchy. Identify up-channel and down-channel reporting requirements.

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b. () C4 Systems. Briefly summarize the C4 systems required in support of plan execution, making necessary references to appropriate supporting appendices and those requirements listed in other annexes.

Appendices:

- 1--Communications Security
- 2--C4 Information Systems Protection
- 3--Communications Planning
- 4--Satellite Communications Planning
- 5--Spectrum Management Support
- 6--Video Teleconferencing (VTC) and Communications Requirements
- 7--Visual Information and Combat Camera Documentation
- 8--Information Management
- 9--Postal

NOTE: Additional appendices may be developed as necessary to describe special-purpose communications networks or systems, such as environmental services, air-to-ground, ship-to-shore, or air defense communications. Alternatively, these topics may be covered in tabs to the Communications Planning Appendix.

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APPENDIX 1 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
COMMUNICATIONS SECURITY (U)

- () REFERENCES: List references that provide the user with information and guidance relative to communications security for the plan being developed.

- 1. () PURPOSE. Briefly describe the operational situation and the supporting C-I systems. Summarize areas of the plan requiring COMSEC consideration. Place emphasis on common problem areas, such as, unclassified administrative and operational reporting, use of call signs, and physical security of COMSEC material.

- 2. () GENERAL. Provide general objectives, including transmission security, cryptosecurity, and physical security; all COMSEC needs and corrections required to protect the classified content of the plan; security of the supporting communications; COMSEC training; and general responsibilities and required policy guidance.

- 3. () EXECUTION
 - a. () Concept of COMSEC Support Operations. Outline specific COMSEC support requirements, including special intelligence support.

 - b. () Tasks. Provide specific tasks for participating and support organizations, including both cryptologistics and cryptologic organizations. Identify the component responsible for issuing cryptographic materials to other components. Provide guidance for obtaining cryptographic support.

 - c. () Coordinating Instructions. Provide specific procedures to ensure coordination among activities concerned.

- 4. () ADMINISTRATION AND LOGISTICS
 - a. () Logistics. Identify logistics support related to COMSEC activities. This section should include the issue, control, safeguarding, and destruction of COMSEC cryptographic materials. Identify the required COMSEC material that deployed units should possess at the start of deployed operations.

 - b. () Administration. Identify cryptologistics support responsibilities. Provide for controlling and reporting compromises of cryptomaterial.

- 5. () COMMAND AND SIGNAL
 - a. () Command Relationships. Identify command and control related to COMSEC surveillance activities. Provide for controlling COMSEC surveillance support activities.

 - b. () C4 Systems. Identify specific COMSEC keying material and systems (operations codes, authenticator systems, etc.) to be employed to support the overall operation.

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APPENDIX 2 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
C4 INFORMATION SYSTEMS PROTECTION(U)

() REFERENCES: List DOD, CJCS, service, or command directives, plans, or guidance documents pertinent to the conduct or support of C4 information systems protection activities. Coordinate with operations planners to develop this appendix.

1. () SITUATION

a. () Enemy. Refer to Annex B and the discussion on the enemy in Annex K for the basic situation. Highlight the capabilities of the enemy to disrupt, deceive, or destroy friendly C4 information systems and operations not already discussed in Annex K.

b. () Friendly. List the organizations which are not subordinate to this command but which are tasked to support the plan. List the specific tasks assigned to each in support of C4 information systems protection objectives envisaged in this OPLAN.

c. () Assumptions. List applicable assumptions (if any).

d. () Resource Availability. List resource availability.

e. () Planning Factors. List applicable planning factors.

2. () MISSION. Indicate how C4 information systems protection activities support accomplishing the mission assigned in the basic plan.

3. () EXECUTION

a. () Concept of Operations. Summarize the description of the environment, intended use, and broad security guidance. Include personnel clearance and access levels, the sensitivity assessment, security mode of operation, and both hardware and software security mechanisms and identify all intended connections and interfaces. Employ information protection tools, backups/recovery, and other procedures or tactics to thwart adversary lethal and nonlethal attacks on friendly C4 information systems. Include low system threats, vulnerabilities, and countermeasures are to be obtained and degrees (low, medium, high) of assurance for availability, integrity, confidentiality, and accountability.

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b. () Tasks. Identify a command element that is responsible for coordinating C4 information systems protection actions. In separate sub-paragraphs, assign tasks and responsibilities to each subordinate command in order to implement and accomplish C4 information systems protection actions (to include identifying C4 information systems protection vulnerabilities). Develop emergency recovery procedures in the event all protection measures fail.

c. () Coordinating Instructions

(1) () Phasing. Outline the C4 information systems protection phases that occur in each phase of the operation (planning, preparing to execute, execution, and post-execution). Show the sequence of activities in each phase keyed to the start of the phase and supported operational events.

(2) () Integration. Provide detailed instructions, as required, for integrating physical security and survivability measures, ECCM, deception, and OPSEC means of performing the C4 information systems protection mission. Provide instructions for the integrated use of electronic countermeasures (ECM) and destruction of enemy assets, if required, to accomplish the C4 information systems protection mission. Refer to counter-C4 discussions in Annex C if applicable.

(3) () Coordination. Provide guidance to facilitate coordination of elements involved in C4 information systems protection. Place emphasis on closed coordination with counter-C4, deception, OPSEC, electronic combat (EC), PSYOP, and other key planners that rely on friendly C4 information systems resources.

(4) () Security. Establish or provide reference for any special security or handling requirements for C4 information systems protection planning and actions envisaged by this appendix.

(5) () Reports. Reference operational reporting requirements necessary to effectively monitor C4 information systems protection activities.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Identify any specialized equipment supply requirements.

b. () Administration. Identify or reference any required administrative reports.

c. () Personnel. Identify any requirements for specialized personnel qualifications or augmentation.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Establish any special procedures required for the command and control of C4 protection actions.

b. () C4 Information Systems. Identify C4 information system requirements in support of C4 information system protection activities.

c. () Execution Checklist. Provide a checklist for actions to be accomplished to implement the C4 information system protection concept. (See JOPES, Volume II, Annex K, Appendix 3, for a sample listing.)

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APPENDIX 3 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
COMMUNICATIONS PLANNING (U)

- () REFERENCES: List references that provide the user a clear understanding of the communications considerations for the plan being developed.
- 1. () SITUATION. Briefly summarize the situation as it relates to communications planning.
- 2. () MISSION. Briefly state the mission of communications planning in terms of the objectives of Annex K and basic plan.
- 3. () EXECUTION
 - a. () Concept of Operations. Provide procedures in general terms for the development and operation of the communications systems.
 - b. () Tasks. Identify the tasks and responsibilities of the component commands and agencies to provide, install, or operate and maintain designated portions of the system. Establish the requirements for CINC staffs to coordinate with the Joint Staff prior to including CJCS-controlled assets in a plan to preclude dual tasking.
- 4. () ADMINISTRATION AND LOGISTICS. Briefly summarize administrative and logistics support.
- 5. () COMMAND AND SIGNAL
 - a. () Command Relationships. Refer to Annex J.

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b. () C4 Systems. Describe the desired connectivity of the system. Develop appendices and tabs as required to further describe the system. Cover aspects such as nodal point, time-phasing charts, system configuration diagrams, restoral, alt-route, minimize, system management and control, and degradation procedures for, but not limited to phones, message service, e-mail, CTAPS, and other capabilities in the proper Tabs.

Tabs:

- A--Telephone Routing Tables
- B--Telephone Precedence Control
- C--DSN Access Guidance
- D--Morale Calls/Morale E-Mail Policy
- E--AUTODIN Message Routing Indicators
- F--AUTODIN Message Altroute Procedures
- G--NIPRNET and SIPRNET Routing Tables
- H--Message Switch Network
- I--Single Channel Command and Control (C2) Radio Networks
- J--Record Communications
- K--Telephone Switch/Trunking Network
- L--Contingency Theater Automated Planning System (CTAPS) Network

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TAB A TO APPENDIX 3 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
TELEPHONE ROUTING TABLES

NOTES:

1. Overall telephone/switching diagram, to include area codes, preaffiliation list (PRSL), switch codes.

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TAB B TO APPENDIX 3 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
TELEPHONE PRECEDENCE CONTROL

NOTES:

1. Include Air Force-only listing with precedence for the specific site.
2. Publish telephone directory or if using the Joint Proaffiliation Listing (JPAL), search TTC-39.

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TAB C TO APPENDIX 3 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
DSN ACCESS GUIDANCE

NOTES:

1. Include Air Force-only listing with access authorization for the specific site.
2. Do leased access at end point to gain most access of entry point.
 - a. Ensure sufficient DSN connectivity at DISA Standardized Tactical Entry Points.
 - b. Consider leased DSN connectivity.

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TAB D TO APPENDIX 3 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
MORALE CALL/MORALE E-MAIL POLICY

NOTES:

1. Publicize CINC's policy establishing access, time limits, frequency of use, etc.
2. Publish locations listing of DSN-access phones and computers authorized for morale calls/e-mail use.

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TAB E TO APPENDIX 3 TO ANNEX K TO CINUSAFE OPLAN 4123-97
AUTODIN ADDRESS MESSAGE ROUTING INDICATORS

NOTES:

1. Publish AUTODIN Address Message Routing Indicators
2. Publish Plain Language Address Listing

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TAB F TO APPENDIX 3 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
AUTODIN MESSAGE ALTRROUTE PROCEDURES

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TAB G TO APPENDIX 3 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
NIPRNET AND SIPRNET ROUTING TABLES

NOTES:

1. Router -- Identify NIPRNET and SIPRNET routers.
2. IP Address -- Identify IP address used at specific site.
3. Host Names/Submasks -- Identify host names and submasks.
4. Protocol -- Identify protocols being used at each site.

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TAB H TO APPENDIX 3 TO COMUSAFE OPLAN 4123-97 (U)
MESSAGE SWITCHING NETWORK

The following diagrams serve as the baseline for any message switching network needed to support deployed AF operations. These diagrams are based on traditional networks and will be modified to meet the current situation. When filled in, these diagrams should be considered CLASSIFIED as they identify our network capabilities.

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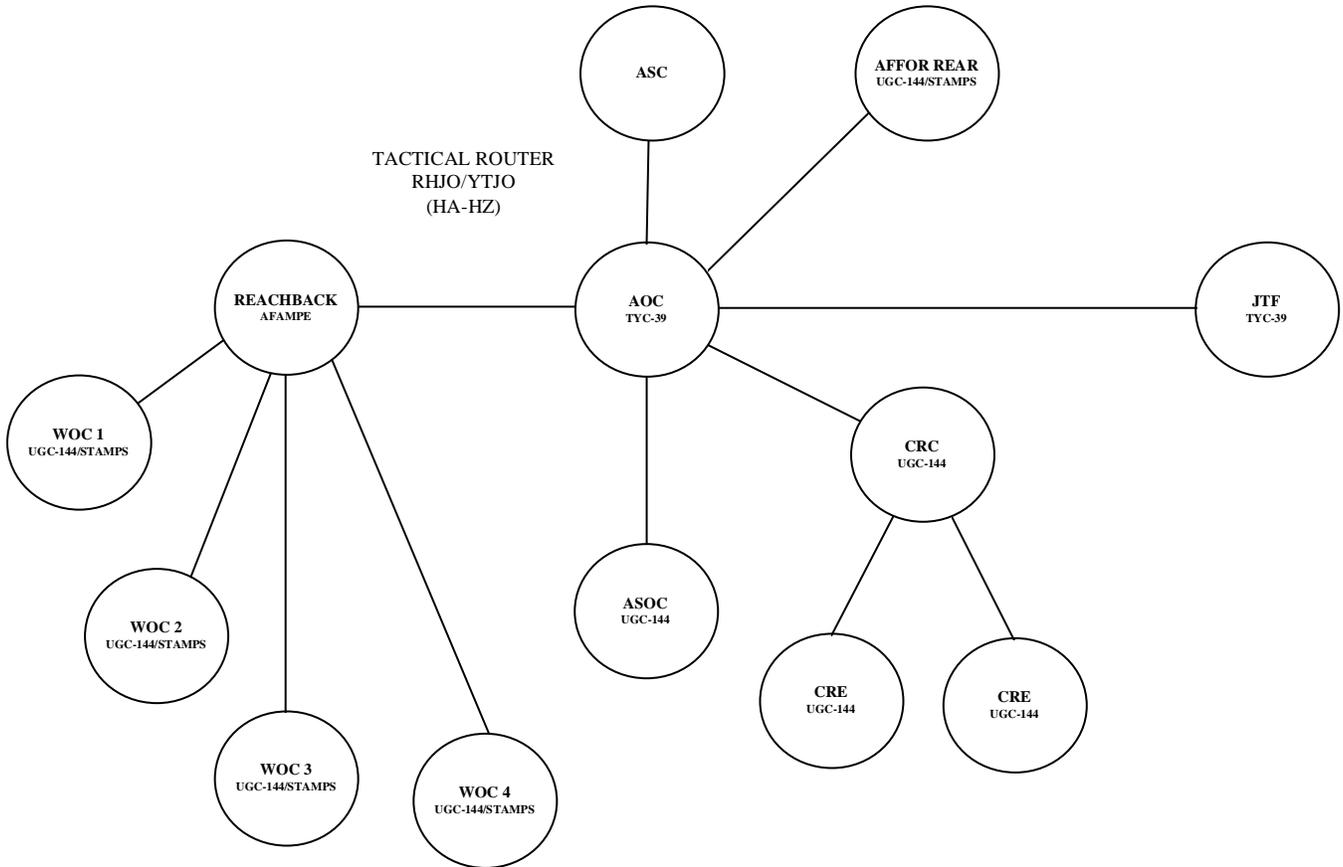
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MESSAGE SWITCH NETWORK (SUSTAINING)



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TAB I TO APPENDIX 3 TO ANNEX K TO COMUSAFE OPLAN 4123-97(U)
SINGLE CHANNEL COMMAND AND CONTROL (C2) RADIO NETWORKS

1. GENERAL. The following command and control network descriptions explain the majority of the single channel C2 nets required to support deployed AF operations. Additional net information (frequencies, channels, COMSEC, members, etc.) will be provided by separate message upon implementation of this plan. Information concerning Air Mobility Command net requirements are shown in tab

2. CINC NET DESCRIPTIONS.

a. CINC Command Net (CINC 1). A secure UHF TACSAT voice net connecting supported CINC, CJTF, and CINC designated subordinates (including the on-site commander).

Net Members: TBP
NCS: CINC
Operating Parameters: To Be Published (TBP)

b. CINC Command Net (CINC 1A). A secure HF-SSB voice net connecting the CINC, CJTF, and selected CINC designated subordinates (including the on-site commander).

Net Members: TBP
NCS: CINC
Operating Parameter: TBP

c. Command Data Net (CINC 3). A secure HF-SSB data net between supported CINC and CJTF. NOTE: May also be routed over available DCS-Tactical paths.

Net Members: TBP
NCS: CINC
Operating Parameters: TBP

d. Command Data Net (CINC 3A). A secure HF-SSB data net between supported CINC and CJTF. NOTE: May also be routed over available DCS-Tactical paths.

Net Members: TBP
NCS: CINC
Operating Parameters: TBP

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e. Command Data Net (CINC 3B). A secure HF-SSB data net between supported CINC and COMDEFCON.
NOTE: May also be routed over available DCS-Tactical paths.

Net Members: TBP
NCS: CINC
Operating Parameters: TBP

f. CINC Special Intelligence Net (CINC 4). A secure UHF TACSAT data net linking supported CINC, CJTF, and selected special intelligence elements.

Net Members: TBP
NCS: CJTF
Operating Parameters: TBP

g. Special Intelligence Teletype Circuit (CINC 5). A secure duplex 100 WPM data circuit between CINCACOM and CJTF. Circuit becomes operational upon activation of CJTF in the objective area.

NCS: CINCACOM
Operating Parameters: Routed over DISA DSCS or other DCS paths.

h. Special Intelligence Teletype Circuit (CINC 5A). A secure duplex 100 WPM data circuit between CINCACOM and CJTF 140 when forward deployed. Circuit is to become operational upon activation of CJTF 140 by CINCACOM.

NCS: CINCACOM
Operating Parameters: Routed over Navy tactical paths if CJTF 140 is embarked on a Navy ship (JTF-8A) or via DISA DSCS or other DCS paths if CJTF 140 is forward deployed ashore (JTF-9A).

i. Missile Defense Warning (CINC 6). A secure UHF TACSAT voice net connecting supported CINC, CJTF, and CINC designated subordinates (including the on-site commander).

Net Members: TBP
NCS: CINC
Operating Parameters: TBP

3. JTF NET DESCRIPTIONS.

a. Embassy Emergency-Voice Command Net (JTF-3). Both secure and nonsecure HF-SSB voice net between military commanders and Embassy in area of the crisis.

NCS: CJTF
Operating Parameters: TBP

b. Embassy Emergency-Voice Command Net (JTF-3A). A secure VHF-FM voice net between military commanders and Embassy in area of the crisis.

NCS: CJTF
Operating Parameters: TBP

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c. Embassy Emergency-Data Command Net (JTF-3B). A secure HF-SSB data net between military commanders and Embassy in area of the crisis.

NCS: CJTF

Operating Parameters: TBP

d. Non-Combatant Evacuation Net (JTF-6). A secure UHF TACSAT voice net activated by CJTF or senior objective area commander to link selected evacuation points and elements being evacuated.

NCS: CJTF

Operating Parameters: TBP

e. Non-Combatant Evacuation Net (JTF-6A). A nonsecure HF-SSB voice net activated by CJTF or senior objective area commander to link selected evacuation points and elements being evacuated.

NCS: CJTF

Operating Parameters: TBP

f. Joint Medical Regulation Net (JTF-7). A nonsecure HF-SSB voice net linking CJTF-designated medical authorities.

Net Members: Determined by CJTF-CJTF.

NCS: CJTF

Operating Parameters: TBP

g. Joint Medical Regulation Net (JTF-7A). A nonsecure VHF-FM voice net linking CJTF-designated medical authorities.

Net Members: Determined by CJTF.

NCS: CJTF

Operating Parameters: TBP

h. JTF Objective Area Intelligence Net (JTF-10A). A secure UHF TACSAT net linking supported CINC, CJTF, and selected intelligence elements.

NCS: CJTF

Operating Parameters: TBP

i. JTF Objective Area Special Intelligence Net (JTF-10C). A secure UHF TACSAT between CJTF and subordinate-supporting commanders.

NCS: CJTF

Operating Parameters: TBP

j. Joint Command Net (JTF-11). A secure UHF TACSAT voice between CJTF and components.

Net Members: CJTF, AFFOR, ARFOR, MARFOR, NAVFOR, SOCFOR, and other component elements.

NCS: CJTF

Operating Parameters: TBP

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k. Joint Command Net (JTF-11A). A secure HF-SSB voice (backup to JTF 11) between CJTF and components.

Net Members: CJTF, AFFOR, ARFOR, MARFOR, NAVFOR, SOCFOR, and other component elements.

NCS: CJTF

Operating Parameters: TBP

l. Joint Administrative-Logistics Net (JTF-12). A secure UHF TACSAT voice-facsimile net connecting CJTF and subordinate forces to coordinate routine administrative and logistical requirements.

NCS: CJTF

Operating Parameters: TBP

m. Joint Administrative-Logistics Net (JTF-12A). A secure HF-SSB voice (backup to JTF 12).

NCS: CJTF

Operating Parameters: TBP

n. Joint-Combined Search and Rescue (SAR) Net (JTF-17). A nonsecure HF-SSB voice net. Links SAR elements.

Net Members: On-scene surface & airborne search and tactical air control elements.

NCS: JSRC

Operating Parameters: TBP

o. Joint-Combined Search and Rescue (SAR) Net (JTF-17A). A nonsecure UHF voice net. Links SAR elements.

Net Members: On-scene surface & airborne search and tactical air control elements.

NCS: JSRC

Operating Parameters: TBP

p. Joint-Combined Search and Rescue (SAR) Net (JTF-17B). A nonsecure VHF-FM voice net linking SAR elements.

Net Members: On-scene surface & airborne search and tactical air control elements.

NCS: JSRC

Operating Parameters: TBP

q. JTF Communications Engineering Net (JTF-18). A secure HF-SSB voice net for coordination relating to communications systems operation.

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Net Members: CJTF, AFFOR, ARFOR, MARFOR, NAVFOR, SOCFOR, and other component elements.
NCS: JCCC
Operating Parameters: TBP

r. Joint Information Bureau Net (JTF-19). A nonsecure HF-SSB operated in accordance with special instructions promulgated by the supported CINC Joint Information Bureau.

Net Members: TBP
NCS: JIB
Operating Parameters: TBP

s. Joint Information Bureau Net (JTF-19A). A nonsecure VHF-FM operated in accordance with special instructions promulgated by the supported CINC Joint Information Bureau.

Net Members: TBP
NCS: JIB
Operating Parameters: TBP

t. JTF Objective Area Voice Command Net (JTF-23). A secure VHF-FM voice command net linking JTF forward-deployed element in the objective area with designated subordinates.

Net Members: CJTF and designated subordinates.
NCS: CJTF
Operating Parameters: TBP

u. Medical Evacuation Net (JTF-24). A nonsecure VHF-FM voice net. Links JTF units for purpose of medical evacuation.

Net Members: Determined by CJTF.
NCS: CJTF
Operating Parameters: TBP

v. Commander Joint PSYOPNET (JTF-70). Configuration to be promulgated when activation is required.

w. Joint Counter Intelligence Coordination Net (JTF-75). Configuration to be promulgated when activation is required.

x. Joint Supporting Arms Coordination Net (JTF-81). A secure HF-SSB voice nets for component forces to coordinate with CJTF concerning supporting arms for fire which impact outside of Task Force areas of operation.

Net Members: CJTF, NAVFOR, SACC, ARFOR TOC, MARFOR, FSIC-FSCC and NGF support group commander.
NCS: CJTF
Operating Parameters: TBP

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y. Joint Supporting Arms Coordination Net (JTF-81A). A secure VHF-FM voice nets for component forces to coordinate with CJTF concerning supporting arms for fire which impact outside of Task Force areas of operation.

Net Members: CJTF, NAVFOR, SACC, ARFOR TOC, MARFOR, FSIC-FSCC and NGF support group commander.

NCS: CJTF

Operating Parameters: TBP

z. Naval Fire Control (JTF-82). A secure or nonsecure HF-SSB voice net used to pass mission status and relief reports from the firing ships to CTF SACC.

Net Members: CTF SACC, all Naval Fire (NF) ships, Commander Naval Fire Support Group, FSCC and TOC.

NCS: CTF SACC

Operating Parameters: TBP

aa. Naval Fire Support Net (JTF-83). A secure HF-SSB voice net supporting requests for fire, ship assignments, and orders pertinent to execution of fires.

Net Members: All NF support ships, Commander Naval Fire Support Group, SACC, FSCC, TOC, ABCCC, and Sensor Application Team.

NCS: NFSG

Operating Parameters: TBP

ab. Naval Fire Ground Spot Net (JTF-84). A secure HF-SSB voice net between Shore Fire Control Party (SFCP) and assigned direct support gunfire ship.

NCS: SFCP

Operating Parameters: TBP

ac. Naval Fire Ground Spot Net (JTF-84A). A secure VHF-FM voice net between Shore Fire Control Party (SFCP) and assigned direct support gunfire ship.

NCS: SFCP

Operating Parameters: TBP

ad. Joint Link-up Net (JTF-85). A secure VHF-FM voice net to coordinate rendezvous of separate elements or the rejoining of detached elements to parent organizations (multiple discrete frequencies).

Net Members: TBP (mission specific)

Operating Parameters: TBP

ae. Naval Fire Ground Spot (Expansion Net) (JTF-86). A secure or nonsecure HF SSB net to call for and adjust fire for units of TF. Assignment of SFC SPOT net to firing ship and SFC SPOT team will be made by CTF SACC.

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Net Members: ANGLICO, SFC SPOT Teams, general and direct support ships assigned, Naval Fire liaison officer at BN, and CTF TOC.

NCS: TBP

Operating Parameters: TBP

af. Naval Fire Ground Spot (Expansion Net) (JTF-87). A secure or nonsecure HF SSB net to call for and adjust fire for units of TF. Assignment of SFC SPOT net to firing ship and SFC SPOT team will be made by CTF SACC.

Net Members: ANGLICO, SFC SPOT Teams, general and direct support ships assigned, Naval Fire liaison officer at BN, and CTF TOC.

NCS: TBP

Operating Parameters: TBP

ag. Naval Fire Ground Spot (Expansion Net) (JTF-88). A secure or nonsecure HF SSB net to call for and adjust fire for units of TF. Assignment of SFC SPOT net to firing ship and SFC SPOT team will be made on JTF-82 by CTF SACC.

Net Members: ANGLICO, SFC SPOT Teams, general and direct support ships assigned, Naval Fire liaison officer at BN, and CTF TOC.

NCS: TBP

Operating Parameters: TBP

ah. Naval Fire Ground Spot (Expansion Net) (JTF-89). A secure or nonsecure HF SSB net to call for and adjust fire for units of TF. Assignment of SFC SPOT net to firing ship and SFC SPOT team will be made on JTF-82 by CTF SACC.

Net Members: ANGLICO, SFC SPOT Teams, general and direct support ships assigned, Naval Fire liaison officer at BN, and CTF TOC.

NCS: TBP

Operating Parameters: TBP

ai. Naval Fire Ground Spot (Expansion Net) (JTF-90). A secure or nonsecure HF SSB net to call for and adjust fire for units of TF. Assignment of SFC SPOT net to firing ship and SFC SPOT team will be made on JTF-82 by CTF SACC.

Net Members: ANGLICO, SFC SPOT Teams, general and direct support ships assigned, Naval Fire liaison officer at BN, and CTF TOC.

NCS: TBP

Operating Parameters: TBP

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aj. Combined Forces Link-up Net (JTF-91). A nonsecure VHF-FM voice net to coordinate rendezvous of separate elements or the rejoining of detached elements to parent organizations (multiple discrete frequencies).

Net Members: TBP (mission specific)
NCS: TBP
Operating Parameters: TBP

ak. NF Airspot Control (JTF-93). A secure or nonsecure UHF voice net. Used by airborne spotter to call and adjust fire. Assignment of this net to an air spotter will be made over the Tactical Air Observation Net and to the firing ships will be made on JTF 83, Naval Fire Support. Only one fire mission at a time per net will be conducted.

Net Members: Air Spotter, Direct and General support ships assigned, Naval Fire Liaison Officer of the supported unit
NCS: TBP
Operating Parameters: TBP

al. NF Airspot Control (JTF-93B). A secure or nonsecure UHF voice net. Used by airborne spotter to call and adjust fire. Assignment of this net to an air spotter will be made over the Tactical Air Observation Net. Assignment of this net to the firing ships will be made on JTF 83, Naval Fire Support. Only one fire mission at a time per net will be conducted.

Net Members: Air Spotter, Direct and General support ships assigned, Naval Fire Liaison Officer of the supported unit.
NCS: TBP
Operating Parameters: TBP

4. JFACC NET DESCRIPTIONS.

a. Joint Air Coordination Net (AC-1). A secure UHF TACSAT voice net. Links military air control agencies for coordination of air operations within and adjacent to the objective area.

Net Members: CJTF, JFACC, AFFOR, ARFOR, MARFOR, NAVFOR, SOCFOR, AWACS, ABCCC, others as required-directed by CJTF.
NCS: JFACC
Operating Parameters: TBP

b. Joint Air Coordination Net (AC-1A). A secure HF-SSB voice net backup to UHF satellite net. Links military air control agencies for coordination of air operations within and adjacent to the objective area.

Net Members: CJTF, JFACC, AFFOR, ARFOR, MARFOR, NAVFOR, SOCFOR, AWACS, ABCCC, others as required-directed by CJTF.
NCS: JFACC
Operating Parameters: TBP

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c. Civil Air Control Common (AC-2). A nonsecure VHF voice net designated by FAA or Civil Air Route Traffic Control Center to be used by Air Force Air Traffic Control functions at CTF CRCs for control of civil aircraft movement in or through tactical airspace.

Net Members: Air control agencies, transient aircraft, AWACS and ABCCC (if applicable).
Operating Parameters: TBP

d. Tactical Air Traffic Control Net (AC-3). A nonsecure UHF voice net guarded by air control agencies of Navy and Marine TACS for initial report by tactical aircraft in support of CTF units. Also used by administrative and transient aircraft to establish contact with the applicable control agency. Circuit may also be used by Air Force Forces (AFFOR) elements for TACS-COMMON initial reporting net.

Net Members: Air control agencies, administrative and transient aircraft
Operating Parameters: TBP

e. Tactical Air Traffic Control Common (AC-3A) (Net Name is TATC CMN). A nonsecure VHF and UHF voice nets (COMMONS) guarded by all Air Force radar facilities for initial report by tactical aircraft in support of Air Force Forces (AFFOR) CRCs and CREs for control of civil and military aircraft movement in or through tactical airspace. Normally VHF is used for civil aircraft, UHF for military aircraft. These frequencies may also be

used for handoff to applicable agencies which provide guidance for Air Refueling activities (A-R TACANs and associated Voice Comms).

Net Members: Air control agencies (CRC, CRP, FACP). Airborne control elements (AWACS, ABCCC if applicable)
Operating Parameters: TBP

f. Tactical Air Direction Net (AC-4). A secure UHF voice nets provides for direction of aircraft in the conduct of a close air support (CAS) mission (multiple discrete frequencies).

Net Members: NAVFOR, TACC, DASC, ASOC, ABCCC, FACs, TACPs, CREs, AC-130s (as required), ANGLICO.
Operating Parameters: TBP

g. Fighter Air Direction-Combat Air Patrol-Air Defense Net (AC-5). A nonsecure UHF voice net supporting aircraft mission briefs and control of combat air patrol aircraft performing air defense alert, fighter escort, and-or threat intercept missions

Net Members: Navy, Marine, Air Force TACS facilities.
Operating Parameters: TBP

h. In-flight Report (AC-8). A nonsecure UHF voice. Links tactical air control systems and aircraft.

Net Members: Air Force TACS facilities, tactical aircraft.
NCS: TACS facility
Operating Parameters: TBP

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i. UHF Airborne Relay (AC-9). A secure-nonsecure UHF used to provide and extend point-to-point UHF voice communications between ground and surface elements.

Net Members: Ground elements, airborne relay, surface element.

Operating Parameters: TBP

j. UHF Airborne Relay (AC-9A). A secure-nonsecure UHF used to provide and extend point-to-point UHF data (LINK) communications between ground and surface elements.

Net Members: Ground elements, airborne relay, surface element.

Operating Parameters: TBP

k. Joint Air Support Coordination Net (AC-10). A secure HF-SSB voice net to coordinate immediate air support.

Net Members: CJTF, JFACC, ARFOR, MARFOR, AFFOR, NAVFOR, and SOCFOR.

NCS: JFACC

Operating Parameters: TBP

l. Joint Air Support Coordination Net (AC-10A). A secure VHF-FM voice net to coordinate immediate air support.

Net Members: CJTF, JFACC, ARFOR, MARFOR, AFFOR, NAVFOR, SOCFOR

NCS: JFACC

Operating Parameters: TBP

m. TADIL A/Link 11 (AC-11). A secure HF-SSB netted TADIL data link.

Net Members: AOC, air control agencies, and units who are TADIL A capable.

NCS: TBP

Operating Parameters: TBP

n. TADIL A/Link 11 (AC-11A). A secure UHF netted TADIL data link.

Net Members: AOC, air control agencies, and units who are TADIL A capable.

NCS: TBP

Operating Parameters: TBP

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o. TADIL J/Link 16 (AC-11B). A secure, jam resistant nodeless data link that uses the Joint Tactical Information Distribution System (JTIDS) and the protocols, conventions, and fixed-word message formats defined by the JTIDS Technical Interface Design Plan.

Net Members: AOC, TAOC, TACC, AFLOAT, ATDS, MPC, and others as applicable.

NCS: TBP

Operating Parameters: TBP

p. TADIL B/Link 11B (AC-13). A secure-non-secure full duplex HF point-to-point link that operates with continuous transmissions in both directions, utilizing serial transmission frame characteristics.

Net Members: AOC, TAOC, TACC AFLOAT, ATDS, MPC, others as applicable.

NCS: TBP

Operating Parameters: TBP

q. Interface Coordination Net (ICN) (AC-14). A secure HF-SSB voice dual-function net (Tactical weapon employment coordination-digital message & interface control).

Net Members: AOC, TAOC, AADCP, ATDS, MPC, others as applicable.

NCS: TBP

Operating Parameters: TBP

r. Track Supervision Net (TSN) (AC-15). A secure or nonsecure HF-SSB voice assisting units entering-exiting the interface.

Net Members: AOC, TAOC, AADCP, ATDS, MPC, others as applicable.

NCS: TBP

Operating Parameters: TBP

s. Track Supervision Net (TSN) (AC-15A). A secure or nonsecure UHF voice backup assisting units entering-exiting the interface.

Net Members: AOC, TAOC, AADCP, ATDS, MPC, others as applicable.

NCS: TBP

Operating Parameters: TBP

t. Datalink Coordination Net (DCN) (AC-16). A secure or nonsecure HF-SSB voice primary to coordinate equipment supporting TADIL operations.

Net Members: AOC, TAOC, AADCP, MPC, others as applicable.

NCS: TBP

Operating Parameters: TBP

u. Datalink Coordination Net (DCN) (AC-16A). A secure or nonsecure UHF voice backup to coordinate equipment supporting TADIL operations.

Net Members: AOC, TAOC, AADCP, MPC, others as applicable.

NCS: TBP

Operating Parameters: TBP

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v. Voice Product Net (VPN) (AC-17). A secure UHF voice net used to forward non-digital SIGINT information to other interface subscribers.

Net Members: AOC, airborne C2 aircraft, SIGINT aircraft, others as applicable.
NCS: TBP
Operating Parameters: TBP

w. SIS-Voice Product Net (SIS-VPN) (AC-17A). A secure UHF voice net used to forward non-digital SI-SIGINT information to other interface subscribers.

Net Members: Airborne C2 aircraft, SIGINT aircraft, others as applicable.
NCS: TBP
Operating Parameters: TBP

x. Tactical Air Request Net (TARN) (AC-18). A secure HF-SSB voice net to request immediate air support from air control agencies.

Net Members: AOC, NAVFOR TACC, DASC, ASOC, ABCCC, CREs, and TACPs.
NCS: TBP
Operating Parameters: TBP

y. Fighter Check-In Net (AC-19). A secure or nonsecure UHF voice net to direct joint fighter type aircraft missions.

Net Members: AWACS, other control aircraft and participating fighter aircraft.
NCS: TBP
Operating Parameters: TBP

z. Fighter Air Direction Net (AC-19A). A nonsecure UHF voice net to direct joint fighter type aircraft missions.

Net Members: AWACS, other control aircraft and participating fighter aircraft.
NCS: TBP
Operating Parameters: TBP

aa. Air Traffic Control (AC-20). A nonsecure UHF voice for air traffic control services.

Net Members: CRC, TACC-DASC ASHORE, others as applicable
NCS: TBP
Operating Parameters: TBP

ab. Air Traffic Control (AC-20A). A nonsecure VHF voice for air traffic control services.

Net Members: CRC, TACC-DASC ASHORE, others as applicable
NCS: TBP
Operating Parameters: TBP

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ac. Air Refueling (AC-23). Discrete A-A UHF voice frequencies (primary and secondary), paired with a specific Air Refueling TACAN, to be used for control of the air refueling operations. They will be used by TACS elements and tactical fighter aircraft engaged in air refueling to complete tanker rendezvous with the corresponding air-air TACAN frequencies-identifiers. Air Refueling frequencies and associated A-A TACANs will be assigned and published in the applicable Air Tasking Order (ATO).

Net Members: Specific Tanker aircraft and tactical aircraft.
NCS: TBP
Operating Parameters: TBP

ad. Helo Direction Net (AC-24). A nonsecure UHF voice net used to control helo assets in the JTF operating area (JTFOA).

Net Members: Helo control authorities.
NCS: TBP
Operating Parameters: TBP

ae. Helo Command Net (AC-25). A secure UHF voice net. Links Marine TACC and Naval helo support units.

Net Members: Marine TACC, Naval helo support units, others as applicable.
NCS: Marine TACC
Operating Parameters: TBP

5. AFFOR NET DESCRIPTIONS.

a. COMAFFOR Command Net (AFFOR-1). A secure UHF TACSAT voice net connecting supported COMAFFOR and designated subordinates (including the on-site commander).

Net Members: TBP
NCS: COMAFFOR
Operating Parameters: To Be Published (TBP)

b. COMAFFOR Command Net (AFFOR-1A). A secure HF-SSB voice net connecting the COMAFFOR and designated subordinates (including the on-site commander).

Net Members: TBP
NCS: COMAFFOR
Operating Parameter: TBP

6. AIR MOBILITY COMMAND NET DESCRIPTIONS. AMC relies on a combination of standing nets and additional nets required to support the specific operation. Information regarding these net requirements will be provided upon implementation of this plan.

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TAB J TO APPENDIX 3 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
RECORD COMMUNICATIONS

- 1. PURPOSE. To establish procedures for the preparation, transmission and distribution of message traffic.
- 2. GENERAL. The record communications (message) network is comprised of fixed and tactical facilities. Routing indicators and address indicator groups (AIG) will be provided by separate message upon execution of this plan.
- 3. PROCEDURES.

a. Message Preparation Format. Units will prepare messages using Joint, Army, Navy, Air Force Publication (JANAP) 128 and United States Message Text Format (USMTF).

b. Address Indicator Groups (AIG). If an AIG is used, AOC Plans will verify the members of the AIG and promulgate the AIG; AOC Plans will ensure the AIG stays current. If an AIG is Joint, it should be published five days prior to effective date. The promulgation message will indicate effective dates of the AIG.

c. ATO Receipt Acknowledgment Instructions. All ATOs will have the ZFF-4 signal in format line 4. Action addressee's servicing base communications center (BCC) will acknowledge receipt of their respective ATO with ZDF-2 service message. Information addressees need not acknowledge ATOs. BCCs are not to wait until all ATO sections have been received before generating the ZDF- 2 message. The originating station's BCC personnel will take follow-up action to ensure timely acknowledgments are received from all action addressees. ATO tracking personnel will telephonically track all ATOs and re-transmit sections, as necessary. The SYSCON will compile ATO transmission statistics for AFFOR headquarters personnel.

d. Message Processing Facility (MPF) and Distribution Office Function.

(1) Units serviced by the AFFOR MPF/IM: Message originators may deliver messages direct to the AFFOR MPF. A list of individuals authorized to receipt for messages must be provided to the AFFOR MPF by AFFOR IM (see tab 1).

(2) Units serviced by BCC/MPF at other locations: Deployed units are responsible for providing the BCC/MPF at their deployed location a list of individuals authorized to receipt for message (see tab 1).

(3) Individuals deployed to forward location who may require the use of the local BCC prior to the activation of the tactical circuits will be required to provide the MPF a letter, signed by his/her commander, authorizing them to pick up messages. The letter will indicate individual's name, rank, SSAN, clearance, effective dates, telephone number(s), and any special instructions such as, who to notify on messages after duty hours, etc.

(4) To enhance "writer-to-reader" service, it's imperative recipients respond expeditiously when notified that a message is available for pickup from the MPF, especially when FLASH and IMMEDIATE messages are involved.

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e. Encryption. Record communications will be transmitted by secure mode. Air Force daily crypto changeover schedules will be established by the ICP manager or net control stations (NCSs). Each NCS will ensure its connecting terminals are aware of the scheduled changeover time(s).

f. Backlog Reporting/Resolution.

(1) The importance of timely processing of ATOs and high precedence messages cannot be over-emphasized. In addition to the procedures required by this appendix, MPF supervisors are encouraged to establish firm local procedures to preclude any unnecessary delays in transmitting the ATOs. BCC/MPF supervisors will use whatever means are available to expedite message traffic. This includes courier service, HF radio operations, and helicopter support where available.

(2) The following general procedures apply to all communications facilities:

(a) When a potential backlog exists, be prepared to initiate corrective measures immediately. This may include calling up stand-by circuits, using available alt-route circuits, courier runs, or any other acceptable method that will effectively reduce message processing times. Significant backlog, as defined in ACP 121 US Sup 1(e), is "a backlog condition which exists when messages are unduly delayed at any point (e.g., receive bank, transmit bank, service section, crypto section, transceiver, etc.) within a communications facility because of insufficient available circuit capacity, personnel or processing equipment, which may require remedial (e.g., alternate routing, augmentation of personnel, airlift, reporting to higher authority, etc.)."

(b) Potential backlog situations that cannot be resolved at the local level will be immediately referred to the SYSCON or Communications Focal Point (CFP) for resolution.

(c) When reporting a backlog situation, the following information is required:

1. Total number of messages backlogged, by precedence.
2. Circuit(s) involved.
3. Any other pertinent information concerning the backlog (i.e., action taken to alt-route traffic, etc.).

(d) Telephonic follow-up reports will be required each half hour until the backlog condition is cleared.

g. Record Traffic Summary.

(1) Each deployed MPF will provide the AFFOR SYSCON with a daily message traffic summary for the period 0001-2400Z. The report will be transmitted NLT two hours after the period ends.

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(2) The daily summaries, using the USMTF GENTEXT format, will be transmitted by IMMEDIATE message and include the following information:

- (a) MPF submitting the report
- (b) Period the report covers
- (c) Traffic Statistics (in following order)

		ZZ	OO	PP	RR
Number Messages Received		XX	XX	XX	XX
Number Messages Sent	XX	XX	XX	XX	
Average In-Station Handling Times	XX	XX	XX	XX	
	(See note)				
Number Messages Exceeding Handling Time Criteria	XX	XX	XX	XX	

(d) Remarks (List any significant message backlogs experienced, explain excessive handling times, or other significant record traffic items, or "None", as appropriate).

NOTE: Average in-station handling time (HT) will be computed for originated messages as time of file (TOF) to time of transmission (TOT).

(3) Speed of service objective for each precedence is as follows:

PRECEDENCE	THRESHOLDS (IAW AFR 700-7)
FLASH (ZZ)	As fast as possible (within 10 minutes of receipt)
IMMEDIATE (OO)	Within 30 minutes of receipt
PRIORITY (PP)	Within 180 minutes of receipt
ROUTINE (RR)	Within 360 minutes of receipt

(4) Other record comm data may be required to assist the AFFOR/A6 staff in preparing briefings, statistical trend charts, etc.

h. Physical Protection and Inspection of Secure Areas. When operating a deployed tactical MPF van, the NCOIC or OIC will designate person(s) on each shift to perform an inspection of the secure areas. The person will inspect all vulnerable areas to detect any clandestine surveillance devices. Document this inspection and the inspector's name on the DD Form 1753, Master Station Log, and retain the log IAW MAJCOM disposition instructions.

i. Master Station Log Maintenance. All facility supervisors are strongly encouraged to keep very accurate and explicit records of events that occur regarding their facility and its operation. Lack of precise details regarding outages, interruptions, equipment problems, etc., has necessitated trying to locate off-duty operators and supervisors. When in doubt, document. Entries in the logs must clearly show name(s) of person, place, exact times, circuit number (if applicable), and brief narrative of events.

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5. CUSTOMER EDUCATION. Operators in tactical MPFs frequently encounter problems processing messages that are improperly prepared and/or handled by the customer. Improperly prepared messages contribute to bottlenecks and to messages being delayed. Some errors commonly committed by originators and typists are: lines of text exceeds 69 characters and spaces, FLASH messages that contain more than 100 words in length, incomplete addressee elements, originators hold several messages and deliver in bulk to the MPFs, messages not assigned precedence, etc. Compliance with the following information will help in preventing and eliminating some of the problems encountered by MPF operators.

a. Precedence. Some originators assign IMMEDIATE and PRIORITY precedence to routine administrative type messages. Such abuse of the precedence system causes the message to compete with urgent ones that warrant such precedence. Originators must refrain from using IMMEDIATE and PRIORITY precedence on routine messages. In addition, originators should be brief and concise in message text. flash and IMMEDIATE messages should not exceed 100 words. Keep essential information within 100 words, and extract the non-essential information, and send it by ROUTINE precedence message.

b. AIG Messages. If participants are going to use an AIG on messages addressed to a tactical MPF, they must provide the intended MPFs with a list of the addressees contained in the AIG. Otherwise, the MPF will not know to whom to address outgoing messages or deliver incoming messages. Avoid using AIGs not designated.

c. Minimize. If you are notified that MINIMIZE is in effect for record communications, do the following: (1) Review and comply with ACP 121 US Sup 1(e) and 2. Review messages to be released. Are they absolutely necessary to exercise support during the crisis situation? Can messages be sent by courier or mail instead of electrical transmission?

d. Special Category (SPECAT). A SPECAT designated message is a classified message identified with a special project or subject. The SPECAT designator identifies the message as requiring special handling beyond that given to it because of its security classification. Only personnel in the MPF, administration, and user channels who are properly cleared and authorized access may handle and view SPECAT designated messages. Direct processing of SPECAT messages between the releasing or distribution office and the MPF or between the MPF and the addressees is required unless local conditions call for intermediate handling. Personnel at such intermediate points must be cleared and authorized access to handle the SPECAT. MPFs have a special access list of personnel who may sign for SPECAT messages. The list will identify the specific SPECAT designator or code word they are authorized to release or receipt for.

e. Date-Time-Group Assignment. FLASH precedence messages will be delivered to the MPF as fast as possible after assignment of the date-time-group (DTG), and IMMEDIATE precedence delivered within 22 minutes. PRIORITY and ROUTINE messages will be delivered to the MPF within three and six hours, respectively, of the DTG.

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f. Message Preparation Requirements. Whenever possible, messages should be delivered to the MPF on a SARAH LITE message disk. For a paper message delivered on DD Form 173, the message preparer should:

- (1) Use upper case for all alpha characters.
- (2) Double space all lines.
- (3) Start each line against the left margin and not exceed 69 characters and spaces per line.
- (4) Limit characters in address elements to 45 characters and spaces.

g. Classification. On paper copy messages, stamp/print the security classification at the top and bottom of each page of the DD Form 173. If the message is unclassified, UNCLASSIFIED may be typed in the required spaces.

h. Punctuation. Use punctuation only when necessary for meaning. Do not use punctuation in the address portion of the message. For punctuation other than the symbols shown in the referenced regulation, use words. Due to teleprinter limitations, not all punctuation symbols can be electrically transmitted.

i. Message Bulk File. Bulk filing is a major problem to all MPFs. It is caused by units/activities not delivering their messages to the MPF as they are drafted and released throughout the day, but holding them for delivery until the end of the day. Each originator usually feels that his few messages really don't contribute to the problem; however, when several offices bulk file, a problem at the MPF can easily occur. The releaser will check each message to make sure it complies with AFR 700-7. He will ensure prompt release of the message and also seek prompt appropriate delivery of the message to the MPF. This will ensure MPF's workload is spread as evenly as possible throughout the business day. Avoid accumulating and delivering messages for processing at the close of the business day.

6. Receipt for Messages.

a. To receipt for incoming messages, each staff agency will provide their servicing communications center or message processing facility (MPF) a letter which includes the following information:

- (1) Name of staff agency/organization.
- (2) Instructions for notification on PRIORITY and above precedence messages.
- (3) Telephone numbers to call for messages requiring notification.
- (4) A list of personnel authorized to receipt for messages up to and including the classification specified.

b. The MPF will provide telephonic notification to the staff agency's distribution office. It will be the responsibility of the distribution office to arrange for message pickup and to make further distribution to action/information offices within the unit/directorate.

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TAB K TO APPENDIX 3 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
TELEPHONE SWITCH/TRUNKING NETWORK

The following diagrams serve as the baseline for any telephone switching network needed to support deployed AF operations. These diagrams are based on traditional networks and will be modified to meet the current situation.

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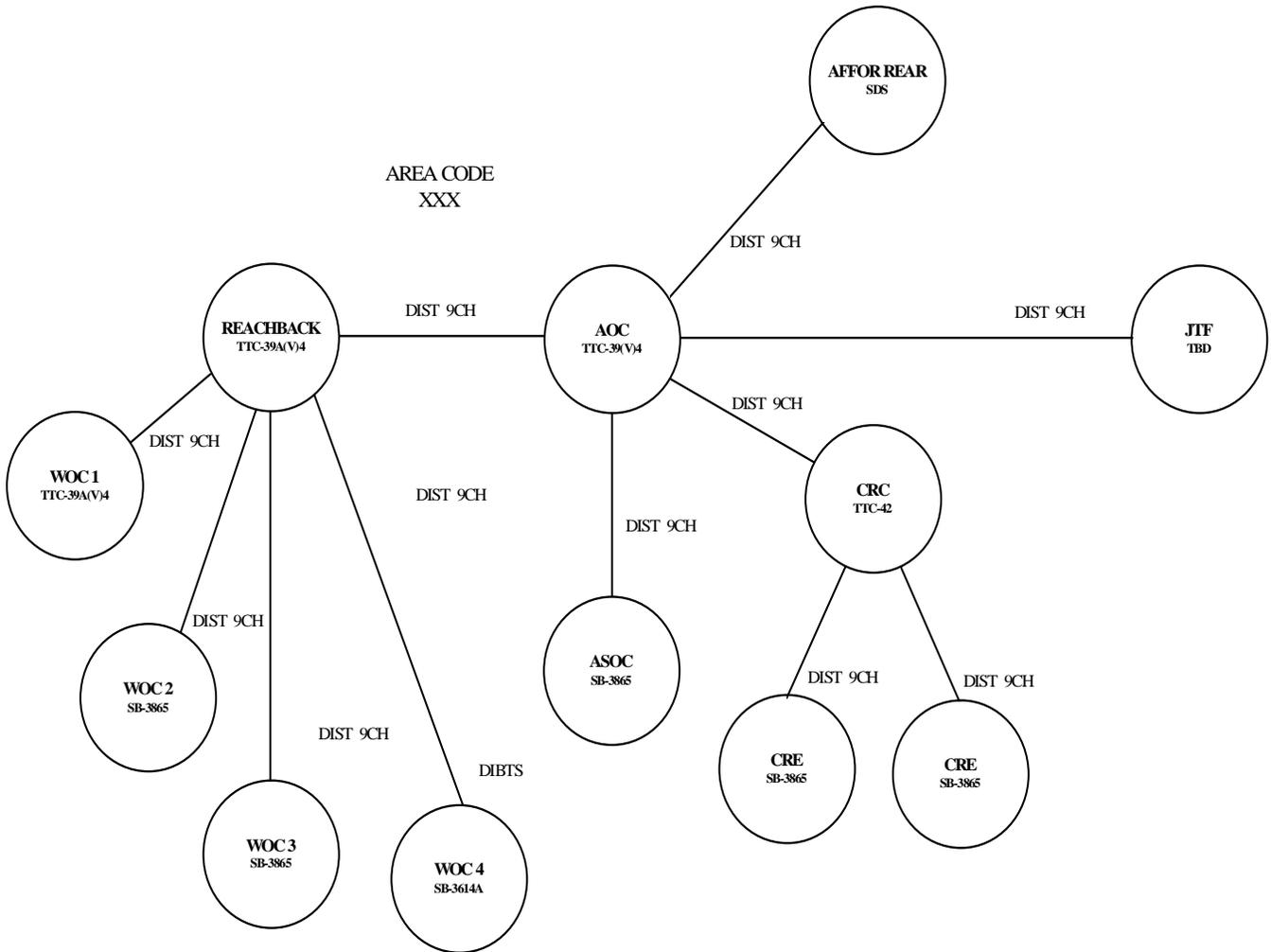
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CIRCUIT SWITCH NETWORK (SUSTAINING)



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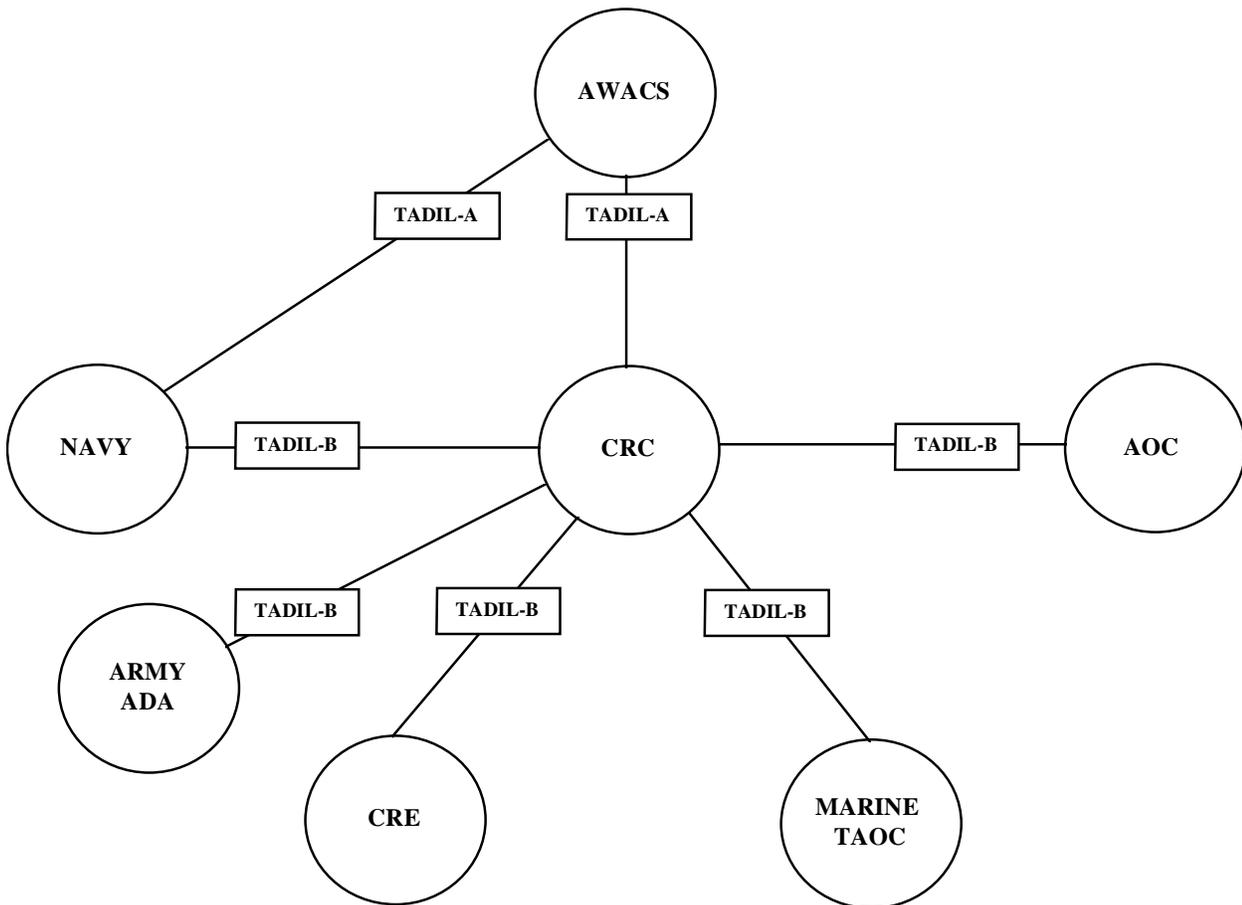
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TAB L TO APPENDIX 3 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
CONTINGENCY THEATER AUTOMATED PLANNING SYSTEM (CTAPS) NETWORK

The following diagrams provide a general overview of the initial and sustaining CTAPS network. These are based on traditional use and will be modified to meet the current situation.

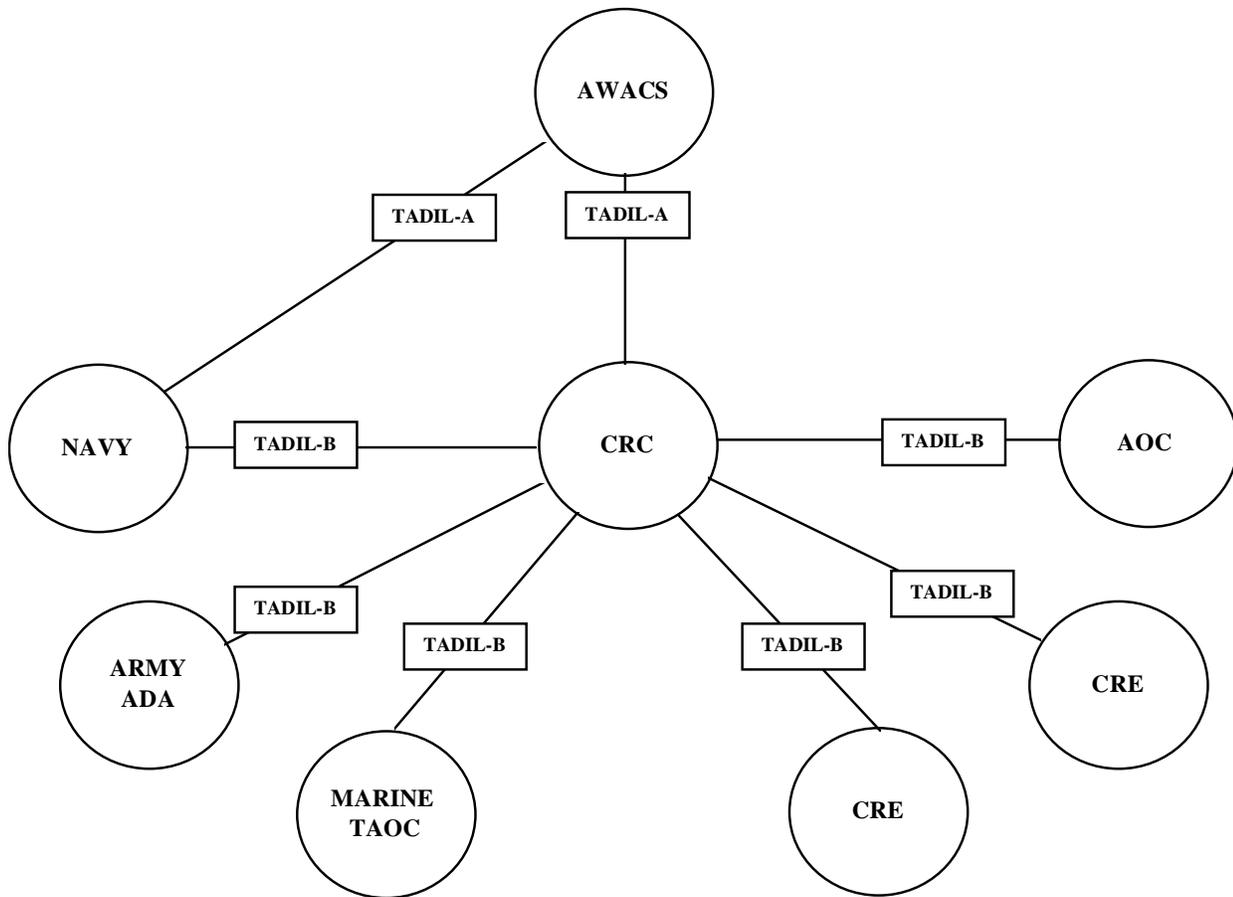
TADIL NETWORK (INITIAL)



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TADIL NETWORK (SUSTAINING)



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APPENDIX 4 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
SATELLITE COMMUNICATIONS PLANNING (U)

() REFERENCES: List DOD, CJCS, Service, or command directives, plans, or guidance documents relating to satellite communications support for the operational plan.

1. () SITUATION

a. () General. Outline basic concepts and guiding principles used by the command in planning satellite communications support for this OPLAN.

b. () Threat. Consider enemy capabilities to disrupt satellite communications supporting this plan and identify potential affects on OPLAN execution. Discuss friendly action to mitigate the enemy threat.

2. () UHF SATELLITE REQUIREMENTS. Discuss UHF tactical satellite communications requirements for this OPLAN. Identify specific requirements by attaching a UHF Network List and a UHF Network Diagram (Tabs A and B). Identify the Net Control Station (NECOS) for each network.

3. () SHF SATELLITE REQUIREMENTS. Discuss SHF tactical satellite requirements for this OPLAN. Identify specific requirements by attaching an SHF equipment List, a SHF Link List, and SHF Link Breakout List, and an SHF Network Diagram (Tabs C, D, E, and F).

4. () SATELLITE RESOURCES. Compare satellite resources apportioned by the Joint Chiefs of Staff with satellite resources required to execute the plan. (The Joint Staff apportionment will be provided in JSCP, Annex I, or by separate Joint Staff memorandum.) Identify resources required to execute the plan in Tabs A and G, to include commercial SATCOM requirements (i.e., INMARSAT, wideband [C-band, KU-band]). If satellite resource shortfalls are identified, discuss the impact of the shortfall on execution of the overall plan.

5. () CJCS-CONTROLLED EQUIPMENT. Identify any CJCS-controlled satellite terminal equipment or gateway terminals required to execute the OPLAN. Explain why the equipment is required and the impact if equipment is not available.

Tabs:

- A--UHF SATCOM Network List
- B--UHF SATCOM Network Diagram
- C--SHF SATCOM Network List
- D--SHF SATCOM Link List
- E--SHF SATCOM Link Breakout List
- F--SHF SATCOM Network Diagram
- G--INMARSAT Requirements
- H--KU-Band Network Diagram
- I--C-Band Network Diagram
- J--MILSTAR Requirements
- K--Global Broadcast Service (GBS)

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TAB A TO APPENDIX 4 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
UHF SATCOM NETWORK LIST (U)

<u>CHANNEL NETWORK</u>	<u>CHANNEL NO.</u>	<u>DATA TYPE</u>	<u>SATELLITE RATE</u>	<u>ICDB AREA</u>	<u>CINC NO.</u>	<u>RANKING</u>
12	3	4	5	6	7	

NOTES:

1. Network Acronym--Enter network acronym defined on CJCS ICDB (Integrated Communications Data Base) validation.
2. CINC Channel Number--Enter a unique number (up to 3 characters) for each satellite channel assumed in the OPLAN. Networks that share a satellite channel will list the same channel number.
3. Channel Type--"25FT," "25HDR," "25LDR," or "5NR" to identify channel type as either 25 kHz Fleet, 25 kHz Wideband High Data Rate, 25 kHz Wideband Low Data Rate, or 5 kHz Nonregenerative.
4. Data Rate--Enter the maximum data rate of the network in KBPS.
5. Satellite Area--Enter "LANT," "IO," "WPAC," OR "EPAC" to identify the satellite coverage area required as either Atlantic, Indian Ocean, West Pacific, or East Pacific.
6. ICDB Number--Enter the CJCS-assigned ICDB number for the network.
7. CINC Ranking--Identify the relative importance of the network compared to other UHF networks required by the OPLAN. For example, if 6 networks are required, the most important is ranked "1" (1 of 6) and the least important is ranked "6" (6 of 6).

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TAB B TO APPENDIX 4 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
UHF SATCOM NETWORK DIAGRAM (U)

NETWORK NAME: 1
TERMINAL NAME: 2 & 3

NOTES:

1. Network Name--Enter the network acronym and long title of the network.
2. Terminal Name--Enter a user-defined name for each terminal.
3. Connectivity--Connect the terminal names with lines to show connectivity between terminals.
4. Network Control Station (NCS)--Identify NCS for each network.

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TAB C TO APPENDIX 4 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
SHF SATCOM NETWORK LIST (U)

<u>TERMINAL</u> <u>ID</u> 12	<u>TERMINAL</u> <u>TYPE</u> 3	<u>ANTENNA</u> <u>SIZE</u> 4	<u>LATITUDE</u> 5	<u>LONGITUDE</u> 6	<u>UIC</u> 7	<u>UTC</u>
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NOTES:

1. Terminal ID--Enter a terminal name that uniquely identifies the terminal.
2. Terminal Type--Enter type of terminal (TSC85, TSC85A, TSC85B, TSC 86, TSC93, TSC93A, TSC94, TSC94A, TSC100, TSC100A, LST8000, GATEWAY).
3. Antenna Size--Enter antenna diameter in feet (5, 9, 20, 38, or 60).
4. Latitude--Enter the terminal latitude in degrees (convert minutes/seconds to tenths of degrees). Use negative values to reference locations in the Southern Hemisphere.
5. Longitude--Enter the terminal longitude in degrees (convert minutes/seconds to tenths of degrees). Use negative values to reference locations in the Western Hemisphere.
6. UIC--Enter the 6-character Unit Identification code to identify the unit that provides the terminal.
7. UTC--Enter the 5-character Unit Type Code to identify UTC of terminal type listed in column 2.

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TAB D TO APPENDIX 4 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
SHF SATCOM LINK LIST (U)

<u>LINK</u>	<u>FROM</u>	<u>TO</u>	<u>DATA</u>	<u>ICDB</u>	<u>CINC</u>
<u>IDTERM</u>	<u>TERM</u>	<u>RATE (KBPS)</u>	<u>NO.</u>	<u>RANKING</u>	
1 2	3	4	5	6	

NOTES:

1. Link ID--enter a user-defined link identification number that uniquely identifies each link transmitted from a terminal.

NOTE: Ground Mobile Forces (GMF) Hub terminals often combine several links into a single transmit carrier.) Links combined in this manner must be assigned the same link number.

2. From Terminal--Enter the Terminal ID (from Tab C) that identifies the transmit terminal.

3. To Terminal--Enter the Terminal ID (from Tab C) that identifies the receive terminal.

4. Data Rate--Enter the link data rate in KBPS.

5. ICDB Number--Enter the CJCS-assigned URDB number for the link.

6. CINC Ranking--Identify the relative importance of the link compared to other SHF links required by the OPLAN. For example, if 6 links are required, the most important is ranked "1" (1 of 6) and the least important is ranked "6" (6 of 6).

7. TNAPS+--Uses a specific nomenclature for LINK ID.

Example: SJJ01016

S -- Satellite (i.e., M-microwave, T-tropo, etc.)

JJ -- Air Force to Air Force link (all services and levels have specific nomenclatures)

01 -- First link of this terminal

016 -- Number of channels possible on link, in current configuration

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TAB E TO APPENDIX 4 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
SHF SATCOM LINK BREAKOUT LIST (U)

LINK ID	CHANNEL NO.	CIRCUIT	DATA PRIORITY	FROM TERMINAL EQUIP	TO TERMINAL EQUIP
1	2	3	4	5	6

NOTES:

1. Link ID--Enter the same Link ID used in Tab D.
2. Channel No.--Enter the channel number from the multiplexer plan. The first set of characters should be the link ID and the second set should be the channel number on that link.
3. Circuit Designator--For circuits supported by the Defense Information Services Network (DISN), enter the Command Communications Service Designator (CCSD) assigned by DISA. Otherwise, enter a unique user-defined circuit identification for each circuit. If possible, use TNAPS+ to provide CCSDs.
4. Restoration Priority--For circuits supported by the DISN, enter the Network Control Station (NCS) assigned restoration priority identifying the relative priority of each circuit within a link.
5. From Terminal Equipment--Enter the military nomenclature of commercial designation of the terminal instrument or device that connects to the link at the transmit end location.
6. To Terminal Equipment--Enter the military nomenclature or commercial designator of the terminal instrument or device that connects to the receive end of the circuit.

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TAB F TO APPENDIX 4 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
SHF SATCOM NETWORK DIAGRAM (U)

NETWORK NAME: 1
TERMINAL NAME: 2 & 3

NOTES:

1. Network Name--Enter the network acronym and long title of the network.
2. Terminal Name--Enter the Terminal ID used on the Equipment Tables and Link Tables (Tab C and Tab D).
3. Connectivity--Connect the terminal names with lines to show connectivity between terminals.
4. Network Control Station (NCS)--Identify NCS for each network/link.
5. During initial stages of a deployment, sites will be linked together with UHF TACSAT and multi-channel SHF SATCOM systems. Typical UHF TACSAT nets are listed in tab 2 of this appendix. The SHF SATCOM terminals will be linked in accordance with traditional Theater Air Control System concepts. In accordance with the Concepts of Operations for the General Purpose Numbered Air Force Air Operations Center (AOC), the Ground Theater Air Control System, and the Theater Air Base (TAB) communications, the SHF satellite network will be directly or indirectly linked with the Langley AFB Reach Back station. The AOC, Air Support Operations Center (ASOC), Control and Reporting Center (CRC), and Control and Reporting Element (CRE) units will link together in the traditional, ground theater air control system configuration. The AOC will also be linked to the TAB locations. Initially, wings will deploy forward to a tactical air base with their own wing initial communications package (WICP). If operations evolve to a sustaining mode, then combat communications squadrons will deploy C4I systems to augment/replace these initial WICP C4I systems. The following SHF SATCOM network diagrams typify the initial and sustaining SHF networks needed to support deployed AF operations; changes will be published to meet the current/evolving situation upon implementation of this plan.

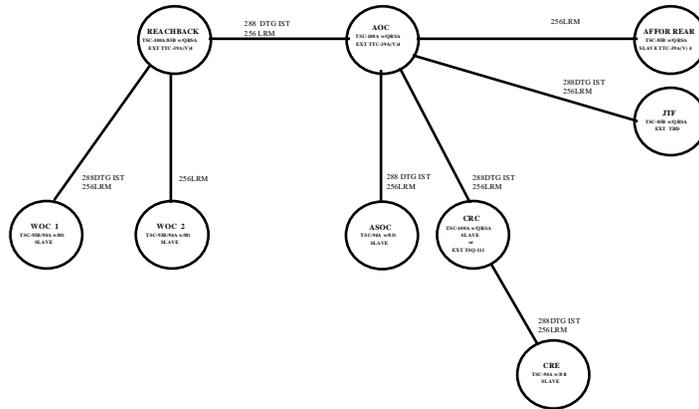
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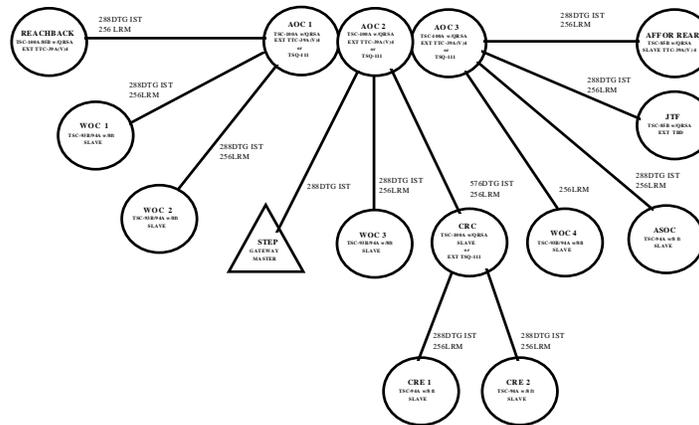
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SHF SATCOM NETWORK (INITIAL)



SHF SATCOM NETWORK (SUSTAINING)



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TAB G TO APPENDIX 4 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
INMARSAT REQUIREMENTS

NOTES:

1. Used early before multi-channel communications stations are established.
2. Highly mobile teams used as mobile communications teams after full communications capability is established, and situation is stabilized.
3. Initial users include Weather, TALCE, Intel, Medical, and Comm (common user service)

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TAB H TO APPENDIX 4 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
KU-BAND NETWORK DIAGRAM

NOTES:

1. Satellite Transponder availability not guaranteed; dependent upon site location and competition among users.
2. Landing rights can involve lengthy negotiations and high costs.

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TAB I TO APPENDIX 4 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
C-BAND NETWORK DIAGRAM

NOTES:

1. Satellite Transponder availability not guaranteed; dependent upon site location and competition among users.
2. Landing rights can involve lengthy negotiations and high costs.

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TAB J TO APPENDIX 4 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
MILSTAR REQUIREMENTS

Provides secure, survivable, and enduring worldwide satellite communications to both strategic and tactical forces through all levels of conflict (conventional and nuclear) for the NCA, JCS, and unified command CINCs.

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TAB K TO APPENDIX 4 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
GLOBAL BROADCAST SERVICE (GBS)

GBS provides high-speed, high volume, one-way information flow to units in-garrison, deployed, in the field, or on the move. The GBS will be incorporated into, but will not replace, existing military satellite communications (MILSATCOM). It provides the capability to quickly distribute large information products such as imagery, weather, intelligence, and ATOs to deployed user platforms.

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APPENDIX 5 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
FREQUENCY SUPPORT (U)

- () REFERENCES: List all references that are of primary interest to the component and MAJCOM frequency manager during the radio frequency planning process supporting the plan being developed.
- 1. () SITUATION. Provide a brief summary of the situation as it applies to this appendix and the objectives of Annex K.
- 2. () MISSION. State the mission of frequency support as it relates to the mission statement in the basic plan.
- 3. () EXECUTION
 - a. () Concept of Operations. Provide general objectives, coordination responsibilities, and policy guidance required for planning and obtaining frequency support for the communications requirements specified in Annex K.
 - b. () Tasks. State the basic guidance for the procedures to be used in coordinating and assigning radio frequencies for use within the geographical jurisdiction affected by the plan being developed. Include basic guidance on responding to SIR (Spectrum Interference Resolution) incidents, both friendly and unfriendly.
- 4. () ADMINISTRATION AND LOGISTICS. Summarize the concept of administrative and logistics support. State if a Joint Communications-Electronics Operating Instruction (JCEOI) will be published. If so, state procedures to obtain initial and recurring publication.
- 5. () COMMAND AND SIGNAL
 - a. () Command Relationships. Define the relationships between the unified command, component commands, joint task force, government agencies, and other involved US, foreign national, and combined or international organizations. Further, identify specific reporting requirements and procedures.
 - b. () Frequency Requirements. In subparagraphs below, define the specific frequency requirements by system, controlling organization, and point of contact needed to support the plan. Use tabs to cover detailed request procedures, list presently assigned frequencies (if pertinent to the plan), provide for obtaining expanded frequency support, and coordinate needed analyses on SIR incidents.

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APPENDIX 6 TO ANNEX K TO COMUSAFE OPLAN 4127-93 (U)
VIDEO TELECONFERENCING (VTC) AND COMMUNICATIONS REQUIREMENTS (U)

1. () GENERAL. VTC system managers and major functional users must identify their requirements for deployed VTC in order to ensure communications systems are capable of supporting the requirements.

a. () Survey. The video telecommunications requirements process begins with the implementer developing and distributing a requirements survey.

The survey should contain the following information:

- Point of contact (Name, Office, Office, Address, and Telephone Number).
- Requirement purpose or mission supported
- Applications (VTC, distance learning, or combination of these).
- Identify each organization involved in this requirement (Office, Agency, Activity).
- System security level (Source sensitive, S, TS, SCI high).
- Modes of operation (two-way video/two-way audio, one-way video/two-way audio, one-way video/one-way audio).
- System interaction (point-to-point or multipoint).
- Bandwidth or transmission speed required (broadcast quality-3.3Mbps, 1.5 Mbps, 768 kbps, 384 kbps, 112/128 kbps, 56 kbps).
- System configuration (studio, portable (roll about/deployable), desktop).

b. () Feedback. The feedback from this survey will assist the requester in developing a concept of operations (CONOPs), inclusive of the following:

- Situation- Introduction, scope, general tasks.
- Execution- How will the system (s) be used, system locations, fixed or deployable systems, operations specifics, operation requirements, training requirements, technical requirements, compatibility with existing networks, and compliance with standards.
- Administration and Logistics- Logistics support and manpower.
- Command and Control (C2) - What organization and who in it will provide C2. Common user systems will be deployed and used in lieu of discrete systems when security and operational considerations permit.

2. () COMMON-USER VTC SYSTEMS. Common user systems provide a secure, acceptable image quality conferencing capability for most VTC users at deployed locations. The common-user approach permits the deployed commander to conserve airlift by deploying a single terminal. Communications bandwidth is conserved by dynamic allocation of bandwidth to the common-user system when conferences are in progress. See Tab A for concept of operations, multipoint capabilities, and communications requirements.

3. () COMMAND AND CONTROL (C2) AND OPERATIONS VTC SYSTEMS. C2 VTC systems are deployed when common user systems are expected to be unsuitable or inadequate to support the mission. An example of this include air operations centers. See Tab B (OPR: Air Force Component Command SC; OCR: DO).

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4. () INTELLIGENCE. JWICS Systems will support intelligence and all other SCI requirements. Identify concept of operations and communications requirements in Tab C (OPR: AFCC IN).

5. () TELEMEDICINE VTC. Telemedicine concept and communications requirements may be derived from the joint theater medical support plan, but should include deploying systems planned to support base-level requirements. Identify concept and communications support requirements in Tab D (OPR: AFCC SG).

TABS

A - Common User VTC

B - C2 and Operations VTC

C - Intelligence VTC

D. Telemedicine VTC

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TAB A TO APPENDIX 6 TO ANNEX K TO COMUSAFE OPLAN 4127-93 (U)
 COMMON-USER VIDEO TELECONFERENCING (VTC) SYSTEMS)

1. () GENERAL. This Tab identifies concept of operations, locations, and connectivity requirements for the (user) VTC.
2. () SUPPORTED REQUIREMENT. State the requirement that drives the need to deploy VTC systems. For common-user systems, state that the system will provide the shared utility for VTC access to other common-user systems to minimize the need for deployed equipment and bandwidth.
3. () CONCEPT OF OPERATIONS. State how the system will be used in the field, primary users and anticipated frequency, and whether point-to-point or multipoint conferences will be held. Theater-level planners should include concept for multipoint conference control. State whether the system will be interconnected with the DOD DCTN system or other CONUS network. State who will operate and maintain the systems. Provide sufficient detail to enable subordinate and supporting units to plan interconnectivity.
4. () SYSTEM REQUIREMENTS. State who will provide the terminal equipment for the VTC capability, whether the equipment is standards-compliant. If a specific proprietary algorithm compatibility is needed to provide acceptable picture quality with compatible systems over limited bandwidth, identify the algorithm.
5. () CONNECTIVITY REQUIREMENTS. State connectivity requirements in the chart below so communications planners can design long-haul circuits.

(The following is an example, modify as needed)

() CLASSIFICATION OF TABLE

COMM						
() _____ AB	Eclipse II	TDC 128 Kbps	9 SG	Ramstein AB	KG-194 LBRV	Multipoint, DCTN thru hub
Ramstein AB		Deployed bases			keymat	1 hour/day conference 1 hour/day remote diagnosis
() _____ AB	JWICS Rembrandt IIVP	512 kbps dedicated via GMF & DSCS to JWICS mpt	1 WG	AOC, JWICS users	KG-194 SCI key	JWICS Multipoint Dedicated SCI high 8 hours/day

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TAB B TO APPENDIX 6 TO ANNEX K TO COMUSAFE OPLAN 4123-97
C2 AND OPERATIONS VIDEO TELECONFERENCING (VTC) (U)

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TAB C TO APPENDIX 6 TO ANNEX K TO COMUSAFE OPLAN 4123-97
INTELLIGENCE VIDEO TELECONFERENCING (VTC)

() REFERENCES: List pertinent regulations, manuals, related plans, and other relevant documents or governing policies. Include appropriate DOD and Air Force VTC instructions.

1. () GENERAL

a. () Objectives

(1) () State the objective of the wartime and contingency Video Teleconferencing (VTC) program is to provide an immediate evaluation of weapon system effectiveness and accuracy of ordinance deliveries through the use of airborne video teleconferencing.

(2) () State the VTC program also has the fundamental objectives of supporting the unified, specified, and component commanders combat operations reporting, psychological operations, public affairs (when appropriate), and intelligence requirements at the theater and component level, as well as supporting NCA, CJCS, and DOD requirements at the national level.

b. () Policy

(1) () State the procedures in this tab apply to all Air Force units with VTC capability.

(2) () State that combat units must be able to provide high quality VTC imagery to support the requirements of the originating combat unit, the unified and specified command or JTF commander, Air Force Component Commander, and the NCA, CJCS, and DOD.

(3) () State the Air Force Component Commander significant VTC imagery includes: weapons delivery against targets (including misses); air-to-air engagements showing enemy aircraft being engaged, hit or missed; images which may not be the primary target but have intelligence value; that which shows weapon systems effectiveness; and that deemed appropriate by the originating combat unit.

2. () CONCEPT OF OPERATIONS

a. () State the Air Force combat camera squadron will manage the component-level VTC program, under the operational control of the COMAFFOR, to exploit all VTC imagery.

b. () State which combat camera units or forces have been tasked with supporting the requirements of this plan.

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c. () State combat units with VTC capability manage their internal VTC program, providing significant original VTC imagery to support the component-level VTC program.

d. () State the combat camera squadron will receive the significant original VTC imagery and edit, duplicate, distribute, and transmit imagery as directed by the component and theater commanders.

3. () RESPONSIBILITIES

a. () Originating Combat Unit. State the following responsibilities:

(1) () State combat units will provide a high quality copy of the original of significant VTC imagery to the combat camera squadron in an expeditious manner. Include that units should establish procedures to duplicate video teleconferencing with the assistance of their combat visual information support centers.

(2) () State significant VTC imagery forwarded will include an intelligence summary containing the following information as a minimum: originating combat unit and weapons system; complete target identification; weapon(s) used and tactics; date and time of event shown; and a short narrative of target significance, and any other pertinent information,

(3) () State combat units are responsible for providing sufficient videotape and film supplies to support their taskings under this plan.

(4) () Other.

b. () Combat Camera Squadron. State the following responsibilities:

(1) () State the combat camera squadron will receive, catalogue, edit, duplicate, and distribute VTC imagery to support AFCC and theater requirements, as well as those of the NCA, CJCS, and DOD.

(2) () State combat camera equipment must be capable of: using all formats of Air Force VTC videotape; electronically blanking out classified alphanumeric data present on the view portion of the tape (if the theater commander authorizes public release); and making high quality duplicates.

(3) () State original VTC imagery will be maintained until final disposition instructions are given by the theater commander.

(4) () State complete shipping instructions will be provided to all combat units.

(5) () State the support forces must be capable of supporting all customer requirements as stated in Tab A.

(6) () Other.

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TAB D TO APPENDIX 6 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
TELEMEDICINE VIDEO TELECONFERENCING (VTC)

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APPENDIX 7 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
VISUAL INFORMATION AND COMBAT CAMERA DOCUMENTATION (U)

()REFERENCES: List pertinent regulations, manuals, related plans and other relevant documents or governing policies that relate to the combat operation or theater covered. Avoid peacetime documents.

1. () SITUATION

a. () Enemy. Refer to Annex B.

b. () Friendly. List other sources of visual information (VI) and combat camera documentation outside this command.

c. () Assumptions. List assumptions upon which the described combat camera and VI support capabilities or limitations are based. State the impact if an assumption does not materialize as expected.

d. () Resource Availability. Define VI and combat camera unique resource availability. Include the following:

(1) () VI Resources. Manpower authorizations functionally coded 3VXXX (enlisted) and 33SX (officer), equipment authorized in Table of Allowances TA-629, and personnel and equipment deployed under UTC 6KP__.

(2) () Printing Management Resources. Manpower authorizations functionally coded 3VXXX (visual information), and personnel and equipment deployed under UTC 6KAAD. Bases identified with a 6KAAD tasking must coordinate with their local Defense Automated Printing Service (DAPS) personnel to ensure Air Force-owned printing equipment is prepared and delivered to debarkation site, as directed in the base support plan.

(3) () Combat Camera Documentation Resources. Special mission forces (video, photojournalism, and image processing/transmission teams) assigned to an active or reserve combat camera unit. Visual information units that support special mission UTCs should be included in this paragraph. These AETC, AFSPACECOM, and ACC units have peacetime home-station support missions and provide contingency and wartime support when mobilized.

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(4) () Deployed Wing Visual Information Support Center (VISC). A visual information support facility located at a base of operations during wartime or contingency (including exercises) to provide VI service to the wing and its supported elements. VISCs also support combat camera teams deployed to the base as resources permit. VISCs provide still imagery, limited video documentation, graphics and presentations support at wing and squadron levels both at home station and at deployed locations. Support also includes Armament Delivery Recording (ADR) imagery management to include collection and duplication at wing or squadron level with distribution of master material to the ADR theater support team for subsequent distribution to the Air Force Component Commander, per TAB C. State that VISC will be integrated with the Wing Initial Communications Package (WICP) in UTC 6KCS1; the VISC will be connected to networks and capable of transmitting imagery.

(5) () Armament Delivery Recording (ADR). Refer to Tab C to this appendix.

e. () Planning Factors. List planning factors affecting the employment of VI and combat camera documentation support.

2. () MISSION. Clearly and briefly state the mission and purpose of both combat camera and VISC services for supporting the basic plan.

a. () Guiding Principles. Highlight selected policies, doctrines, or procedures which are in the references but need particular emphasis. State completely any procedures which have not been previously published but are to be followed in the operation. State essential civil-military, PSYOP, and public information objectives so teams can orient coverage and product distribution accordingly.

b. () Planning. Explain that component combat camera planners establish wartime requirements through the Joint Operational Planning and Execution System (JOPES). State that validated requirements for combat camera forces are included in the component portion of OPLANs and OPORDs. Explain that combat camera forces will be tasked by unit type code (UTC) based upon specific mission capability requirements.

3. () EXECUTION

a. () Concept of Operations. State the success of combat camera documentation is dependent on two primary factors. Access must be given to document significant events as they occur, regardless of classification or sensitivity. Rapid distribution of combat camera products both inside and outside the theater of operations is essential to its effective exploitation. Specifically address how copier maintenance and supplies will be furnished by Defense Automated Printing Service (DAPS) or local civilian contractors. State special requirements for printing management facility (e.g., air conditioned, dust-free, etc.). Refer to Chapter 23, Section F for expanded guidance.

(1) () Organization. Specify how in-place and augmenting combat camera forces will be organized into a clearly defined structure (e.g. squadron, detachment, operating location, etc.). Explain the responsibilities of combat camera documentation forces in support of the specific plan. Include combat camera forces supporting joint combat camera tasks.

(2) () In-place Forces. Identify in-place VI forces and resources which will enable deploying forces to anticipate the level of support which will be made available.

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(3) () Employment. Identify the employment concept for combat camera forces, based upon the nature of the threat in the deployment and employment phases. State whether forces must be prepared for in-theater redeployment to forward locations.

b. () Tasks. State the primary combat camera tasks are: combat operations documentation, public affairs, psychological operations, armament delivery recording (ADR) gun and bomb camera processing, training, and historical record. Assign tasks as appropriate in subparagraphs as required.

c. () Collateral Tasks. State the collateral combat camera tasks include combat medical documentation and intelligence support. Assign tasks as appropriate in subparagraphs as required.

d. () Policy. Provide guidance concerning levels of customer service to be provided such as: 24 hour manning, stock levels for supplies and spares, operating procedures, and level of cross-utilization training (CUT). Establish policies to facilitate access for aircrew qualified combat camera personnel to facilitate flight planning and aircrew familiarization.

(1) () Request Procedures. Provide procedures for users at all levels to request specific end products such as video operations reports, still photography, motion media briefing clips, historical records, etc.

(2) () Distribution Procedures. Specify procedures for the distribution and dissemination of combat camera end products. Include a comprehensive distribution plan to ensure combat camera products are expedited to in-theater commanders and the Joint Combat Camera Center in the Pentagon for distribution to the CJCS, DOD, and NCA. This plan should identify who will receive combat camera imagery and the types of imagery required. Ensure combat camera shipment/distribution requirements will be considered in other annexes. Identify communications requirements required to distribute products.

(3) () Classification Guidance. State that neither security classification, operations security (OPSEC), nor subject sensitivity should preclude combat camera coverage. Explain the rationale and spell out what special security classification or restrictions, if any, should be placed on handling or distributing combat camera products.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Spell out key logistical concepts including: expedited transportation of combat camera and ADR products (both intra- and intertheater) and how maintenance and spares will be managed for both combat camera and VISC forces.

(1) () Deploying Forces. State that deploying forces must be able to logistically support their UTC mission capability statement for a 30 day period. Forces deployed on nonstandard UTCs or outside of the Joint Operational Planning and Execution System must deploy with 30 days of supplies.

(2) () Logistical Sustainment. Identify if the plan being supported will require combat camera forces for longer than 60 days. State that centralized CONUS logistical sustainment will be required through the Army Television-Audio Support Agency (T-ASA) for operations lasting longer than 30 days, and the Air Force will need to establish funding and procedures.

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- b. () Administration. Provide guidance for combat camera situation reports, interim actions, and after action report requirements.
 - c. () Support Planning Responsibilities. Specify which combat camera units will provide inputs to base support plans and, if applicable, U.S./host nation agreements such as joint support plans.
5. () COMMAND AND SIGNAL
- a. () Command Relationships. Address the specific command and control relationships which exist, and how combat camera and VISCs will be integrated into the existing structure.
 - (1) () Operational Control. Operational control of combat camera special mission forces will be exercised by the Air Force Component Commander.
 - (2) () Command and Administrative Control. State that AMC will retain command and administrative control over its combat camera forces, as well as responsibility for equipping these forces.
 - (3) () Other Control Interrelationships. Specify how theater commanders will be advised of combat camera capability and how the AFCC will assist the supported unified command J-3 combat camera representative. State if the supported unified command has designated the AFCC to provide an experienced officer as the unified command J-3 combat camera representative. Include information on combat camera liaison positions established with supporting command agencies (such as airlift and strategic forces) and the host nation (if appropriate), defining their purpose and authority.
 - b. () Communications and Information Systems. Identify communications systems needed to support VI and combat camera documentation. At each location, specify type of data to be moved, destinations, file size and frequency, and suggested transmission medium, whether commercial or military. See Tab D.

Tabs:

- A--Combat Camera Customer Support Requirements
- B--Organization of Combat Camera Forces
- C--Armament Delivery Recording
- D--Communications Requirements for Combat Camera and Visual Information

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TAB A TO APPENDIX 7 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
COMBAT CAMERA CUSTOMER SUPPORT REQUIREMENTS (U)

() REFERENCES: Cite the documents necessary for a complete understanding of this tab.

1. () MISSION PRIORITIES. State that combat camera forces provide the supported CINC and Air Force Component Commander with trained personnel, capable equipment and logistical expertise to meet anticipated wartime requirements. The supported CINC and Air Force Component Commander establish combat camera mission priorities. Priorities will shift as the combat situation changes, thus combat camera forces must maintain the capability for responsive customer support of any one or combination of missions.

2. () REQUEST PROCEDURES. Provide procedures for users at all levels to request specific end products. Explain the difference between organizations with the authority to task combat camera resources and those who can only request. Provide procedures for customers to send Military Service (e.g. Navy, Army, Marines, and Air Force) unique taskings and requests directly to other component commands.

3. () DISTRIBUTION PROCEDURES. Specify procedures for the distribution and dissemination of combat camera end products. Include a comprehensive distribution plan to ensure combat camera products are expedited to the supported CINC, in-theater commanders, and the Joint Combat Camera Center (JCCC) in the Pentagon for distribution to the CJCS, DOD, and NCA. Identify who will receive combat camera imagery and the types of imagery required. Explain in detail the theater procedures and restrictions, if any, on the transmission of combat camera products to the JCCC and other out of theater military agencies.

4. () RELEASE AND CLASSIFICATION OF COMBAT CAMERA PRODUCTS. State that combat camera products are used by key decision makers at all levels of command and its classification or sensitivity at all levels of command and its classification or sensitivity must not interfere with thorough documentation. State combat camera products are not released through public affairs or information programs without the approval of the supported CINC.

5. () CUSTOMER REQUIREMENTS. State that combat camera forces are tasked to provide the following documentation (when listing other requirements include specific products such as color prints, video clips, etc., as well as time lines, e.g. within 24 hours, etc.):

a. () Combat Operations Documentation. State the analysis and evaluation of images depicting the deployment and employment of combat forces and lessons learned assists commanders at all levels and the NCA in the operational decision making process and reporting operations status at all levels to and including the President. Identify that subjects to be documented will include: battlefield damage of friendly equipment to give tacticians immediate information to develop countermeasures; documentation depicting the effectiveness of friendly weapons and enemy vulnerabilities; visuals of military operations for theater and NCA decision making and reporting purposes; and initial battle engagements of new weapons and support systems and revised tactics for validation of doctrine. List other requirements.

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- b. () Public Affairs. State documentation is needed by commanders to keep personnel informed on what is expected of them and how they support the mission, and to keep the public informed as to an operation's progress. List other requirements.
- c. () Psychological Operations. State products are needed to successfully support psychological operations such as: countering enemy disinformation programs and achieving the political and diplomatic goals of a CINC's military options by visually depicting US and coalition resolve in a region. List other requirements.
- d. () Training. State that imagery is needed to develop effective training programs on the theater of operations as well as changes in tactics or operational and maintenance procedures which can be rapidly disseminated. List other requirements.
- e. () Historical Record. State that a permanent visual record is needed for historical purposes such as internal and external audiences, after action reports and lessons learned, books, magazine articles, and motion media productions. List other requirements.
- f. () Legal Support. State that imagery is needed for documenting Law of Armed Conflict (LOAC) violations or alleged violations for future legal prosecution or defense, and substantiating claims against or be foreign governments of actions taken by US personnel. Combat camera personnel may be called upon to offer their expertise to law enforcement authorities gathering evidence in connection with a criminal investigation. List other requirements.
- g. () ADR Exploitation. State that combat camera and VISC forces are tasked to manage the collection, duplication, and distribution of ADR imagery for operational, intelligence, and, when appropriate, public affairs purposes. List specific requirements (reference the ADR Tab to this appendix).
- h. () Combat Medical Documentation. State imagery is needed of combat medical operations including documenting the trauma treatment of combat casualties for training rear area medical staffs, and mortuary support such as the near-real-time transmission of fingerprints and dental photos by electronic still media. List other requirements.
- i. () Intelligence Support. State imagery is needed for battle damage assessment to complement ADR imagery, and documenting enemy positions before and after battle. List other requirements.
- j. () Civil-Military Affairs Documentation. State that imagery is needed to support civil-military information programs to ensure cooperation of civilian populations in occupied or non-allied areas.
- k. () Other. List other requirements.

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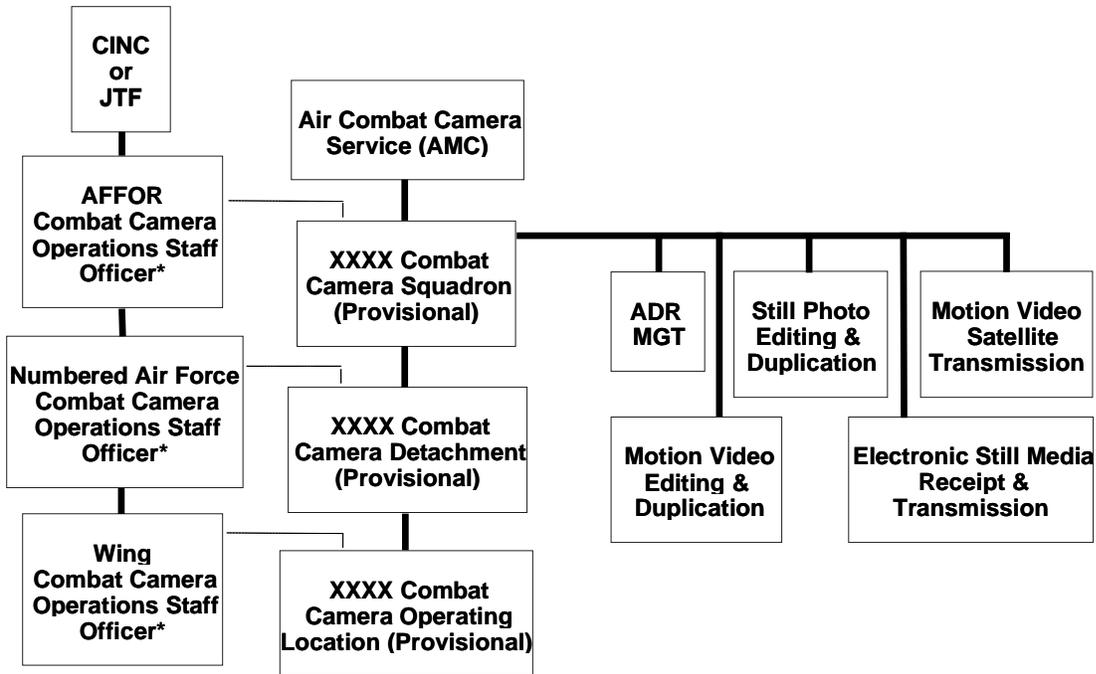
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TAB B TO APPENDIX 7 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
 ORGANIZATION OF COMBAT CAMERA FORCES (U)

(The following is an example, modify as needed)



Command Lines ————— Operational Control Lines ————

*Note: Combat Camera documentation unit commanders or chiefs also serve as integral members of the operationally supported commanders battlestaffs.

The AFFOR and Numbered Air Force are typically the same organization in most operations, but it may be different if another Service other than the Air Force is designated as AFFOR.

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TAB C TO APPENDIX 7 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
ARMAMENT DELIVERY RECORDING (U)

() REFERENCES: List pertinent regulations, manuals, related plans, and other relevant documents or governing policies. Include appropriate DOD and Air Force ADR instructions.

1. () GENERAL

a. () Objectives

(1) () State the objective of the wartime and contingency Armament Delivery Recording (ADR) program is to provide an immediate evaluation of weapon system effectiveness and accuracy of ordnance deliveries through the use of airborne video and motion picture camera systems.

(2) () State the ADR program also has the fundamental objectives of supporting the theater commanders combat operations reporting, psychological operations, public affairs (when appropriate), and intelligence requirements at the theater and component level, as well as supporting NCA, CJCS, and DOD requirements at the national level.

b. () Policy

(1) () State the procedures in this tab apply to all Air Force units with ADR capability.

(2) () State that combat units must be able to provide high quality original ADR imagery to support the requirements of the originating combat unit, the unified and specified command or JTF commander, Air Force Component Commander, and the NCA, CJCS, and DOD.

(3) () State that Air Force Component Commander significant ADR imagery includes: weapons delivery against targets (including misses); air-to-air engagements showing enemy aircraft being engaged, hit or missed; images which may not be the primary target but have intelligence value; that which shows weapon systems effectiveness; and that deemed appropriate by the originating combat unit.

2. () CONCEPT OF OPERATIONS.

a. () State the Air Force combat camera squadron will manage the component-level ADR program, under the operational control of the COMAFFOR, to exploit all ADR imagery.

b. () State which combat camera units or forces have been tasked with supporting the requirements of this plan.

c. () State combat units with ADR capability will manage their internal ADR programs, providing significant original ADR imagery to support the component-level ADR program.

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- d. () State the combat camera squadron will receive the significant original ADR imagery and edit, duplicate, distribute, and transmit imagery as directed by the component and theater commanders.

3. () RESPONSIBILITIES

- a. () Originating Combat Unit. State the following responsibilities:

- (1) () State combat units will provide the original master tape of significant ADR imagery to the combat camera squadron in an expeditious manner. Include that units should establish procedures to duplicate video imagery with the assistance of their combat visual information support centers. The VI ADR team will provide the combat unit a high quality copy of the original ADR master tape.

- (2) () State significant ADR imagery forwarded will include an intelligence summary containing the following information as a minimum: originating combat unit and weapon system; complete target identification; weapon(s) used and tactics; date and time of event shown; and a short narrative of target significance, and any other pertinent information.

- (3) () State combat units are responsible for providing sufficient videotape and film supplies to support their taskings under this plan.

- (4) () Other.

- b. () Combat Camera Squadron. State the following responsibilities:

- (1) () State the combat camera squadron will receive, catalogue, edit, duplicate, and distribute ADR imagery to support AFCC and theater requirements, as well as those of the NCA, CJCS, and DOD.

- (2) () State combat camera equipment must be capable of: using all formats of Air Force ADR videotape; accomplishing film transfer to videotape; electronically blanking out classified alphanumeric data present on the viewing portion of the tape (if the theater commander authorizes public release); and making high quality duplicates.

- (3) () State original ADR imagery will be maintained until final disposition instructions are given by the theater commander.

- (4) () State complete shipping instructions will be provided to all combat units.

- (5) () State the support forces must be capable of supporting all customer requirements as stated in Tab A.

- (6) () Other.

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TAB D TO APPENDIX 7 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
COMMUNICATIONS SUPPORT FOR COMBAT CAMERA AND VISUAL INFORMATION (U)

(The following is an example, modify as needed)

() CLASSIFICATION OF TABLE

<u>LOCATION</u>	<u>SYSTEM</u>	<u>COMM TYPE</u>	<u>USER</u>	<u>TRANSMIT TO</u>	<u>REMARKS</u>
() Ramstein	ABS-2 Video	Ku band (commercial)		9 CTCS	Pentagon Gun camera,
	BMAC encryption	6KPST		1 hour/day	
() Moron AB	Digital Still	SIPRNET	100 CS	Pentagon	JPEG file format,
	400kb per file,	6KPVS	Ramstein	20 files/day	

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APPENDIX 8 TO ANNEX K TO COMUSAFE OPLAN 4123-97 (U)
INFORMATION MANAGEMENT (U)

- () REFERENCES: List all references that relate to information management functions, to include AFMAN 10-401, Ch. 23. Also refer to AFPAM 33-305, Postal Augmentee Orientation. Also refer to Annex K, Appendix 9 for Military Postal Service guidelines.

1. () SITUATION

a. () Friendly. Refer to the basic plan and Annex A for tasked organizations. List any services provided via host-nation support (e.g., printing management equipment/supplies).

b. () Resource Availability. List available resources. Include the following:

(1) () IM Resources. Manpower authorizations functionally coded 3AXXX (enlisted) and 33SXX (officer); personnel and equipment deployed under Unit Type Code (UTC) 6KAA_.

(2) () Postal Resources. Postal requirements will be established under Appendix 9 to this annex (Military Postal Service) Manpower authorizations functionally coded under Special Duty Identifier (SDI) 8MXXX; personnel and equipment deployed under UTC 6KWDB_.

2. () EXECUTION

a. () Concept of Operations. State how information management support is provided. Describe the scope of operations and identify methods and resources to be employed. List any limiting factors along with their mission impact. Use a separate subparagraph to discuss each of the following information management functions: Work group administration, a group of tasks that will provide immediate front-line support to local unit customer and provide primary interface with the communications and information squadron, when the question/problem is beyond local support capabilities, is also the responsibility of information managers. Duties include: selecting operating area, installing equipment, providing limited software application assistance for commonly used office automation applications purchased from standard AF infrastructure support contracts; performing e-mail address group maintenance, modifying and deleting passwords and user privileges, and maintaining access controls. Staff support includes those information managers who provide executive and information management support within an organization, such as the information managers on the commander's staff or those assigned to individual units or offices. These personnel are functionally managed by the senior IM NCO at home station and at the deployed location. Other functions provided by information managers include: administrative communications (i.e., the Base Information Transfer Center/System); postal support; publishing, to include publications/forms distribution and electronic publishing; records management, to include Freedom of Information Act, Privacy Act, and Reports Control; and information management systems, to include Publishing Distribution Office System (PDOS), (Records Information Management System (RIMS), and Electronic Publishing (E-Pubs); and functional manager for enlisted Information Managers (3AXXX).

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b. () Tasks. Specify individual tasks and responsibilities. Include tasking as appropriate for staff agency and unit information management functions. Outline the tasks and responsibilities other functional areas must plan for in providing their own internal information management (office administration) support; state how this information will be disseminated to those functions. List the specific Information Management services (e.g., Bulletin, destruction facility, records storage, etc.) that will be provided to deployed organizations and state how organizations will be made aware of these services.

c. () Coordination. Provide necessary guidance for two or more base-level units to share information management capabilities and follow common procedures (e.g., distributing classified material, negotiating host base or host nation support agreements, and providing printing management services).

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Identify logistics support requirements.

b. () Administration. Provide instructions for submitting required reports, if any.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Summarize the command relationships required to provide information management support, or refer to Annex J.

b. () C4 Systems. Identify specific C4 systems support requirements.

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APPENDIX 9 TO ANNEX K TO COMUSAFE OPLAN 4123-96 (U)
MILITARY POSTAL SERVICE (U)

- () REFERENCES
 - a. DOD 4525.6-M, Vol I and II, DOD Postal
 - b. United States Code, Title 39, Parts 4 and 5
 - c. See Joint Pub 0-2 and interservice support agreements
 - d. Joint Pub 1-0, Doctrine for Personnel Support

1. () SITUATION

- a. () Enemy. Refer to Annex B.
- b. () Friendly. Identify allied or other service postal operations that may support operations envisioned under this plan.
- c. () Assumptions. List the assumptions on which postal planning and support are based. Consider including: level and types of postal service to be provided, agreements with and requirements of the host country, methods of transporting mail, and available postal facilities. The following assumptions will be considered and incorporated into the OPLAN, as appropriate:

(1) () Commencing on D-day, postal services in the Area of Responsibility (AOR) may be restricted as follows:

- (a) () Personal first-class letter mail and sound/video recordings having the characteristics of personal correspondence weighing 11 ounces or less (DOD 4525.6-M Vol I, Chapter 2, paragraph 203).
- (b) () Postal financial services conducted at levels determined by the Unified Commander and special services may not be available.
- (c) () No restrictions will apply to official mail.
- (d) () For operations less than 30 days in length, mail service normally will not be provided.
- (e) () Recipients of personal mail should not expect mail until after AMC sustainment missions are available and consistent (approximately 30 days).

(2) () Transportation of US official and personal mail between Port of Entry (POE) and AOR locations will be as follows:

- (a) () Commercial Air. Intra-theater commercial air may not be available.

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- (b) () Military Air. By the command conducting the operation.
- (c) () Surface Transportation. By the command conducting the operation.
- (3) () There will not be an international agreement authorizing entry of US forces mail without foreign interference (e.g., censorship, seizure) or payment of customs and transit fees.
- (4) () The host country and neighboring nations may require permits prior to D-day for Unified Command postal personnel to cross their borders to conduct routine postal duties, such as receipt and dispatch of mail in another country.
- (5) () Postal service to DOD US contractors and US citizens in the AOR will conform to the requirements of the DOD Postal Manual (PM) Vol I, Appendix A.
- (6) () Civilians currently employed at existing MPOs in the AOR may not be available after D-day.
- (7) () The Secretary of Defense will determine when/if to authorize free mail for the AOR.
- (8) () Existing MPS facilities in the AOR will remain operational.
- (9) () AIRPS/AIRPF postal representative(s) will deploy to AOR during initial phase of operation to perform ADVON duties (D -3).
- (10) () Postal personnel and equipment needed to handle mail will deploy to AOR during initial phase of operation (NLT C + 10).
- (11) () Issuance of addresses to deploying forces will be NET C -2 and NLT D-day.
- d. () Resource Availability. List resource availability (equipment, facilities, transportation networks, people, etc.)
- e. () Planning Factors. Consider the following:
 - (1) () Mail volume planning factors for class 6 M (DOD supply class for mail) contained in the Joint Strategic Capabilities Plan.
 - (2) () Planning factors that ensure the timely movement of mission essential spare parts and medical supplies. Expedite movement of mail through the best integration of mail processing, logistical flow, and transportation functions at all levels.
 - (3) () Other avenues for providing effective postal support through MPS elements.
- 2. () MISSION. Briefly state the military postal service mission in support of the mission statement in the basic plan.

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3. () EXECUTION.

a. () Concept of Operations. State how postal support will be provided. Describe the scope of operations and identify the methods and resources to be employed. If there are limiting factors, list them along with their mission impact. Consider including these areas: casualty mail processing, forwarding and redirecting mail, mail security, augmenting postal units, and collecting and dispatching mail. Use Tabs to outline levels of service and transportation responsibilities, as well as list Aerial Mail Terminals (AMTs) and Air Post Offices (APOs).

b. () Tasks

(1) () Identify who will function as postal coordinators for postal matters/problems that surface during plan implementation.

(2) () List all postal service responsibilities in the plan, as well as responsibilities of other functions which may support postal units. The following list highlights the roles and responsibilities of the three major partners responsible for the postal mission. Expand in the annex as necessary.

(a) () Military Postal Services Agency (MPSA)

(1) () Coordinates with USPS to provide the level of service requested by the Unified Commander; advises USPS to implement restrictions the Unified Commander requests.

(2) () Upon receipt of request for free mail from the Unified Commander, obtains authorization and announces "free" mail for deployed forces in the AOR.

(3) () Coordinates Unified Commander public information requests with DOD Public Affairs and USPS to announce the level of service provided to deployed personnel.

(4) () Coordinates with Assistant Secretary of Defense, Acquisition and Logistics (ASD/A&L) on the establishment/disestablishment of MPOs in the AOR as requested by the Unified Commander.

(5) () Arranges for movement of mail to and from the AOR based on AIRPS/AIRPF recommendations as the USAF Command Postal Manager.

(6) () Ensures mail routing, massing, labeling, and distribution information for AOR MPO is passed to USPS.

(7) () Ensures USPS facilities implement timely opening, closing, and mail restriction changes throughout the domestic area to facilitate mail acceptance for AOR APOs.

(b) () Unified Commander, through the commanders' staff:

(1) () Ensures movement of mail originating in or transiting the AOR as the situation and available resources permit upon AIRPS/AIRPF recommendations.

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(2) () Provides the AIRPS/AIRPF and MPSA a listing of Aerial Ports of Embarkation (APOE) and Aerial Ports of Debarcation (APOD) used for receipt, dispatch, and transfer of MPS mail into and out of the AOR.

(3) () Establishes level of postal service for AOR during sustainment operations; requests expansion or reduction of level of MPS support through MPSA.

(4) () Issues and coordinates MPS policy relative to component commands and ensures plans of those commands adequately address MPS support for the AOR.

(5) () Establishes priority of mail transportation to, from, and within the AOR.

(6) () Requests implementation of "free" mail for deployed forces through MPSA.

(c) () USAF Command Postal Manager

(1) () Advises Unified Commander on level of service, mail restrictions, and movement of mail to and from the AOR.

(2) () Recommends to Unified Commander the APOE and APOD to be used for receipt, dispatch, and transfer of mail to and from the AOR.

(3) () Recommends to Unified Commander establishment and location of AMT, GSU, and other critical MPS facilities.

(4) () Plans and coordinates with Unified Commander and MPSA the movement of mail from/to the AMT/GSU and MPO in the AOR.

(5) () Plans and coordinates with Unified Commander and MPSA and other affected organizations on the movement of mail originating in or transiting other overseas locations destined for deployed units and members in the AOR.

(6) () Advises Unified Commander of new requirements and requests MPSA establish new MPOs as populations and geographic locations required.

(7) () Exercises technical supervision over military postal services in the AOR.

(8) () Arranges for financial services within the AOR through establishment of a postal finance office (PFO) to allow MPOs to turn in monies to reorder postal stocks.

(9) () Develops and publishes mail processing, distribution schemes, and handling instructions for all MPOs in the AOR.

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(10) () Recommends to Unified Commander expansion/reduction of postal service levels as the situation dictates. This includes the decision on offering of Any Service Member (ASM) mail only when AMC/commercial lift is available.

(11) () Establishes Air Force APOs at designated locations and activates APO numbers as required.

(12) () Provides Unified Commander a complete list of MPOs, units served, and mail volume projections.

(13) () Continues to operate any existing AMTs in the AOR.

(14) () Advises Unified Commander postal staff of deployment actions as appropriate.

(15) () Coordinates all APO activations and closures with appropriate branches of service and advises MPSA; provides MPSA with list of MPOs served by APOE and APOD and units served by each.

c. () Limitations. Consider the following:

(1) () Postal restrictions on incoming and retrograde mail (personal and official) including disruption of mail service between CONUS and overseas locations.

(2) () Potential impact of wartime embargo of US mail in CONUS.

(3) () International agreements that affect postal operations.

(4) () Limited available lift in competing environment when moving higher priority cargo.

d. () Coordination. Provide guidance which applies to two or more components. As necessary, include host nation agreements, casualty mail, "free" mail, level of postal services, and mail movement from, to, and within the area of responsibility.

() ADMINISTRATION AND LOGISTICS. Identify logistics and internal information management requirements for the function being supported.

a. () Logistics. Identify logistics support requirements specific to the performance of the military postal service mission, to include necessary equipment and supplies, as well as repair and resupply arrangements.

b. () Administration (Information Management).

(1) () Outline instructions for providing internal information management support activities for the organization or function and provide guidance for handling the organization's information as a resource (everything from how records created by the organization will be managed, to how copying and duplicating support will be obtained, to how publications and forms requirements will be handled.) Each functional area "owns" its information resource and is therefore responsible for management of their information throughout its lifecycle--creation, collection, access, retrieval, storage, and disposal.

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(2) () Identify reports that will be required, their emergency status codes (ESC), and whether reporting is required during minimize conditions.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Summarize the command relationships necessary to provide postal support. (Examples are provided below). Identify relationships, if any, that would need to be established with foreign governments. Refer to Annex J.

(1) () If a joint operation, the command and control of all postal assets will come under the jurisdiction of the J1. The J1 will appoint a postal officer/senior NCO to direct postal operations in the AOR during the course of the contingency operation.

(2) () If a single service operation, the service having operational responsibility will exercise operational command and control of the postal assets augmented by the AIRPS/AIRPF postal assets.

b. () C3 Systems. Identify C3 system requirements in support of military postal service or refer to Annex K.

t/
General
Commander in Chief
USAFE

Tabs:

- A--Air Mail Terminals
- B--Military Post Offices
- C--Levels of Service
- D--Transportation of Mail

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TAB A TO APPENDIX 9 TO ANNEX K TO COMUSAFE OPLAN 4123-96 (U)
AERIAL MAIL TERMINALS (U)

<u>NAME</u>	<u>LOCATION</u>	<u>ADDRESS</u>	<u>REMARKS</u>
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TAB B TO APPENDIX 9 TO ANNEX K TO COMUSAFE OPLAN 4123-96 (U)
MILITARY POST OFFICES (U)

<u>NAME</u>	<u>LOCATION</u>	<u>ADDRESS</u>	<u>REMARKS</u>
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TAB C TO APPENDIX 9 TO ANNEX K TO COMUSAFE OPLAN 4123-96 (U)
LEVELS OF SERVICE (U)

1. () DOD POLICY. DOD policy is to provide the maximum level of postal service possible to deployed forces. Based on available resources, the unified commander determines the levels of service available for forces in the AOR.

2. () LEVELS OF POSTAL SERVICE. State levels of service during initial phase of operation, during sustainment, and during redeployment of forces. (During the initial, or build-up phase, mail is usually limited to official mail, personal first class letter mail (and sound/video recordings having the characteristics of personal correspondence weighing 11 ounces or less), and basic postal financial services.) For each phase, address the following areas, at a minimum
 - a. () Official mail (all services).

 - b. () Personal first class letter mail and sound/video recordings having the characteristics of personal correspondence weighting 11 ounces or less

 - c. () Postal financial services.

 - d. () Other services and classes of mail.

 - e. () Any Service Member (ASM) mail will only be offered when lift is available on a consistent basis to prevent disruption of personal or official mail.

3. () EXPANSION/REDUCTION OF SERVICE BASED ON LOCAL SITUATIONS. The Unified Commander will direct expansion or reduction of postal service based on local conditions. Changes in levels of service should apply equally to all MPOs in the AOR, if possible.

4. () US CIVILIAN EMPLOYEES. Postal service to US civilian employees will be IAW DOD 4625.6-M.

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TAB D TO APPENDIX 9 TO ANNEX K TO COMUSAFE OPLAN 4123-96 (U)
TRANSPORTATION OF MAIL (U)

1. () MOVEMENT OF MAIL. The Military Postal Service Agency (MPSA) and the Joint Military Postal Activities (JMPAs), through coordination with the AIRPS/AIRPF, will arrange movement of official and personal mail to and from the serving platform using all available resources.
2. () SORTATION OF MAIL. The United States Postal Service (USPS) will sort mail to either the first five digits or the entire nine digits of the ZIP code, as determined by the make-up of the deploying force and the ZIP codes activated. (Expand this paragraph as necessary.)
3. () PALLETS/CONTAINERS. Mail will be transported in containers or palletized as much as possible. (Expand this paragraph as necessary)
4. () MAIL WITHIN AOR. Transportation of mail within the AOR is the responsibility of the unified commander. (Describe how this will take place.)
5. () DELIVERY OF MAIL. State plan for delivery of mail. Example: Unit mail clerks will pick up and deliver official and personal mail from/to the servicing MPO or supporting unit.

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ANNEX M TO COMUSAFE OPLAN 4123-97 (U)
MAPPING, CHARTING, AND GEODESY (MC&G) (U)

() REFERENCES: List documents providing guidance required for planning functions relevant to this annex.

1. () SITUATION

a. () MC&G Requirements. List the MC&G product types/series required to support this plan within corresponding subparagraphs (i.e., (1) Aerospace Products, (2) Topographic Products, (3) Hydrographic Products, (4) Target Materials, (5) Special Products). Area coverage and quantity requirements should be portrayed textually or graphically using standard index bases in Appendix 1.

b. () Available Products. Provide a general statement about the availability and adequacy of the MC&G data and related material required to support the plan.

c. () Capabilities. List MC&G forces assigned or attached. Show latest arrival date for each MC&G unit contained in the TPFDD. List information about other forces or agencies that may affect the provisions of MC&G products required to support the plan.

d. () Supporting Capabilities. List MC&G forces or agencies that are not assigned or attached but that are required to provide MC&G support for implementing this plan. Specify the type and duration of support required. This paragraph should include a detailed outline of support expected from Defense Mapping Agency (DMA).

e. () Assumptions. List the assumptions on which this annex is based. State expected conditions over which the commander has no control.

2. () MISSION. Provide a clear, concise statement of the MC&G mission essential to support the basic plan.

3. () EXECUTION

a. () Concept of MC&G Operations

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(1) () General. Provide a broad statement telling how the command provides the MC&G support necessary to meet the commander's overall mission requirement. Include the forces involved; time-phasing of operations; general nature and purpose of MC&G operations to be conducted; interrelated or cross-service support; and support provided by agreements, coordination, and cooperation necessary to successfully implement this plan. Describe the scope and extent of HNS available to enhance MC&G operations to support the plan.

(2) () Deployment. Summarize the requirements for deploying the MC&G forces and the necessary depot activities from their normal peacetime locations to the area of operations. Give particular attention to time-phasing these deployments in order to effect an orderly transition from current to planned organizational configurations.

(3) () Employment. In general terms, describe how deployed MC&G forces are employed during MC&G operations.

b. () Tasks. In separate subparagraphs, list the MC&G tasks assigned to each element of the command and to those units or agencies providing support to the plan. For each of the tasks, include a concise statement of the mission to be performed to further plan or execute the overall plan. Ensure these task assignments are sufficiently detailed to properly describe all elements essential to the concept of the operation. Ensure that responsibilities are assigned to establish, validate, and submit MC&G requirements to completely support the plan. Specify map and data storage and distribution responsibilities.

c. () Coordinating Instructions. In the final sub-paragraph, list separately those instructions applicable to the entire command or two or more elements of the command that are necessary to properly coordinate the MC&G support. Specify points of contact within the command who can authorize releasing war reserve stocks held or that can resolve command MC&G problems. State how forces are notified and list time sequencing of the notifications.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Specify MC&G supply and storage procedures and responsibilities. Include the planned locations of command and noncommand storage sites and facilities. Specify the type and quantity of products or the time frame (for example, 10 days of maps and charts) required to be held by the supporting commands' units or agencies.

(1) () Transportation. Provide instructions for MC&G material transportation requirements. Use a separate appendix to list detailed transportation requirements and procedures. As a minimum, list portion of the TPFDD reflecting movement of MC&G materials to include nonunit record resupply requirements in pounds per person per day.

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(2) () Support. Provide instructions for obtaining planned support.

b. () Administration. If reports are required, specify formats for preparation and time, methods, and classification of submission in a separate appendix.

5. () COMMAND AND SIGNAL

a. () Command Relationships. Include the primary and alternate locations of all major MC&G unit or agency head-quarters. If not previously addressed, specify the command and control relationships between the command, its components, and the noncommand-sponsored units or agencies. See Annex J for more information on command relationships.

b. () C3 Systems. Describe the scope and types of any C3 systems specifically required to support MC&G operations. Refer to Annex K for more information.

c. () Priorities. Provide guidance for establishing component MC&G support priorities.

t/
General, USAF
Commander

Appendices:

- 1--Mapping, Charting, and Geodesy Requirements List
- 2--Mapping, Charting, and Geodesy Transportation Requirements
- 3--Mapping, Charting, and Geodesy Reports (optional, no sample attached)

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s/
t/
Colonel, USAF
Position

M-3

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1 April 1997

APPENDIX 1 TO ANNEX M TO COMUSAFE OPLAN 4123-97 (U)
MAPPING, CHARTING, AND GEODESY REQUIREMENTS LIST (U)

<u>1</u>	<u>2</u>	<u>3</u>
<u>REQUIRED ITEMS</u>	<u>COVERAGE REQUIRED</u>	<u>QUANTITY</u>
1. AEROSPACE PRODUCTS		
2. HYDROGRAPHIC PRODUCTS		
3. TOPOGRAPHIC PRODUCTS		
4. AIR TARGET MATERIALS		
5. SPECIAL PRODUCTS		

INSTRUCTIONS FOR COLUMN ENTRIES:

1. **REQUIRED ITEMS** - Provide the generalized description such as map series or scale. The stock number of a specific item is not required.
2. **COVERAGE REQUIRED** - Describe the area to be covered by geographic coordinates, political boundaries (identified by geopolitical codes), or recognizable geographic area.
3. **QUANTITY** - List the number of copies of each sheet, chart, or item needed in war reserve stocks or required for issue upon implementation of the basic plan.

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APPENDIX 2 TO ANNEX M TO COMUSAFE OPLAN 4123-97 (U)
MAPPING, CHARTING, AND GEODESY TRANSPORTATION REQUIREMENTS (U)

() As a minimum, list the portion of the TPFDD reflecting movement of MC&G materials. List any transportation shortfalls in required support of MC&G operations and contingency plans to fully implement and sustain MC&G operations in the event full transportation requirements cannot be provided.

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ANNEX N TO COMUSAFE OPLAN 4123-97 (U)
SPACE OPERATIONS (U)

() REFERENCES: List references that provide additional guidance and information required for use with this annex.

1. () SITUATION

a. () Enemy. Estimate what the enemy is capable of doing and probably will do with space, air or surface assets to interfere with the accomplishment of the space mission. Reference may be made to Annex B, Intelligence for amplifying information.

b. () Friendly. State in separate numbered subparagraphs the space capabilities and plans of external forces or agencies to support this plan.

c. () Assumptions. State any assumptions, not included in the basic plan, that could influence the feasibility of the Space Annex of the plan. If any assumptions are critical to the success of the plan, indicate alternative courses of action.

d. () Resource Availability. List resource availability.

e. () Planning Factors. List applicable planning factors.

2. () MISSION. State in clear, concise terms the space force tasks to be accomplished in support of the operations envisaged in the basic plan. Describe the desired results of space activities undertaken in support of this OPLAN.

3. () EXECUTION. Space activities may range from satellite communication support to missions against enemy spacecraft. The functions required may vary greatly within the area of operations or between phases of the operation. This paragraph may, therefore, require considerable detail and possibly alternative plans. Appendices should be used as necessary to provide lengthy and detailed guidance.

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- a. () Concept of Operations. State the general concept of space activities required in support of the forces assigned to the OPLAN. Describe briefly how the space operations fit into the entire operation. Place particular emphasis on those aspects of the basic plan that establish space requirements and that affect space capabilities and limitations.
- b. () Tasks and Responsibilities. In separate numbered subparagraphs assign individual tasks and responsibilities to each applicable component, other subdivision of the force, or agencies that provide support to the plan. Each of the tasks should be a concise statement of the mission to be performed in further planning or execution of the overall plan. These task assignments should be of sufficient detail to insure that all elements essential to the concept of the operation are described properly.
- c. () Coordinating Instructions. Provide necessary guidance common to two or more components, subdivisions or agencies.
- d. () Space Activities. Identify space activities required to support the OPLAN. Include the following specific areas as applicable.
 - (1) () Communication. Space communications channels which would aid in the exercise of command and control of military forces. Reference may be made to Annex K, Command and Control Systems for amplifying information.
 - (2) () Meteorological and Oceanographic. Meteorologic, oceanographic, geodetic, and other environmental support information provided by space assets which might affect surface, air, or space activities or assets. Detailed weather operations should be described in Annex H, Weather Operations.
 - (3) () Navigation. Navigational capabilities that would aid the transit of ships, aircraft, personnel or spacecraft and the determination of course and distance traveled or position location.
 - (4) () Surveillance. Surveillance and/or reconnaissance information pertaining to friendly and/or enemy forces whether performed by space, air or surface assets in or external to the area of operations which would aid in operations and force positioning.
 - (5) () Tactical Warning. Notification of enemy ballistic missile or space weapon attacks which can be evaluated from available sensor and intelligence sources and could affect the area of operation. Reference may be made to Annex B, Intelligence for amplifying information.

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(6) () Space Control. Space related activities whether performed by space, air, or surface assets that ensure friendly forces and deny enemy forces the unrestricted use of space and space assets.

(7) () Nuclear Detonation. Notification of detected nuclear detonations which might affect the operation and require evaluation as to yield and location. Reference may be made to Annex B, Intelligence for amplifying information.

(8) () Friendly Missile Impact. Notification of friendly ballistic missile launches that might affect the area of operations and would require warning and predicted impact prior to launch.

(9) () Enemy Space Activity. Notification of space related activities undertaken by the enemy that would affect friendly action in the area of operations. These could include notice of enemy reconnaissance of friendly forces by space assets, such as satellites and manned space stations, which would aid in providing information to the enemy; and/or hostile space activities taken by the enemy that deny unrestricted friendly access to space, deny the full capabilities of friendly space assets or restrict friendly surface or air resources required by these space assets. Reference may be made to Annex B, Intelligence for amplifying information.

4. () ADMINISTRATION AND LOGISTICS. Provide broad guidance concerning administrative and logistics support for space operations. Support of mobile or fixed space assets within the theater of operations will be addressed here or references made to the appropriate annex where this information is available. Reference to Annex D or pertinent command directives may suffice.

5. () COMMAND AND SIGNAL. Indicate the difference, if any, between the command channels for the conduct of space activities and the command relationships established in Annex J. If applicable, state requirements for augmentation of appropriate headquarters with space operations personnel. Reference should be made to the appropriate section of Annex J. Provide pertinent extracts of information included in Annex K or the basic plan for the support of space activities.

t/
General, USAF
Commander

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Appendices:

- 1--Early Warning
- 2--Communications
- 3--Navigation
- 4--Space Environmental Services
- 5--Space System Reconnaissance
- 6--National Systems Support

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s/
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Colonel, USAF
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APPENDIX 1 TO ANNEX N TO COMUSAFE OPLAN 4123-97 (U)
Early Warning (U)

(U) Describe the potential theater ballistic missile threat and task the warning system necessary to detect that threat.

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APPENDIX 2 TO ANNEX N TO COMUSAFE OPLAN 4123-97 (U)
Communications (U)

(U) Describe and task (as appropriate) the space-based communications system necessary to support voice and data communications connectivity within the theater. Both portable and fixed equipment should be addressed for both intra- and inter-theater applications.

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APPENDIX 3 TO ANNEX N TO COMUSAFE OPLAN 4123-97 (U)
Navigation (U)

(U) Detail procedures for obtaining the improved navigational and targeting aids needed to support in-place and rapid deploying forces.

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APPENDIX 4 TO ANNEX N TO COMUSAFE OPLAN 4123-97 (U)

Weather (U)

(U) Task AFSPACECOM to provide uninterrupted environmental data for purposes of mission planning and execution. Describe and task the necessary ground equipment to intercept the environmental data.

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APPENDIX 5 TO ANNEX N TO COMUSAFE OPLAN 4123-97 (U)
Space System Reconnaissance (U)

(U) Describe the National Space System capabilities support for supported CINC requirements and outline the means for obtaining National System support for military operations.

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APPENDIX 6 TO ANNEX N TO COMUSAFE OPLAN 4123-97 (U)
National Systems Support (U)

(U) This appendix is written at the Special Compartment Information level and tasks certain national agencies for reconnaissance support.

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ANNEX P TO COMUSAFE OPLAN 4123-97 (U)
WARTIME HOST NATION SUPPORT (U)

- () REFERENCES: Cite documents necessary for a complete understanding of this appendix.
1. () SITUATION
- a. () Enemy. Refer to Annex B.
 - b. () Friendly. Identify host nations, allies and other forces not tasked in this OPLAN that have a bearing on this plan.
 - c. () Assumptions. State realistic assumptions concerning wartime host nation support (WHNS) and the operational impact if assumptions are not realized.
 - d. () Resource Availability. List resource availability.
 - e. () Planning Factors. List applicable planning factors.
2. () MISSION. State the mission of WHNS in support of the mission statements in the basic plan and Annex D.
3. () EXECUTION
- a. () Concept of WHNS Support. Summarize in this paragraph the supported commander's concept for use of WHNS in support of combat operations. Cover the overall status of negotiations and agreements by country or treaty organization, presumed WHNS, and the reliability of WHNS. (Supported commanders are encouraged to provide detailed descriptions of WHNS support, policies, and procedures in appropriate OPLAN functional annexes.) List WHNS agreements, agreements of doubtful reliability, and presumed WHNS in the appendices. Identify peacetime and preconflict PSYOP that would develop support in foreign countries for the provision of WHNS.

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b. () Tasks

(1) () Assign responsibilities for coordinating and managing WHNS to military organizations.

(2) () Identify the office of primary responsibility for each type of WHNS managed separately within the command.

c. () Limiting Factors. Outline support limitations that are due to lack of WHNS agreements, operational impact, status of any current negotiations, and prospects for availability of the required support on an emergency basis during OPLAN execution.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Describe logistics support requirements associated with WHNS. Refer to Annex D.

b. () Administration. Identify documentation and reporting procedures.

5. () COMMAND AND SIGNAL. Describe command relationships with the applicable host nations. Refer to Annex J.

t/
General, USAF
Commander

Appendices:

- 1 - List of WHNS Agreements
- 2 - WHNS Reliability
- 3 - Presumed WHNS

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s/
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APPENDIX 1 TO ANNEX P TO COMUSAFE OPLAN 4123-97 (U)
LIST OF WHNS AGREEMENTS (U) 1 & 2

<u>Agreement ID</u>	<u>Title</u>	<u>Resources to be Provided</u>
3	4	5

NOTES:

1. Agreements may be subdivided by country or treaty organization, responsible US command or functional area, or combination of these.
2. List only bilateral, umbrella, and general technical agreements.
3. Numerical or other designation, as appropriate.
4. Short title.
5. Summarize resources to be provided to US forces by this agreement.

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APPENDIX 2 TO ANNEX P TO COMUSAFE OPLAN 4123-97 (U)
WHNS RELIABILITY (U) 1 & 2

<u>Agreement ID</u>	<u>Title</u>	<u>Resources to be Provided</u>	<u>CINC'S Assessment</u>	<u>Operational Impact</u>
3	4	5	6	7

NOTES:

1. Agreements may be subdivided by country or treaty organization, responsible US command or functional area, or combination of these.
2. List only bilateral, umbrella, and general technical agreements.
3. Numerical or other designation, as appropriate.
4. Short title.
5. Summarize resources to be provided to US forces by this agreement.
6. Summarize the rationale for doubt regarding the reliability of the support to be provided under the agreement.
7. Summarize operational impact of not receiving the agreed WHNS and action that must be taken to provide the required support.

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APPENDIX 3 TO ANNEX P TO COMUSAFE OPLAN 4123-97 (U)
PRESUMED WHNS (U) 1

Resources Presumed
2

CINC Rationale
3

Operational Impact
4

NOTES:

1. Assumptions may be subdivided by country or treaty organization, responsible US command or functional area, or combination of these.
2. Summarize resources presumed to be available to US forces.
3. Summarize rationale that supports the presumption of availability.
4. Summarize operational impact of not receiving the agreed WHNS and actions that must be taken to provide the required support.

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ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
MEDICAL SERVICES (U)

- (U) REFERENCES:
- a. The Geneva Conventions of 12 August 1949.
 - b. Joint Pub 4-0, *Policy and Procedures Governing Joint Positive Control Material Devices*.
 - c. Other appropriate references.
1. () SITUATION
- a. () Enemy. See Annex B, Intelligence.
 - b. () Friendly. Refer to Annex A, Task Organization. Note any other medical elements providing support for the operation.
 - c. () Assumptions. List key assumptions effecting medical planning, i.e., host nation support, levels of combat intensity, lift availability, etc.
 - d. () Resource Availability. List resource availability.
 - f. () Planning Factors. List applicable planning factors.
 - e. () Limitations. List key limiting factors effecting medical capability, e.g., Deployable Medical Systems (DEPMEDS) availability, transportation resources, Class 8 (both A and B) sustainability, unavailability of medical units, unit readiness deficiencies, movement priority on TPFDL, medical and dental staffing, etc.
2. () MISSION. State a clear, concise summary of the overall mission of the medical services.

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3. () EXECUTION

a. Concept of Operations. Describe the overall concept of medical support to meet mission requirements.

(1) () Transition. State the concept of transition from peacetime medical posture to wartime posture, including PWRMS, disposition of patients for relocating units, etc.

(2) () Responsibility. State that medical service is a national responsibility; if appropriate, indicate responsibility and scope of medical support of US forces under OPCON of other than US commanders. Indicate responsibilities of US forces and allied forces to provide medical support for each other's combatants.

(3) () Hospitalization. Describe the concept of operations for hospitalization to include command policy on joint use, general definition of OPZONES, ability to fully staff in-theater and deploying units, and availability of turn-key and warm base hospitals to meet early-on workload. Include an assessment of initial in-theater medical treatment capabilities.

(4) () Patient Evacuation. Describe in general terms the overall concept of patient evacuation (land, sea, and air). Address the patient flow scheme from the FEBA pre-planned AE missions. Include a brief assessment of initial in-theater evacuation capabilities to include personnel, facilities, and conveyances. Detailed information should be included in Appendix 4.

(5) () HNS. Address medical HNS availability and assess the status of these activities. Refer to detailed information in Appendix 10.

(6) () EPW, CI, and DET. Refer to Annex E. State command policy on care of EPW, CI, and DET; establishment of medical facilities for their treatment; and use of enemy medical personnel.

(7) () Formerly Captured US Military Personnel. Refer to Annex E. Outline concept and responsibilities to provide medical support at processing center.

(8) () Joint Blood Program. Outline in general terms the concept for blood components support and resupply. Identify any regions that have been established and state when the wartime blood program is to be activated. Refer to detailed taskings and information included in Appendix 2 to this annex.

(9) () Preventive Medicine. Describe the concept for support. Briefly outline the most significant health threats. State that preventive medicine programs will be conducted in accordance with pertinent Service and component directives and regulations. Identify any additional immunization requirements. Refer to detailed information in Appendix 8.

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(10) () Theater Evacuation Policy. State the objective theater evacuation policy (to establish requirements) and the supportable policy. If a range of requirements is presented, e.g., minimum acceptable risk to optimal (CINC's desired) level of support, state the evacuation policies used to define the lower and upper limits. Include in Appendix 3 both the objective policy requirements and the supportable policy requirements. Base evacuation requirements in the MEDEVAC TPFDD on the supportable theater evacuation policy. Use MAT to assist in determining the supportable evacuation policy.

(11) () Medical Regulating. Outline in general terms the concept for medical regulating within and from the theater. Identify any regulating regions that have been established. State when the wartime regulating system is to be activated.

(12) () Other Health Care Support

(a) () Dental Services. Include scope and responsibility for dental service. Identify inter-Service and allied dental support agreements and geographic area type support, if appropriate. Specify procedures for requesting additional dental support. Outline command policy for the use of dental personnel in medical treatment and patient care role.

(b) () Environmental Health. Include scope and responsibility for environmental health. Emphasize the importance of coordination with Army Veterinary Services for adequate prevention and treatment of zoonotic and endemic animal diseases, and for medical care of military working dogs.

(c) () Other Areas. As dictated by the mission, address medical support of SOF, care of chemical casualties, care of host-nation civilians supporting US forces, medical returns to duty, and mortuary affairs (death certificates and identification).

b. () Tasks

(1) () Responsibilities. Identify inter-Service responsibilities of subunified, task force, and component commander for medical support. Define intratheater and intertheater medical evacuation responsibility. Include specific taskings to support joint requirements. Indicate advisory responsibility of surgeons of subunified, task force, and component commands for support of indigenous populations; use of local physicians and medical facilities; medical intelligence dissemination; preventive medicine; hospitalization facilities of enemy PWs, civilian internees, or other detained persons; and mass casualty procedures. (See Appendix 1, Annex E for estimates of EPW, CI, and DET.)

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(2) () Component Responsibilities. Include, by sub-unified command, task force, or component, responsibility for surface and aeromedical evacuation, notification requirements for location and displacement of medical treatment facilities, support of repatriation of POWs, provision of base support and resupply planning for collocated or assigned AMC aeromedical evacuation system assets, and provision of pathology support to assist in determining or documenting use of chemical agents.

(3) () Component-Specific Responsibilities. Define any component-specific taskings such as sea or fixed-wing aeromedical evacuation, veterinary support, aerial spray for disease vectors, etc.

(4) () Supporting Command Responsibilities. Delineate specified or other unified command taskings that are essential to OPLAN support. Refer to detailed taskings and information in support of this paragraph in Appendix 1.

c. () Coordinating Instructions. Outline key intra-command coordination (e.g., personnel, Joint Transportation Board, engineering support) that must be accomplished. Indicate that coordinating instructions for medical intelligence, medical regulating, medical evacuation, and blood products support are stated elsewhere in the annex. State that coordination between and among component surgeon's staffs is directed. Describe coordination with other unified and specified commands.

4. () ADMINISTRATION AND LOGISTICS

a. () Medical Support Assessment. In general terms, describe the ability of available resources to medically support operations in the basic plan. Discuss the mission impact of any equipment, manpower, supply, communications, and/or transportation shortfalls.

b. () Medical Materiel. Describe the general concept for support, to include single manager (if applicable), regionalization, and procedures for cross-leveling and redistributing medical materiel. Document theater stockage objectives and command-specific medical logistics policies. Assess the status of medical materiel sustainability. Refer to Appendix 7 for more detailed information on medical depot and supply-point locations and operations.

c. () Reports. State that all medical reports will be submitted in accordance with Joint Pub 6-04.1, *US Message Test Formatting System* and AFMAN 10-206, *Operational Reporting*, Chapter 12. Refer to details on required medical reports in Appendix 9.

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5. () COMMAND AND SIGNAL

a. () Command Relationships. State that as the principal medical advisor to the Commander, the surgeon exercises directive authority for the Commander over all medical resources allocated to the command and ensures their effective use to meet the mission. Define when component commanders assume OPCON of theater resources not normally under their peacetime control. Refer to detailed information in Appendix 9.

b. () C3 Systems. Briefly describe how medical information will be transmitted within and from the theater. Identify any dedicated unsecure or secure communication capability. Refer to detailed information in Appendix 9.

t/
General, USAF
Commander

Appendices:

- 1--Joint Patient Movement System
- 2--Joint Blood Program
- 3--Hospitalization
- 4--Patient Evacuation
- 5--Returns to Duty
- 6--Medical Logistics (Class 8A) System
- 7--Preventive Medicine
- 8--Command, Control, and Communications
- 9--Host Nation Support
- 10--Medical Sustainability Assessment (Not Used)
- 11--Medical Intelligence Support to Military Operations (Not Used)
- 12--Veterinary Medicine (Not Used)
- 13--Medical Planning Responsibilities and Task Identification (Not Used)
- 14--Population at Risk of Loss Report

OFFICIAL:

s/
t/
Colonel, USAF
Position

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1 April 1997

APPENDIX 1 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
JOINT PATIENT MOVEMENT SYSTEM (U)

- () REFERENCES:
 - a. Joint Pub 4-01, 1 August 1986, *Joint Logistic Policy and Guidance*.
 - b. List all other references pertinent to this appendix. Include applicable directive, regulations, alliance and/or bilateral agreements, and plans.

- 1. () SITUATION. Describe the general situation as it affects the joint patient movement system.

- 2. () MISSION. State the mission of the joint patient movement system in support of the mission statement in both the basic plan and Annex Q.

- 3. () EXECUTION
 - a. () Concept of Operations. Describe how the movement of sick and wounded personnel will be regulated, in accordance with the references listed above, both within and from the unified command area of responsibility. Address theater medical regulating policy and procedures for NEO medical evacuees, repatriated prisoners of war, and enemy prisoners of war.

 - b. () Tasks. Assign tasks to medical regulating elements of component commands, component command surgeons, and reporting agencies; include tasking for administrative support functions. State scope and responsibilities of Theater Patient Movement Requirements Center(s) (TPMRC).

 - c. () Coordinating Instructions. Identify other organizations (such as the Global Patient Movements Requirements Center (GPMRC), ground and air transporters, etc.) with whom coordination must occur to achieve effective patient regulating. Describe, in general terms, how that coordination is to be accomplished.

 - d. () Locations. List where the TPMRC(s) will be located and at what stage of alert they will be activated, or reference an unclassified source for this information.

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- e. () Staffing. In general terms, describe how regulating offices will be staffed.
 - f. () Regulating Categories. Provide command-unique information, if any, concerning contingency medical regulating categories to be used when regulating the movement of patients within the theater.
 - g. () Theater Bed Availability. Provide command-unique guidance, if any, regarding bed availability reporting to be used within the theater of operations.
 - h. () Regulating Requests. Provide command-unique information, if any, regarding requests for bed designations in CONUS, the North American continent, and in other unified command areas of operation.
4. () ADMINISTRATION AND LOGISTICS
- a. () Logistics. Identify logistic support requirements.
 - b. () Administration. Identify reporting and administrative support requirements.
 - (1) () Policy. State direct communication policy within the theater, to other theaters, to CONUS, and to allies.
 - (2) () Address Information Groups. Identify the Address Information Groups (AIGs) used by the medical regulating system.
 - (3) () Message Format. Specify US Message Text Formats (formerly known as JINTACCS) to be used for medical regulating reports within the theater of operation. Refer to Joint Pub 6-04.1 (formerly Joint Pub 25, Volume VII) and Appendix 9 of this annex.
 - (4) () Classification. Specify level of classification of messages in accordance with policies of the theater commander.
5. () COMMAND AND SIGNAL
- a. () Command Relationships. Describe command line from unified command surgeons, through the TPMRC to lowest level regulating agency within the theater. Show interfaces with regulating agencies in other theaters, CONUS, and allies. Also show interfaces with appropriate elements of the patient evacuation system.

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b. () C3 Systems. List C3 system support requirements for regulating within the theater, to other theaters, to CONUS and to North America. Refer to appropriate sections of Annex K.

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1 April 1997

APPENDIX 2 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
JOINT BLOOD PROGRAM (U)

- () REFERENCES: List all pertinent references, including DOD instructions and plans, CJCS instructions and manuals, and Service and command regulations and instructions.

- 1. () SITUATION. Describe the general situation as it affects the joint blood program.

- 2. () MISSION. State the mission of the joint blood program in support of the mission statement in both the basic plan and Annex Q.

- 3. () EXECUTION
 - a. () Concept of Operations. State the organizational scope, function of operations (as appropriate), and basic policies.

 - b. () Tasks. Assign tasks by component, including administrative and logistic support, manning requirements, collection processing, delivery, redistribution, and receipt of blood product. State scope and responsibilities of MBPO. Develop and submit blood requirements in accordance with DOD instructions and the attached formats.

 - c. () Coordinating Instructions. Specify direct communication and liaison policy. State the preferred method of blood transportation. Ensure that movement requirements, with origin and destination, are identified and included in the TPFDD.

- 4. () ADMINISTRATION AND LOGISTICS
 - a. () Logistics. Identify logistic support requirements.

 - b. () Administration. Identify reporting and administrative support requirements.

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5. () COMMAND AND SIGNAL

a. () Command Relationships. State the command line through the JBPO to the lowest level blood organization in theater.

b. () C3 Systems. Specify C3 systems requirements and any specific guidance contrary to those in Annex Q, and refer to appropriate sections of Annex K.

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1 April 1997

APPENDIX 3 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
HOSPITALIZATION (U)

() REFERENCES: List any references pertinent to this appendix.

1. () PURPOSE. Describe the concept of employment of hospitals in support of operations given in the basic plan and document requirements and capabilities for hospital beds in theater.

2. () CONCEPT OF OPERATIONS. Define those geographic areas that comprise OPZONE 1 and OPZONE 2. Describe how hospital assets will be integrated during execution to ensure their most effective utilization. Outline how US hospitals will be integrated with allies' resources.

3. () REQUIREMENTS. State the evacuation policy or policies used to establish requirements. If a range of requirements is presented, e.g., minimum acceptable risk to optimal (CINC's desired) level of support, state the evacuation policies used to define the lower and upper limits.

a. () Time-Phased Requirements. Based upon MAT calculations, provide a table of peak bed requirements by time increment for each OPZONES and total theater. If a theater has multiple, dispersed OPZONE locations, regional bed requirements should be displayed. Joint commands or task forces may present joint (aggregate) requirements. Component commands present only Service specific requirements.

<u>Period</u>	<u>Combat Zone</u>	<u>Communications Zone</u>	<u>Total</u>
C-Day			
C+1-C+10			
C+81-C+90			

b. () Peak Requirements. Joint commands or task forces provide a table noting time of peak requirements by component. Component commands present only Service specific requirements.

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<u>COMPONENT</u>	<u>COMBAT ZONE</u>	<u>PEAK PERIOD</u>	<u>COMMUNICATIONS ZONE</u>
USAF	C+XX-XX		C+XX-XX

4. () CAPABILITIES. State the theater supportable evacuation policy given current US hospital assets. If direct patient care from HNS can be quantified, state the theater supportable evacuation policy given US plus host-nation assets. Provide tables of time-phased bed capabilities for each component (and HNS if applicable) for each OPZONE. If a theater has multiple, dispersed OPZONE locations, regional bed capabilities displays should be provided.

COMBAT ZONE

<u>Period</u>	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>HNS</u>	<u>Total</u>
C-Day					
C+1-C+10					
C+81-C+90					

5. () ASSESSMENT. Describe the sufficiency and/or insufficiency of hospital support quantitatively, temporarily, and geographically. If HNS can be quantified, assess with and without HNS assets. Support with graphics as tabs to this appendix. Include tables that document joint time-phased bed surpluses or (shortages).

6. () COORDINATING INSTRUCTIONS. Identify other organizations (Services, host-nations, transportation agencies, etc.) with whom coordination must occur to achieve effective hospital support. Describe, in general terms, how that coordination is to be accomplished.

Tabs:

- A--Hospital Bed Requirements
- B--Hospital Bed Assessment

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TAB A TO APPENDIX 3 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
HOSPITAL BED REQUIREMENTS (U)

(Peak Demand During Interval)

Time Period	COMBAT ZONE Maximum ¹ Surgical Medical Bed Req	COMMUNICATIONS ZONE Maximum ¹ Surgical Medical Bed Req	CONUS (Military) Maximum ¹ Surgical Medical Bed Req
C-day	(Combat zone figures include a ___ percent planner-defined bed dispersion allowance. Derived DF= ___ ²)	(Communications zone figures include a percent planner-defined bed dispersion allowance. Derived DF = ___ ²)	(CONUS military figures include a ___ percent planner-defined bed dispersion allowance. Derived DF = ___ ²)
C+1-C+10			
C+11-C+20			
C+21-C+30			
C+31-C+40			
C+41-C+50			
C+51-C+60			
C+61-C+70			
C+71-C+80			
C+81-C+90			
C+91-C+120			

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C+121-C+150

C+151-C+179

-
- 1 Beds required is the peak combined requirement for surgical and medical beds during the time
 - 2 DF is derived using the formula: $DF = 100 \text{ percent} / (100 \text{ percent} - \text{Dispersion Allowance})$.

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TAB B TO APPENDIX 3 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
HOSPITAL BED ASSESSMENT (U)

NOTE: Use any graphic depiction suitable to portray forecast bed requirements over time versus the capability of US and HNS to meet the requirements.

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APPENDIX 4 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
PATIENT EVACUATION (U)

- () REFERENCES:
 - a. AFI 41-301, *Worldwide Aeromedical Evacuation*.
 - b. Joint Pub 4-01, *Doctrine for Defense Transportation System*.
 - c. All other references pertinent to this appendix, including applicable directives, regulations, alliance and/or bilateral agreements, and plans.

1. () SITUATION. Describe the situation which might direct the support of medical evacuation of noncombatants (MEDNEO) and combatant patients within and from the theater of operations.

2. () MISSION. State the mission in relation to Annex Q.

3. () EXECUTION

a. () Concept of Operations (MEDNEO). Outline in general terms the patient flow and routing scheme within and from the theater for MEDNEO. Also, describe how patients will be evacuated, in accordance with the references listed above. Provide a listing of MEDNEO evacuation requirements in Tab A to this appendix. Use 3 percent planning factor of anticipated US government-sponsored NEO population documented in the command F77 report.

b. () Combatant Medical Evacuation. Outline in general terms the patient flow and routing scheme within and from the theater for combatants. Also, describe how patients will be evacuated, in accordance with references listed above. Provide the Evacuees Report from the JOPES Medical Planning Module at Tab B, using the theater supportable evacuation policy.

c. () Tasks. Assign tasks to appropriate supporting, subordinate and component commands to include CINCFOR, AMC, MSC, and MTMC. Address responsibility to accomplish intra-OPZONE 1 evacuation. Define who will provide transportation from originating medical facilities to ASFs and POEs, and who will provide transportation from

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PODs to destination medical treatment facilities. Define who will provide logistical support (medical resupply, base support, feeding, and sanitation services) for staff and patients in ASFs. Assign components responsibility to provide or arrange base support and resupply for AE system deploying assets when collocated with their respective units. Delineate who will provide fixed-wing AE system assets (e.g., crews, control center equipment, personnel, and liaison teams). Assign responsibility to use component or supporting command assets to support medical evacuation.

- d. () Organic Evacuation Assets. Describe how component commanders organic evacuation assets will be employed; also outline interface with the overall theater tactical patient evacuation system.
 - e. () Pre-planned and Dedicated Systems. Identify any command-unique pre-planned and dedicated systems to perform patient evacuation.
 - f. () Aeromedical Evacuation (AE). State that air is the preferred mode of patient evacuation. List types of aircraft to be used for AE within and from the theater of operations for the plan scenario.
 - g. () Assessment. Compare lift requirements for evacuees to retrograde lift capabilities in each OPZONE to assess the ability to accomplish the patient evacuation mission. Constrain lift capability by any medical evacuation crew shortfalls. A series of supporting graphics at Tab D are recommended but not required. Planners may notify the sample graph to best express the theater assessment.
4. () ADMINISTRATION AND LOGISTICS. Identify administrative reports and logistics support requirements. Specify use of US Message Text Formats in accordance with Joint Pub 6-04.1 for medical evacuation reports within the theater of operation.
5. () COMMAND AND SIGNAL
- a. () Command Relationships. Outline chain of command for all theater AE system assets by region (if applicable). Also describe the command line for other evacuation assets (i.e., ships, trains, buses, rotary-wing aircraft). Show interfaces with the TPMRC, regulating agencies in other theater, CONUS, and North America (include diagram).
 - b. () C3 Systems. List C3 system support requirements for patient evacuation within the theater, to other theaters, to CONUS, and to North America. Refer to appropriate sections of Annex K.

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- c. () Communication Policy. State direct communication policy within the theater, to other theater, to CONUS, and to North America.
- d. () Communication Resources Available. Identify communication resources or systems available to support patient evacuation.
- e. () Aeromedical Evacuation Liaison Teams (AELTs). Define command policy for placement of AELTs with components medical units.

Tabs:

- A--Medical NEO Evacuees (Total Demand During Period)
- B--Evacuees (Peak and Total Demand During Period)
- C--Medical Evacuation Resources
- D--Evacuation Assessment (Optional)

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TAB A TO APPENDIX 4 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
MEDICAL NEO EVACUEES (U)

(Total Demand During Period)

TIME PERIOD OPZONE 1 TO OPZONE 2 OPZONE 1 TO CONUS (SKIP) OPZONE 2 TO CONUS*

NOTE: Medical planners may modify column headers to meet theater needs. Flow to CONUS is required.

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TAB B TO APPENDIX 4 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
 EVACUEES (U)

Time Period	(Peak and Total Demand During Interval)		
	COMBAT ZONE TO COMMUNICATIONS ZONE	COMBAT ZONE TO CONUS (Skip Communications Zone)	COMMUNICATIONS ZONE TO CONUS
	Peak ¹ WIA Disease NBI	Peak ¹ WIA ² Disease ² NBI ²	Peak WIA Disease NBI
C-day	Total Evacuees = ³	Total Evacuees =	Total Evacuees =
C+1-C+10	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+11-C+20	Total Evacuees =	Total Evacuees =	Total Evacuees =

- 1 The "Peak" column lists the largest number of evacuees for any one day during the time period being considered. It includes WIA, Disease, and NBI evacuees.
- 2 The "WIA," "Disease," and "NBI" columns list numbers of evacuees in each of these patient classes for the entire time period.
- 3 The total evacuee figure is the total WIA, Disease, and NBI evacuation requirement for the entire time period.

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C+21-C+30	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+31-C+40	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+41-C+50	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+51-C+60	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+61-C+70	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+71-C+80	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+81-C+90	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+91-C+120	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+121-C+150	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+151-C+179	Total Evacuees =	Total Evacuees =	Total Evacuees =

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TAB C TO APPENDIX 4 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
MEDICAL EVACUATION RESOURCES (U)

1. () MEDICAL EVACUATION POINTS. List evacuation points and resources in the following formats:

a. () Air--Tactical (Intratheater)

<u>AIRFIELD</u>	<u>GEOLOC CODE</u>	<u>COUNTRY</u>
Anyfield	ABCD	Anyland*
Sampleville	WXYZ	Sampleland*

NOTE: Indicates USAF Mobile Aeromedical Staging Facility (MASF) planned location.

b. () Air--Strategic (Intertheater)

<u>AIRFIELD</u>	<u>GEOLOC CODE</u>	<u>COUNTRY</u>
Anyberg	EFGH	Anyland*
Sampletown	RSTU	Sampleland*

NOTE: Indicates USAF Aeromedical Staging Facility (ASF) planned at location.

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- c. () Sea--Tactical (Intratheater) (If applicable)

<u>PORT</u>	<u>GEOLOC CODE</u>	<u>COUNTRY CODE</u>	<u>HOLDING OPR*</u>
Anyport	IJKL	AP NAVCOM	
Sampleport	NOPQ	SP ARCOM	

NOTE: Denotes the component command responsible for patient holding facilities to support the SPOD.

- d. () Sea--Strategic (Intratheater) (If applicable)

<u>PORT</u>	<u>GEOLOC CODE</u>	<u>COUNTRY CODE</u>	<u>HOLDING OPR*</u>
Aceport	MNOP	AP NAVCOM	
Anotherport	QRST	SP ARCOM	

NOTE: Denotes the component command responsible for patient holding facilities to support the SPOD.

2. () CONVEYANCES

- a. () Fixed-wing Aircraft. Provide information in the following format:

<u>AIRCRAFT</u>	<u>ROLE</u>	<u>AVAILABILITY*</u>
C-9A	Tactical	xx
C-141	Strategic	xx

NOTE: Availability expressed as missions per day available in theater.

- b. () Ambulance Trains. Provide concept of operations, routes, and lift capacity (if applicable).
- c. () Ambulance Buses. Provide concept of operations, areas served, and lift capacity (if applicable).

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APPENDIX 5 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
RETURNS TO DUTY (U)

- () REFERENCES: List any references pertinent to this appendix.
- 1. () SITUATION. Describe the situation which affects the projected number of in-theater medical returns to duty that could be expected to be generated by the theater support structure.
- 2. () MISSION. State the mission in relation to Annex Q.
- 3. () EXECUTION
 - a. () Concept of Operations. Quantify, in combat unit equivalents (i.e., divisions, wings, battle groups) the number of medical returns to duty that can be expected based upon the theater evacuation policy; refer to the MAT report at Tab A. Compare returns to duty for the supportable policy to those possible under the theater objective evacuation policy (presented at Tab B) and assess the impact to CONUS base and mission support (transportation and personnel sustainment).
 - b. () Tasks. Assign tasks that address policy and procedures for informing personnel centers of medical returns to duty.
 - c. () Coordinating Instructions. Specify policies for liaison with personnel replacement centers to include transportation request channels.
- 4. () ADMINISTRATION AND LOGISTICS. Describe any anticipated requirements for logistics or administrative support.
- 5. () COMMAND AND SIGNAL. Describe any special command relationships or C3 system support requirements.

Tabs:

- A--Returns to Duty (Supportable Theater Evacuation Policy)
- B--Returns to Duty (Objective Theater Evacuation Policy)

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TAB A TO APPENDIX 5 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
 RETURNS TO DUTY (SUPPORTABLE THEATER EVACUATION POLICY) (U)

Time Period	COMBAT ZONE		COMMUNICATIONS ZONE		CONUS	
	Total	Cumulative ¹	Total	Cumulative ¹	Total	Cumulative ¹
C-day						
C+1-C+10						
C+11-C+21						
C+21-C+30						
C+31-C+40						
C+41-C+50						
C+51-C+60						
C+61-C+70						
C+71-C+80						
C+81-C+90						
C+91-C+120						
C+121-C+150						
<u>C+151-C+179</u>						

1 The cumulative returns to duty for each echelon are the cumulative returns from C-day to last day of the time period listed.

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TAB B TO APPENDIX 5 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
RETURNS TO DUTY (OBJECTIVE THEATER EVACUATION POLICY) (U)

Time Period	COMBAT ZONE		COMMUNICATIONS ZONE		CONUS	
	Total	Cumulative ¹	Total	Cumulative ¹	Total	Cumulative ¹
C-day						
C+1-C+10						
C+11-C+21						
C+21-C+30						
C+31-C+40						
C+41-C+50						
C+51-C+60						
C+61-C+70						
C+71-C+80						
C+81-C+90						
C+91-C+120						
C+121-C+150						
<u>C+151-C+179</u>						

1 The cumulative returns to duty for each echelon are the cumulative returns from C-day to last day of the time period listed.

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APPENDIX 6 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
MEDICAL LOGISTICS (CLASS 8A) SYSTEM (U)

- () REFERENCES:
 - a. Joint Pub 4-0, *Doctrine for Logistic Support of Joint Operations*.
 - b. Joint Pub 4-01, *Doctrine for Defense Transportation System*.
 - c. All other references pertinent to this appendix, including directives, studies, regulations, etc.

- 1. () SITUATION
 - a. () Enemy. Refer to Annex A.
 - b. () Friendly. Identify available medical logistics units.
 - c. () Assumptions. List any critical assumptions or command-unique definitions.
 - d. () Resource Availability. Document time-phased resupply requirements.
 - e. () Planning Factors. List applicable planning factors, and assess sustainability for Class 8A support.

- 2. () MISSION. State the mission of medical logistics (Class 8A) as it supports the mission statement in Annex Q and the basic plan.

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3. () EXECUTION

a. () Concept of Operations. Describe in general terms how the medical logistics support is organized and provided throughout the theater; address medical supply and resupply, biomedical equipment maintenance, and optical fabrication. Outline the surgeon's role in the medical logistics support system. Delineate how allocation or cross-leveling of medical material is accomplished. If a single integrated medical logistics manager concept is operative, describe how it will support the operation. In addition, if the command has agreements to purchase medical materiel locally, describe the types of items that could be acquired and assess the reliability of the agreement.

b. () Tasks. Components' tasks should include providing for and effectively employing medical materiel support units to meet their own or joint missions, submitting resupply requests in a timely manner in accordance with established procedures, and keeping the surgeon apprised of any significant materiel shortfalls. Supporting commands should be tasked for necessary resupply or transportation support.

c. () Coordinating Instructions. State that the surgeon should maintain close ongoing contact with those activities having command over medical materiel support units to obtain up-to-date information on the status of Class 8A sustainability. Also, describe the need to keep combat commanders informed of medical sustainability posture and what measures should and are being instituted to alleviate them. Liaison with airlifters and ground transportation agencies may also be required to arrange a higher priority for distribution of medical materiel. Ongoing coordination with theater logisticians to ensure adequate priority for medical requisitions is essential.

c. () Facilities. State in general terms what medical logistics facilities are in-place. Outline generally what medical logistics units are introduced early in the deployment process to augment existing resources. Also describe how the overall medical logistics capabilities will be phased into and positioned throughout the theater. Refer to Tab A for locations of units.

d. () Policy. Outline the command policies for provision of medical materiel support, minimum essential accompanying supplies for deploying troops and priorities for use of in-theater medical materiel stocks. Discuss how requests for CONUS resupply will be submitted. Refer to Annex D for policies on handling and use of captured enemy medical materiel, theater stockage objectives, and abandonment of materiel; if the medical policy differs, so state--along with the supporting rationale.

4. () ADMINISTRATION AND LOGISTICS

a. () Medical Materiel Sustainability Assessment. Describe briefly, as a best estimate, the number of days that the combat command can be supported with existing theater stocks. Address what effect CONUS resupply will have on medical sustainability. Identify any critical medical items that are in extremely short supply. Refer to Tab B for a more detailed assessment of CONUS resupply availability.

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- b. () Administration. Identify any reporting and administrative support requirements.
- 5. () COMMAND AND SIGNAL
 - a. () Command Relationships. Outline the chain of command for all theater medical logistics support units; regional breakouts may be required.
 - b. () C3 Systems. Specify by what mode (voice, teletype, MILSTRIP) and in what priority requisitions will be submitted. Delineate command guidance on level of classification.

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APPENDIX 7 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
PREVENTIVE MEDICINE (U)

- () REFERENCES:
 - a. DST-1810H-001-82, *Handbook of Diseases of Military Importance*.
 - b. FM 8-33/NAVMEDP-5038, *Control of Communicable Diseases in Man*.
 - c. Technical Information memorandum No. 24, *Contingency Pest Management Pocket Guide*.
 - d. AR 40-562/BUMEDINST 6230.1H/AFR 161-13, *Immunization Requirements and Procedures*.
 - e. Medical Environmental Disease Intelligence and Countermeasures (MEDIC), CD ROM, January 1997 (U).
 - f. All other references pertinent to this appendix, including directives, studies, regulations, etc.

1. () SITUATION

- a. () Preventive Medicine Threat. Describe briefly the major infectious disease, sanitation, and vector borne disease threats that have the potential to hamper combat effectiveness. Refer to Tab A Matrix for a complete listing of disease threats by geographic area and country.
- b. () Assumptions. List applicable assumptions.
- c. () Resource Availability. Outline generally what types of preventive medicine resources will be introduced early in the development process to institute basic measures.
- d. () Planning Factors. List applicable planning factors and describe how the overall preventive medicine capabilities will be phased into and positioned throughout the theater.

2. () MISSION. State the mission of preventive medicine as it relates to the mission statement in Annex Q and the basic plan.

3. () EXECUTION

- a. () Concept of Operations. Describe in general terms how the medical support system will address the infectious disease, vector borne disease, and sanitation threats prevalent throughout the area of operations.

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- b. () Tasks. Task components to institute effective preventive medicine measures, collect and disseminate medical intelligence, provide for and effectively employ preventive medicine resources to meet their own or joint missions, and ensure that combat commanders are kept apprised of the impact disease and sanitation threats may have on operations. If appropriate, Army and/or Air Force components should be tasked to provide helicopter-mounted or fixed-wing aerial spraying capability respectively.
- c. () Coordinating Instructions. State that the surgeon should maintain close ongoing contact with preventive medicine staffs, other surgeons, and hospital commanders to obtain up-to-date information on the status of the threat. Also, describe the need to keep combat commanders informed of disease and sanitation problems and what measures should be instituted to alleviate them. Liaison with airlifters and helicopter command elements may also be required to arrange for aerial spraying.
- d. () Priorities. Identify the main preventive medicine priorities that will be targeted (i.e., personal hygiene, food and water discipline, heat and cold injuries, indigenous diseases, or disease vectors).
- e. () Measures. Define the specific immuno-prophylactic measures that will be taken by all members deploying to the area of operations.
- f. () Medical Intelligence. Describe the sources of medical intelligence used to develop this appendix and outline how medical intelligence will be gathered, processed, and disseminated to deployed or deploying units.
- g. () Policy. Detail briefly the command's policies that impact or address preventive medicine support.

Tab:

A--Disease Threat By Geographic Area and Country

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TAB A TO APPENDIX 7 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
DISEASE THREAT BY GEOGRAPHIC AREA AND COUNTRY (U)

<u>DISEASE</u>	<u>GERMANY</u>	<u>PHILIPPINES</u>	<u>PANAMA</u>	<u>OMAN</u>
Anthrax	X	X	X	X
Yellow Fever			X	

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APPENDIX 8 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
COMMAND, CONTROL, AND COMMUNICATIONS (U)

() REFERENCES: List all references pertinent to this tab.

1. () PURPOSE. State the purpose of this tab. Address medical command and control relations in both narrative and graphic form. Address and integrate C³ systems requirements into the theater command, control, and communications systems annex.

2. () LIMITATIONS AND DEFINITIONS. Identify significant limitations and command-unique definitions.

3. () CONCEPT OF OPERATIONS

a. Command and Control

(1) () State the command and control relationships of the surgeon and his advisory responsibility to the CINC or commander in both peace and war with clear lines of authority described. Refer to Appendixes 1, 2, and 4, this Annex, for detailed C² information for medical regulating, blood, and patient evacuation respectively.

(2) () In supporting plans only (to include JTFs), describe the lines of authority and command relationships for all medical resources, to include hospitals, supply units, and patient evacuation. Support with diagram(s) at Tab A.

(3) () If applicable, document when (DEFCON, alert stage, etc.) theater medical assets transfer OPCON to respective component commanders.

(4) () Refer to applicable portions of the C² diagram in Annex J.

(5) () If applicable, describe C² relationships with allies during combined operations.

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b. Communications

(1) () Address, in general terms, how medical information is transmitted throughout the command. Support with display in Tab B.

(2) () If applicable, describe any dedicated medical communications networks and how they integrate and interface with theater communications systems. Support with diagram at Tab B.

(3) () Refer to Annex K for information regarding medical communications systems frequencies, policies, etc.

(4) () If applicable, outline communications requirements and established channels during combined operations. Support the diagrams at Tab B.

(5) () Describe communication channels to coordinate HNS and support with diagrams at Tab B.

4. () COORDINATING INSTRUCTIONS. Fully detail C³ support policies. State that the medical US Message Text Formats will be employed to support medical C³ and establish (in matrix format) priorities for modes (KL-43, AUTODIN, HF radio, STU-III datalink, STU-III voice, WIN terminal, etc.) of transmission. Delineate policy for establishing communication channels with allies medical forces in combined operations. Refer to Appendix 10, this annex, for liaison channels for HNS.

Tab:

A--Medical Command and Control Diagram

B--Medical Communications Diagram

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TAB A TO APPENDIX 8 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
MEDICAL COMMAND AND CONTROL DIAGRAM (U)

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TAB B TO APPENDIX 8 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
MEDICAL COMMUNICATIONS DIAGRAM (U)

COMMUNICATION MODE

MESSAGE TEXT FORMAT	DATA LINK	SECURE KL-43	AUTODIN	RADIO	STU-III	KY-3
MEDRED-C	1	6	2	4	3	5*
MEDREGREP	1	2	6	4	3	5*
AIREVACREQ	1	4	6	2	3	5
AIREVACRESP	1	4	6	2	3	5
AIREVACCONFIRM	1	4	6	2	3	5
BLDREP	1	2	6	5	3	4
BLDSHIPREP	1	2	6	5	3	4
MEDSTAT	1	6	2	5	3	4

NOTES:

* Numbers indicate preference of communications mode; 1 is most preferred.

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APPENDIX 9 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
HOST NATION SUPPORT (U)

- () REFERENCES: List all references pertinent to this appendix, to include host nation support (HNS) agreements.
- 1. () SITUATION. Describe the general situation as it affects the integrating of medical wartime host nation support (HNS) into the theater medical support structure and delineate existing medical HNS.
- 2. () MISSION. State the mission of medical HNS in relation to the mission statements in Annex Q and the basic plan.
- 3. () EXECUTION
 - a. () Concept of Operations. Describe the types of direct and indirect medical HNS available. Outline the role that medical HNS fills in the overall medical support structure. Also, address how HNS is allocated among components when requirements exceed capabilities. Define what US resources may be required to fully activate HNS. State that communication channels to coordinate HNS are documented in Appendix 9.
 - b. () Tasks. In subparagraphs list tasks at various echelons required to secure and sustain medical HNS operations.
 - c. () Coordinating Instructions. Specify US organizations which must be involved in HNS activation and management. Describe liaison team requirements and associated policies. Detail US and host-nation command and control authority within the context of HNS.
- 4. () ADMINISTRATION AND LOGISTICS. Describe any anticipated requirements for logistics or administrative support.
- 5. () COMMAND AND SIGNAL. Describe any special command relationships or C3 system support requirements.

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

Q-9-1

CLASSIFICATION

CLASSIFICATION

HQ USAFE
 APO AE 09094-5001
 1 April 1997

APPENDIX 14 TO ANNEX Q TO COMUSAFE OPLAN 4123-97 (U)
 POPULATION AT RISK OR LOSS REPORT (U)

Time Period	POPULATION AT RISK ¹				LOSSES ²			
	COMBAT ZONE		COMMUNICATIONS ZONE		COMBAT ZONE		COMMUNICATIONS ZONE	
	Combat	Support	Combat	Support	Combat	Support	Combat	Support
C-day								
C+1-C+10								
C+11-C+21								
C+21-C+30								
C+31-C+40								
C+41-C+50								
C+51-C+60								
C+61-C+70								
C+71-C+80								

1 The population at risk is the TPFDD strength as of the last day of the time period with _____ percent of the accumulated losses subtracted. The last line figures reported reflect the population at risk as of a planner-defined C+___(OPLAN end-day).

2 The "Losses" column is the number of total KIA, plus died of wounds (hospital deaths), plus theater evacuees per time period.

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 REASON:
 DECLASSIFY ON:

Q-14-1

CLASSIFICATION

CLASSIFICATION

POPULATION AT RISK¹

LOSSES²

Time Period	COMBAT ZONE		COMMUNICATIONS ZONE		COMBAT ZONE		COMMUNICATIONS ZONE	
	Combat	Support	Combat	Support	Combat	Support	Combat	Support

C+81-C+90
C+91-C+120
C+121-C+150
C+151-C+179

Q-14-2

CLASSIFICATION

AFMAN 10-401V2 1 MAY 1998

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APO AE 09094-5001
1 April 1997

ANNEX S TO COMUSAFE OPLAN 4123-97 (U)

NOTE: To Be Published Under Separate Cover

S-1

CLASSIFICATION

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APO AE 09094-5001
1 April 1997

ANNEX V TO COMUSAFE OPLAN 4123-97 (U)
SAFETY (U)

- () REFERENCES: List maps, charts, plans, regulations, manuals, and other publications used to prepare this annex and to implement this plan.
1. () SITUATION. Describe the general situation and state any assumptions not included in the basic plan that could influence the safe conduct of operations.
2. () MISSION. Provide a statement of the safety mission in terms of the objectives of the basic plan.
3. () EXECUTION
- a. Concept of Operations. State the general concept of operations for the incorporation of safety into mission accomplishment. Emphasize the need for safety awareness even under combat conditions to prevent the needless loss of precious people and equipment.
- b. Tasks. Assign responsibilities for tasks to be performed in support of mission safety. Inform each responsible unit of the safety tasks assigned and state when and where these tasks must be accomplished.
- (1) () Inspections. Assign responsibilities for carrying out safety inspections and identifying hazards.
- (2) () Weapons Safety. Include weapons safety concerns, such as quantity-distance criteria, flight line siting limitations, NEW limits, munitions production facilities, waivers and exemptions, and explosives risk analysis.
- (3) () Special Precautions. Identify potentially hazardous conditions and special situations which may be encountered during the execution of this plan. Describe preventive actions in supported or supporting plans at the applicable action levels.

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DECLASSIFY ON:

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(4) () Mishap and Hazard Reporting. Promptly report mishaps and hazards as specified in applicable directives. List those deviations (if any) from standard reporting procedures or responsibilities the plan makes necessary.

(5) () Mishap Investigations. Promptly investigate mishaps according to applicable directives. Identify any deviations from normal investigative procedures or responsibilities.

4. () ADMINISTRATION AND LOGISTICS. Provide broad guidance concerning administrative and logistics support for safety operations.

5. () COMMAND AND SIGNAL. Indicate the command relationships of the safety function or refer to Annex J. Identify any specific C3 systems requirements or refer to Annex K.

3. () ADDITIONAL INFORMATION. Include any additional paragraphs or appendices which enhance safety program guidance.

t/
General, USAF
Commander

OFFICIAL:

s/
t/
Colonel, USAF
Position

V-2

CLASSIFICATION

CLASSIFICATION

HQ USAFE
APO AE 09094-5001
1 April 1997

ANNEX W TO COMUSAFE OPLAN 4123-97 (U)
CIVIL ENGINEERING (U)

- () REFERENCES: List directives and related documents needed to understand this annex.
- 1. () SITUATION
 - a. () Enemy. Refer to Annex B, Intelligence.
 - b. () Friendly. In general terms, describe the forces to be supported, the forces providing the support, and other service and allied forces available for cooperative efforts.
 - c. () Assumptions. List applicable assumptions.
 - d. () Resource Availability. List resource availability. Analyze major problem areas, state the impact on the mission, and discuss possible solutions.
 - e. () Planning Factors. List applicable planning factors affecting civil engineering support. Analyze major problem areas, state the impact on the mission, and discuss possible solutions.
- 2. () MISSION. State the mission of civil engineering forces (including Prime BEEF, RED HORSE, EOD, and disaster preparedness) as it relates to the mission statement in the basic plan.
- 3. () EXECUTION. Identify any significant theater conditions which may influence executing the plan. Establish the requirement for engineering and services support, and define functional responsibilities for supporting the operation.
 - a. () Concept of Operations. Briefly describe the concept of operations for civil engineering support.

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- b. () Tasks. Specify civil engineering support tasks in subparagraphs. Include as a minimum:
 - (1) () Force beddown construction.
 - (2) () Fire and crash rescue.
 - (3) () Passive defense.
 - (4) () EOD and EOR.
 - (5) () Security support.
 - (6) () Base denial.
 - (7) () Area decontamination.
 - (8) () Base operations and maintenance.
 - (9) () Emergency war damage repair, including rapid runway repair (RRR), utility system repair, and facility repair.
 - (10) () Environmental protection and compliance (see Appendix 2).
- 4. () ADMINISTRATION AND LOGISTICS
 - a. () Logistics. Describe the process for obtaining materials, equipment, and transportation required by civil engineering forces to support the plan.
 - b. () Administration. Describe administrative procedures for combat reporting and other support requirements.
- 5. () COMMAND AND SIGNAL
 - a. () Command Relationships. Describe special command relationships, if any, or refer to Annex J.

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CLASSIFICATION

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b. () C3 Systems. Identify specific C3 systems required in support of civil engineering operations, if any, or refer to Annex K.

t/
General, USAF
Commander

Appendices:

- 1--Civil Engineering RED HORSE
- 2--Environmental Protection and Compliance Tasks

OFFICIAL

s/
t/
Colonel, USAF
Position

W-3

CLASSIFICATION

CLASSIFICATION

HQ USAFE
APO AE 09094-5001
1 April 1997

APPENDIX 1 TO ANNEX W TO COMUSAFE OPLAN 4123-97 (U)
CIVIL ENGINEERING RED HORSE (U)

- () REFERENCES: List applicable documents needed to understand this appendix.
1. () SITUATION
- a. () Enemy. Refer to Annex B, Intelligence.
- b. () Friendly. Refer to Annex W, Civil Engineering.
- c. () Assumptions. List the assumptions about RED HORSE responsibilities, forces available, logistics factors, etc., which have a significant influence on RED HORSE support for the mission.
2. () MISSION. Describe the mission of Civil Engineer RED HORSE forces in relation to the overall mission stated in the basic plan.
3. () EXECUTION.
- a. () Concept of Operations. Describe the concept of operations for RED HORSE units in support of this plan. As a minimum address:
- (1) () Deployment Concepts. State the sea/aerial ports of embarkation and debarkation which the RED HORSE units will use to deploy to the theater of operations. Give the required deployment times and mode of movements for each UTC. Since the early deployment of the RH-1 element is critical to the RED HORSE employment, ensure it will move early in the schedule flow. Also, describe the mode of movement of the deploying units from the port of debarkation to their destination in theater.

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CLASSIFICATION

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(2) () Employment Concepts.

(a) () Describe the RH-1 element's tasks in preparing for the reception of follow-on RED HORSE elements and preparation of advance plans for project execution.

(b) () Describe how RED HORSE's ability to subdivide into tailored echelons to perform the individual special capabilities inherent to RED HORSE, while maintaining unit integrity, will be used.

(c) () Discuss the various aspects of RED HORSE units which make them self sustainable for limited periods of time. Additionally, state whether the units will be expected to deploy to remote locations and use their inherent self sustainment capability.

(3) () Organic Contracting Capability. Discuss any requirements to use the organic contracting capability of RED HORSE units at locations with little or no initial USAF presence.

b. () Tasks. Describe all RED HORSE tasks. Include as a minimum:

(1) () Force beddown construction.

(2) () Passive defense.

(3) () EOD support.

(4) () Security support.

(5) () Base denial (both explosive and nonexplosive).

(6) () Area decontamination.

(7) () Emergency war damage repair, including rapid runway repair (RRR), utility system repair, and facility repair.

(8) () Environmental protection and compliance (see Appendix 2).

(9) () Airfield lighting installation and repair.

(10) () Concrete and asphalt paving operations, concrete mobile operations, and concrete and asphalt batch plant operations.

(11) () Explosive demolition operation.

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- (12) () Aircraft arresting system installation and repair.
- (13) () Mobile facility erection including automatic building machine use.
- (14) () Expedient fuel system installation and repair.
- (15) () Material testing.
- (16) () Quarry operations.
- (17) () Revetment erection.
- (18) () Geohydrology (water source locating) and water well drilling.
- (19) () Power generation plant establishment, operations, and maintenance.
- (20) () Chemically protected facility restoration.
- (21) () Engineering design.
- (22) () Facility hardening.
- (23) () Expedient pavement expansion and construction including road and airfield pavements.
- (24) () Cantonment construction.
- (25) () Heavy earthwork operations.

4. () ADMINISTRATION AND LOGISTICS

a. () Logistics. Describe the process for obtaining materials, equipment, and transportation required by RED HORSE forces to support the plan. Specifically, address organic 60-day war readiness spares kits (WRSK); construction material stockpiled as war readiness material and other war readiness material; special levels stockpiled to support predefined tasks that RED HORSE will accomplish upon arrival; and individual and mobility shop equipment required for accomplishment of the RED HORSE missions. Also, address items required to maintain unit self sufficiency (i.e., organic ration support and resupply, medical support and resupply, ammunition resupply, and vehicle maintenance resupply). Describe prepositioned equipment sets and WRSK available in theater for RED HORSE use. Describe the level of logistics support required from CONUS units to provide a "push" resupply of construction materials until the standard "pull" system takes effect as the conflict matures.

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CLASSIFICATION

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- b. () Administration. Identify any administrative procedures for combat reporting or support required.
- 5. () COMMAND AND SIGNAL
 - a. () Command Relationships. Describe command relationships of the RED HORSE squadrons assigned to or deployed to the theater of operations. Because these squadrons are considered theater assets, command and control must remain within Numbered Air Force channels or higher. Detail the command relationships necessary to maintain unit integrity when the squadrons subdivide into tailored echelons and deploy to multiple locations.
 - b. () C3 Systems. Identify specific C3 systems required in support of CE operations, if any, or refer to Annex K.

W-1-4

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HQ USAFE
APO AE 09094-5001
1 April 1997

APPENDIX 2 TO ANNEX W TO COMUSAFE OPLAN 4123-97 (U)
ENVIRONMENTAL PROTECTION AND COMPLIANCE TASKS (U)

1. () ENVIRONMENTAL IMPACT ANALYSIS PROCESS (EIAP). Complete the EIAP for AFI 32-7004, *Environmental Education and Training*, documents for both CONUS and overseas deployments.
2. () ENVIRONMENTAL PROTECTION AND COMPLIANCE PLAN. Complete the environmental protection and compliance plan which includes:
 - a. () Environmental Permits
 - (1) () Pollutant release - all media (air, land, water).
 - (2) () Wetlands.
 - (3) () Endangered species.
 - b. () Environmental Protection and Compliance Procedures
 - (1) () Hazardous wastes/materials (storage, disposal, and spill response).
 - (2) () Drinking water.
 - (3) () Waste, storm, and industrial water.
 - (4) () Solid wastes.
 - (5) () Natural resources (wetlands, endangered species, erosion/sedimentation control).
 - (6) () Cultural resources (archaeological and historic sites and structures).
 - (7) () Air quality (point sources, e.g. open or enclosed burning or detonation, portable generators, etc.).

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REASON:
DECLASSIFY ON:

W-2-1

CLASSIFICATION

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(8) () Noise siting.

c. () Interagency and Intergovernmental Coordination. Refer to AFI 32-7003, *Environmental Research and Development*, for the coordination required for the following:

(1) () Land use acquisition.

(2) () Air space acquisition.

W-2-2

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HQ USAFE
 APO AE 09094-5001
 1 April 1997

ANNEX X TO COMUSAFE OPLAN 4123-97 (U)
EXECUTION CHECKLIST (U)

() Emphasize, primarily for headquarters and agencies external to the originating command, the actions that each must take in order to ensure the coordinated initiation of the operation. Use the format shown below to compile the checklist. Note that the actions listed in this sample are merely illustrative; not comprehensive. To establish the timing of actions, assume the NCA has decided to implement the plan, and indicate actions that must occur before others can be started. Include actions necessary to complete the planning process in addition to execution actions.

ACTION	HEADQUARTERS/ AGENCY	TIMING
Direct execution of OPORD 4999-93	JCS	H-hour
Initiate deception measures	JCS	ASAP after H-hour
Alert forces for deployment	JCS	Before C-day
Allocate strategic airlift	JCS	H-hour
Direct deployment of forces	JCS	H-hour
Reorient intelligence collection	DIA	ASAP after H-hour
Activate additional circuits	DCA	ASAP after H-hour
Request rights, authorizations, and facility arrangements from (country involved)	Dept of State	Before H-hour
Issue execution directive to service component	USEUCOM	Upon receipt of order from the JCS
Direct execution of OPLAN 4123-97	HQ USAFE	Upon receipt of order from USEUCOM

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 REASON:
 DECLASSIFY ON:

X-1

CLASSIFICATION

CLASSIFICATION

t/
General, USAF
Commander

Appendix:
1--Preconflict Measures

OFFICIAL:

s/
t/
Major General, USAF
Position

X-2

CLASSIFICATION

CLASSIFICATION

HQ USAFE
APO AE 09094-5001
1 April 1997

APPENDIX 1 TO ANNEX X TO COMUSAFE OPLAN 4123-97 (U)
DETERRENT OPTIONS (U)

Refer to JOPES, Volume II, *Supplement Planning Formats*, Annex X, for guidance on completing this appendix.

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DECLASSIFY ON:

X-1-1

CLASSIFICATION

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HQ USAFE
APO AE 09094-5001
1 April 1997

ANNEX Y TO COMUSAFE OPLAN 4123-97 (U)
REPORTS (U)

- () REFERENCES: List CJCS manual and instructions, command directives, and service regulations needed to understand this annex.
1. () SCOPE. State that this annex provides guidance to head-quarters and subordinate units for accomplishing reporting requirements during deployment, employment, and redeployment phases of the plan.
2. () PURPOSE. State the purpose of this annex to provide basic administrative and operational information to the commander and subordinate units for command and control of assigned Air Force forces.
3. () RESPONSIBILITIES
- a. () Units. State unit reporting responsibilities during deployment, employment, and redeployment phases of plan execution.
- b. () Headquarters. State headquarters staff agencies' responsibilities for collection of reports applicable to their function. Refer to appropriate functional annexes for additional detail or include sufficient detail in this annex to ensure staff agencies forward the necessary reports to the commander.
4. () PROCEDURES
- a. () Voice Reports. State that reports dealing with subjects falling under Essential Elements of Friendly Information (EEFI) as outlined by this OPLAN will be made by secure telephone or radio. If secure voice communications are not available, critical elements of the report will be encoded.
- b. () Message Reports. State the basic format expected, and that classification and precedence will be determined by the originator.

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c. () Report Formats. Refer to examples provided in listed references above or to appropriate functional annexes where examples have been provided. Otherwise, provide sufficient detail here or in supporting appendices to this annex to ensure accurate and timely reporting procedures are followed.

d. () Deployment Reports. List the reports required from units and/or headquarters staff agencies during the deployment phase of plan execution. Identify the office of primary responsibility at unit and/or headquarters level, and the frequency of reporting.

e. () Employment Reports. List the reports required from units and/or headquarters staff agencies during the employment phase of plan execution. Identify the office of primary responsibility at unit and/or headquarters level, and the frequency of reporting.

f. () Redeployment Reports. List the reports required from units and/or headquarters staff agencies during the redeployment phase of plan execution. Identify the office of primary responsibility at unit and/or headquarters level, and the frequency of reporting.

t/
General, USAF
Commander

OFFICIAL:

s/
t/
Colonel, USAF
Position

Y-2

CLASSIFICATION

CLASSIFICATION

HQ USAFE
APO AE 09094-5001
1 April 1997

ANNEX Z TO COMUSAFE OPLAN 4123-97 (U)
DISTRIBUTION (U)

() Refer to Chapter 8 for OPLAN distribution to the Air Staff. Follow guidance in the basic OPLAN for distribution to other agencies. List distribution information in this format.

<u>DISTRIBUTION</u>	<u>NO. COPIES</u>	<u>COPY NO.</u>
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t/
General, USAF
Commander

OFFICIAL:

s/
t/
Major General, USAF
Position

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

Z-1

CLASSIFICATION

ENCLOSURE D

FORMAT AND CONTENT OF CONPLANS (with and without TPFDD) AND FUNCTIONAL PLANS

D1. Purpose. JOPES, Volume II, specifies the format for unified and specified command plans tasked by the JSCP. The format in this enclosure was derived from the JOPES format and contains the Air Force unique planning information needed in addition to the basic joint planning format. Air Force supporting command plans will adhere to the basic format used by the unified command it supports, since JOPES may change out of cycle with this publication. This enclosure illustrates each element of a CONPLAN or Functional Plan and the letter of transmittal and other administrative details used to prepare and transmit the plans. A supplement may be used to augment a CONPLAN, Functional Plan, or order of a higher headquarters, but not to modify, change, or nullify any policy, procedure, or instruction in the basic document.

D2. CONPLAN. A CONPLAN (without a TPFDD) is an operation plan in an abbreviated format that would require considerable expansion or alteration to convert it into an OPLAN, campaign plan, or OPORD. A CONPLAN contains the CINC's strategic concept, Annexes A through D and K, and those additional annexes and appendixes deemed necessary by the CINC to complete planning. When included, prepare an annex in the same format prescribed for an OPLAN in Enclosure C of this manual. Include only the detail believed necessary. CONPLANS are generally developed to meet common type missions that may develop rapidly and require implementation of like action but under markedly different circumstances (for example, noncombatant evacuation operations). Unless specified in the JSCP, detailed support requirements are not calculated and TPFDD files are not prepared. These conditions require planning associated with the warfighting and employment aspects of the plan for a clear understanding of the CINC's concept of operations. Similar to OPLANS; phasing, centers of gravity, and commander's intent enhance a clear understanding of the forces required and when they have to be deployed to achieve the national objective. A CONPLAN may also be required where the primary purpose is force movement planning in support of alliances.

D3. CONPLAN with TPFDD. A CONPLAN with TPFDD is the same as a CONPLAN except that it requires more detailed planning for phased deployment of forces. Detailed planning may be required to support a contingency of compelling interest and critical to national security but is not likely to occur in the near term.

D4. Functional Plan. Prepare a functional plan using the same format as a CONPLAN without TPFDD. Functional plans involve the conduct of military operations in a peacetime or permissive environment. These plans are developed for specific functions or discrete tasks (for example, nuclear weapon recovery or evacuation, logistics, communications, or continuity of operations) but may be developed to address functional peacetime operations such as disaster relief, humanitarian assistance, peacekeeping, or counternarcotics.

D5. Model. A CONPLAN is a broad outline of how an assigned mission is to be carried out. Required annexes are prepared in the same format as annexes for an OPLAN, but only in the detail considered necessary. It includes:

D5.1. All normal elements of an OPLAN with the mission, situation, and concept of operations being fully developed. Other elements are in summary form. The letter of transmittal and other administrative matters are also the same as for an OPLAN.

D5.2. A summary of mobility and logistic support requirements.

D5.3. Summaries of existing major constraints concerning forces, movement, or logistic support which would significantly affect executing the plan.

CLASSIFICATION
(overall plan)

UNITED STATES AIR FORCES IN EUROPE

1 April 1997

COMUSAFE CONPLAN 4444-97 (U)

Warning Notice
(if required)

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

:

Copy ____ of 100 copies
Control No. _____
(if required)

CLASSIFICATION
(overall plan)

CLASSIFICATION
(use official letterhead)

HQ USAFE
APO AE 09094-5001
1 April 1997

FROM: XPXX

SUBJECT: COMUSAFE CONPLAN 4444-97 (U)

TO:

1. () Attached is COMUSAFE CONPLAN 4444-97.
2. () This plan is the USAFE supporting plan for USCINCEUR CONPLAN 4888-93, which provides for the defense of (list country) against external aggression.
3. () This plan is effective for planning upon its receipt. The Commander , United States Air Forces in Europe, directs its implementation.
4. () Elements of this plan were coordinated with HQ USAF, ACC, and AMC.
5. () Within 60 days after receipt of this plan, the supporting plans listed in paragraph 3 of the Plan Summary must be prepared and forwarded to this headquarters for review and approval.
6. () All changes must include the date and classification (if classified) of the basic plan.
7. () When separated from the attachment, this letter is downgraded to (list classification).

FOR THE COMMANDER

s/
t/
Major General, USAF
Position

1 Atch
COMUSAFE CONPLAN 4444-97 (U)

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

CLASSIFICATION

CLASSIFICATION

HQ USAFE
APO AE 09094-5001
1 April 1997

COMUSAFE CONPLAN 4444-97 (U)
SECURITY INSTRUCTIONS (U)

1. () The long title of this plan is COMUSAFE CONPLAN 4444-97, Defense of (list country) Against External Aggression (). The short title is COMUSAFE CONPLAN 4444-97 (U).
2. () This document is classified (list overall classification) to protect information contained in US operation plans. The information must be disseminated only to those agencies and personnel whose official duties specifically require knowledge of the plan, including those commands and agencies required to develop supporting plans.
3. () This document contains information affecting the national defense of the United States within the meaning of the Espionage Laws, Title 18, U.S.C., Section 793 and 794. The transmission or revelation of information contained herein, in any manner, to an unauthorized person is prohibited.
4. () Classified annexes must be identified with the proper classification authority and declassification or review instructions as required by DOD 5200.1-R/AFI 31-401 and as shown on this page.
5. () Reproduction of this document in whole or in part is prohibited, except as required for preparation of supporting plans.
6. () This document consists of these parts:

	<u>Pages</u>
Security Instructions	i
Plan Summary	ii-iv
Classification Guidance	v-vi
Table of Contents	vii
COMUSAFE CONPLAN 4444-97	1

RECORD OF CHANGES

CHANGE NUMBER	COPY NUMBER	DATE ENTERED	POSTED BY
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NOTE: The record of changes may be placed on a separate page.

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HQ USAFE
APO AE 09094-5001
1 April 1997

COMUSAFE CONPLAN 4444-97 (U)
PLAN SUMMARY (U)

1. () PURPOSE. Provide a concise description of the purpose to be achieved by implementing the plan. Refer to the task assignment in the JSCP or other directive that the CONPLAN fulfills. If this is a supporting plan, indicate the plan it supports including, when applicable, a plan prepared by commanders of allied forces.

2. () CONDITIONS FOR IMPLEMENTATION
 - a. () Summarize the politico-military situation in which execution of the plan should be considered.

 - b. () Include a statement substantially as follows. For example, "This summary provides military decision makers a brief recapitulation of the major aspects of this plan. It is based on planning factors and estimates available at the time of preparation, and is subject to modification in the context of a specific contingency. (For CONPLANs without TPFDDs include the following: Due to the conceptual nature of this plan, detailed time-phased force deployment data may not be available. Detailed deployment information will be developed based on the current situation at the earliest opportunity in a developing crisis, preferably during situation development.) The information herein should be reviewed and, if necessary, updated before a course of action (COA) is adopted in a given situation.. The options and phases outlined in this CONPLAN are intended to serve as a departure point for detailed planning if the situation requires."

 - c. () Summarize any legal and environmental considerations that could impact on plan implementation.

3. () OPERATIONS TO BE CONDUCTED
 - a. () Force Requirements. Summarize the major combat force requirements in terms of assigned forces and augmentations required from other sources.

 - b. () Preconflict Measures. Summarize the preconflict measures to be considered for implementation upon receipt of strategic warning and prior to M- and D-day. Include planning for activities such as PSYOP, reconnaissance, selected deployments, and intelligence when these actions are considered essential to accomplish the mission.

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REASON:
DECLASSIFY ON:

CLASSIFICATION

CLASSIFICATION

c. () Deployment. Summarize the intertheater and intratheater movements of forces required to place the necessary combat forces in the area of operations. When applicable, include deployments and deception activities that would be carried out before full implementation of the plan.

d. () Employment. Indicate the general nature of combat operations to be conducted, including PSYOP, theater or tactical nuclear operations, C2W and Special Technical Operations (STO). Discuss these operations in the context of the following five phases of operations: (a) prehostilities, (b) lodgment, (c) decisive combat and stabilization, (d) follow through, and (e) posthostilities and redeployment. Include in this discussion a summary of the Commander's intent for each phase. This discussion should contain a concise expression of the desired end state for each phase. It may include how postures of units at each end state facilitates transition to the next phase. A discussion of the Commander's estimate of the enemy's intent may also be included. The Commander's intent is not, however, a summary of the concept of operations.

e. () Supporting Plans. List any requirements for supporting plans to be prepared by subordinate and supporting commands or agencies.

4. () ASSUMPTIONS. List all assumptions. Include the degree of mobilization assumed.

5. () OPERATIONAL CONSTRAINTS. List major factors that may impede accomplishing the mission.

6. () TIME TO COMMENCE EFFECTIVE OPERATIONS. Include a table showing the required time-phased, incremental buildup of combat forces in the objective area. Clearly indicate in the table which combat forces would have to be available in the area of operations could begin. Also, show in the table the amount of time that would elapse from the time an order to implement the plan was issued until each significant level of combat force required by the plan could begin effective operations in the objective area. Report the lowest level of force as the smallest force increment that could initiate effective operation. List successively higher force levels up to the maximum level called for in the basic plan. List assumptions applied in preparing this table that are not specified in the plan. In determining the time to commence effective operations, consider forces to be deployed or employed to be at normal conditions of readiness, that is, assume no advance measures are taken. Consider also these and other pertinent timing factors:

a. () Time required to carry out PSYOP, C2W, and STO as specified in the relevant PSYOP, C2W, and STO plan..

b. () Time for preparing and transmitting necessary orders.

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- c. () Reaction time to commence effective operations, including all necessary preparations for movement and, if necessary, staging.
 - d. () Time factors based on the availability and capabilities of transportation resources and facilities.
 - e. () Time enroute to the area of operation, using lift made available in CJCSI 3110.11 Supplemental Instruction to the JSCP, where applicable, and considering possible restrictions on using deployment routes.
 - f. () Timing impact of possible enemy actions against forces in transit.
 - g. () Time factor based on reception and throughput capabilities of overseas terminals, where applicable.
 - h. () Time for marrying up forces and equipment deployed by separate movement modes, including marrying up with pre-positioned equipment, when applicable.
 - i. () Time factor based on the availability and capability of transport systems within the area of operations, where required.
 - j. () Time required in the area of operations for final preparation of forces, including movement to the objective area prior to employment.
7. () COMMAND RELATIONSHIPS. Summarize the command arrangements to be employed in implementing the plan.
8. () LOGISTICS REQUIREMENTS. Provide a summary of the sources of supply, transportation requirements, and the LOC and base facilities to be used. In plans for which several force options are developed, estimate the transportation requirements according to the most demanding force option.
9. () IMPLEMENTATION. List the general actions required to develop an OPLAN or OPORD, including, when necessary, the preparation of more detailed plans or orders by subordinate commands

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HQ USAFE
 APO AE 09094-5001
 1 April 1997

COMUSAFE CONPLAN 4444-97 (U)
CLASSIFICATION GUIDANCE (U)

1. () Provide users with subjects requiring protection, specifying the level of protection to be afforded those subjects and establishing the time period during which the protection must be continued.
2. () Use the format in this illustrative model or another suitable format:

<u>SUBJECT REQUIRING PROTECTION</u>	<u>PROTECTION REQUIRED DURING</u>			
	PLAN PHASE	PREP PHASE	EXEC PHASE	POST PHASE
Operation Code Word	(TS)	(S)	(C)	(C)
Concept of Operations	(TS)	(S)	(C)	(C)
Classification Guide	(C)	(C)	(U)	(U)
Date Operation Begins	(TS)	(TS)	(U)	(U)
Participating Units	(TS)	(C)	(U)	(U)
Force Deployment Data	(S)	(S)	(S)	(U)
Employment of Chemical Weapons	(TS)	(TS)	(C)	(U)
Employment of Nuclear Weapons	(TS)	(TS)	(U)	(U)

CLASSIFIED BY:
 REASON:
 DECLASSIFY ON:

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1 April 1997

COMUSAFE CONPLAN 4444-97 (U)
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1 April 1997

COMUSAFE CONPLAN 4444-97 (U)

DEFENSE OF (LIST COUNTRY) AGAINST EXTERNAL AGGRESSION (U)

() REFERENCES: List any maps, charts, or other documents essential to understand the plan

() TASK ORGANIZATION: Annex A

1. () SITUATION

a. () General. Describe the general politico-military environment that would establish the probable preconditions for execution of the plan. Include , as an opening statement in this subparagraph, a reference to the tasking from the JSCP or other tasking document.

b. () Area of Concern.

(1) () Area of Responsibility. Describe the commander’s area of responsibility. A map may also be included as an attachment

(2) () Area of Interest. Describe the general area of interest covered by the CINC’s Strategic Concept. This description should address all air, ground, and sea areas that directly affect the operation. A map may also be included as an attachment.

(3) () Area of Operations. Describe the specific areas to be covered in each option. Maps may also be included as an attachment.

c. () Deterrent Options. Delineate deterrent options desired to include those categories specified in the current JSCP. Prioritize specific type of units and resources. Include possible military support to diplomatic, political, or economic deterrent options that would support US mission accomplishment.

d. () Enemy forces. Identify the opposing forces that could be expected on execution and appraise their general capabilities. Provide the information essential to a clear understanding of the magnitude of the hostile threat. When applicable, identify the enemy’s strategic and operational centers of gravity.

e. () Friendly Forces

(1) () Identify friendly centers of gravity, both strategic and operational, that require protection for the successful accomplishment of the mission.

(2) () Describe the operations of unassigned forces, other than those tasked to support this operation, that could have a direct significant influence on the operations envisaged in this plan.

(3) () List the specific tasks of friendly forces, commands, or government agencies that would support OPOD execution (e.g., USCINTRANS, USCINCSTRAT, DIA).

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f. () Assumptions. List all assumptions on which the plan is based (that is, those conditions, the absence of which will have a significant impact on this plan or supporting plans). List the conditions most likely to exist, or those which, if they occur, would have a significant impact on the conduct of this operation. Specify the degree of mobilization assumed, such as full, partial, or none, and the assumed timing of each level of mobilization.

g. () Legal Considerations. List the legal considerations on which the plan is based.

2. () MISSION. State concisely the purpose of this plan and the task to be accomplished on execution. The mission statement must clearly relate to the planning task assigned by the CINC being supported.

3. () EXECUTION

a. () Concept of Operations. Provide enough detail to convey a clear and complete understanding of how the operation would be conducted from beginning to end. Include the entire concept of operations in this section.

(1) () Commander's Intent. Describe the commander's overall intent, and intent by phase. Describe the desired end state. It should be a concise expression of the purpose of each phase of the operation. It may include how the posture of units at that end state facilitates transition to future operations. It may also include the commander's assessment of the enemy commander's intent. The commander's intent is not, however, a summary of the concept of operations.

(2) () General. Indicate that the concept of operations is derived from the Commander's Estimate of the situation. State in the concept how the commander intends to carry out the mission. Outline this information in the concept:

(a) () Tell which forces are involved, the time phasing of operations, the general nature and purpose of operations to be conducted, and the interrelated or cross-service support, coordination, and cooperation necessary to execute the operations successfully..

(b) () Include an estimate of the level and duration of conflict to provide supporting subordinate commanders a basis for preparing adequate supporting plans.

(c) () To the extent possible, the plan should incorporate the following concepts of joint operation planning doctrine:

1. Commander's strategic intent and operational focus.
2. Orientation on the strategic and operational centers of gravity of the threat.
3. Protection of friendly strategic and operational centers of gravity.

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A graphic timeline may be used to assist in describing the various options or phases covered in the concept to include items such as warning and response times, major deployments, and employment phases. The concept should show how the initiative will be gained, security against enemy actions will be maintained, and superiority and surprise will be achieved.. If appropriate, reference should be made to Annex A for detailed force requirements. Additionally, if commanders anticipate sustained armed conflict during execution of the plan, the CONOPS should outline the synchronized employment of air, land, maritime, space, special operations, PSYOP, and C2W operations in a joint campaign. Acknowledging that details of campaigns cannot be determined before armed conflict, provide sufficient detail to guide force structure, organization, and development, and the planning and conduct of preconflict operations.

(3) () CONPLAN Structure. For plans addressing situations that could involve armed conflict, the concept of operations will include a separate description for each phase of the operation. These phases should include, as applicable, the following: (a) Prehostilities, (b) Lodgment, (c) Decisive combat and stabilization, (d) Follow Through, (e) Posthostilities and Redeployment

(4) () Deployment. . Summarize the requirements to deploy forces from their normal peacetime locations to the area of operations. Include:

(a) () Deployments carried out within the command area, as well as deployments of augmentation forces, and especially anticipatory deployments that may be required to implement and support the plan when directed.

(b) () Deployment of rapid reaction forces as a partial implementation of the plan.

(c) () Any deception measures needed to provide security, by misleading the enemy and achieving surprise.

(d) () A graphic timeline may be used to assist in describing the various options and phases covered.

(5) () Employment. Describe how the deployed forces are to be tactically employed in each of the phases contained in CONPLAN structure listed above to include the commander's intent for each phase. Clearly outline plans for using nuclear and chemical munitions or agents, if any. Refer to respective appendices of Annex C for: plans for conducting US Air Force Special Operations; tactical electronic warfare operations; deception operations, PSYOP, SAR, reconnaissance, and nuclear, biological, and chemical (NBC) defense operations.

b. () Tasks. In separate subparagraphs, assign tasks to each subordinate element which would participate in the operation. Include requirements for preparing supporting plans and for coordinating interservice support.

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c. () Coordinating Instructions. List instructions applicable to the entire command (or to two or more elements of the command) that are required for proper coordination of the operation and are not included elsewhere. In particular, include terms pertaining to the timing of execution and deployments, and any other operational terms not defined elsewhere in the plan or in joint publications.

d. () Operational Constraints. In the final subparagraph, list any operational constraints that would adversely affect accomplishing the mission and state the impact of each.

4. () ADMINISTRATION AND LOGISTICS. Estimate the logistics and administrative requirements to support the plan and constraints expected to exist in the support system. Identify and request, as appropriate, the types of support required from sources outside the originating command.

a. () Concept of Logistics Support. Tell how the force will be transported to the area of operations and provided logistics support during both the deployment and employment phases of the operation.

b. () Assumptions. List assumptions about the friendly or enemy posture that would significantly influence logistics planning which are not already included in paragraph 1d.

c. () Supply and Distribution

(1) () Indicate the stockage level objective to be attained within the area of operations.

(2) () Consider prepositioned war readiness materiel stocks (PWRMS) required.

(3) () Estimate the level of consumption required to sustain the operations envisaged and identify any foreseeable deviations from service-established consumption rates.

(4) () Identify mutual support requirements expected to exist between this force and allied or other friendly forces.

(5) () Identify and assign responsibilities for any interservice support requirements.

d. () Medical Service. State the general system to be used in hospitalizing and evacuating casualties.

e. () Mobility and Transportation

(1) () Estimate the aggregate totals of airlift and sealift requirements to support the plan. Indicate what proportion of these requirements could be supported within the command.

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(2) () Indicate the ocean and air terminal capabilities expected to be available for use in deploying and supporting the force.

(3) () Where applicable, indicate the deployment routes that would be used and the requirements for bases, transit rights, and authorizations.

f. () Civil Engineering Support. Indicate the capability of existing and planned bases to support the operations envisaged. Refer to separate studies as needed.

g. () Personnel. State the general concept for personnel support of the operation. Identify any significant legal problems such as the requirement for Status of Forces Agreements.

h. () Public Affairs. State the general concept of PA support for the operation.

i. () Civil Affairs. Estimate the general nature and extent of civil affairs activities required in the area of operations.

j. () Logistics and Administrative Constraints. Indicate limiting factors expected to be encountered and, if applicable, alternate courses of action to address problems such as:

(1) () Shortages of supplies to meet initial requirements.

(2) () Shortages of transportation to meet initial requirements for deployment of forces.

(3) () Identifiable shortages of critical mobility support and logistic support units.

(4) () Saturated transit and offload base and port facilities.

(5) () Identifiable shortages of specialist personnel required for logistic support operations.

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5. () COMMAND AND CONTROL

a. () Command Relationships. Summarize the command relationships for conducting this operation. Specify subordinate commands that would be established. Show the command lines to subordinate forces. Identify relationships that would need to be established with foreign governments and forces and with other US governmental agencies.

b. () Command, Control and Communications Systems. Summarize the C3 requirements for adequate command and control. Estimate the capability of available organizations and facilities to support the requirements. Identify any foreseeable constraints to adequate C3 support. Refer the reader to Annex K for details.

Annexes:

- A-TASK ORGANIZATION
- B-INTELLIGENCE
- C-OPERATIONS
- D-LOGISTICS
- K-COMMAND, CONTROL, AND COMMUNICATIONS SYSTEMS
- Z--DISTRIBUTION
- Other Annexes as Required

NOTE: Additional annexes are not specified; however, they may be used if desired.

t/
General, USAF
Commander

OFFICIAL:

s/
t/
Colonel, USAF
Position

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HQ USAFE
APO AE 09094-5001
1 April 1997

ANNEX Z TO COMUSAFE CONPLAN 4444-97 (U)
DISTRIBUTION (U)

() Refer to chapter 8 for OPLAN distribution to the Air Staff. Follow guidance in the basic OPLAN for distribution to other agencies. List distribution information in this format:

<u>DISTRIBUTION</u>	<u>NO. COPIES</u>	<u>COPY NO.</u>
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t/
General, USAF
Commander

OFFICIAL:

s/
t/
Colonel, USAF
Position

CLASSIFIED BY:
REASON:
DECLASSIFY ON:

Z-1

CLASSIFICATION

ENCLOSURE E

THE COMMANDER'S ESTIMATE

E1. Purpose. The Commander's Estimate, submitted by the supported CINC in response to a CJCS WARNING ORDER, provides the Chairman with time-sensitive information for consideration by the NCA in meeting a crisis situation. Essentially, it reflects the supported CINC's analysis of the various courses of action (COAs) that may be used to accomplish the assigned mission and contains recommendations as to the best COA. Although the estimate process at the supported CINC level may involve a complete, detailed estimate by the supported commander, the estimate submitted to the CJCS will normally be a greatly abbreviated version providing only that information essential to the NCA and CJCS in arriving at a decision to meet a crisis.

E.2. Crisis Action Planning. During crisis action planning, the supported CINC may choose an existing plan as a primary reference for COAs as well as request inputs from his staff and component commanders. Because of the short suspense for inputs, the supported CINC puts out a Commander's Evaluation Request message in which he summarizes the situation and his COA planning parameters. The component commanders reply via an OPREP-1 Component's Evaluation Response message.

E.3. Deliberate Planning Process. Joint Pub 1-02 defines the Commander's Estimate (of the Situation) as "a logical process of reasoning by which a commander considers all the circumstances affecting the military situation and arrives at a decision as to a course of action to be taken to accomplish the mission." In deliberate planning, it is this document that clearly states the CINC's decision and summarizes the rationale for that decision. The Commander's Estimate becomes a tool to communicate valuable guidance from the CINC to the staff and subordinate commanders. This is not a document to convince the reader of the wisdom of the selected COA; the CINC has already selected the COA to be developed into a concept of operations. Rather, it is a summary of the CINC's thought process. As such, it is a valuable planning tool for the staff and subordinate commanders. The staffs use this guidance to begin work on developing the staff estimates which will be used to form the Concept of Operations for the tasked OPLAN or CONPLAN.

SAMPLE COMMANDER'S EVALUATION REQUEST

(PRECEDENCE)

FROM: USCINCOM NORFOLK VA
TO: CINCLANTFLT NORFOLK VA
CINCARLANT FT MCPHERSON GA
(ETC.)
INFO: CJCS WASHINGTON DC
DIRNSA FT GEORGE G MEADE MD
USCINTRANS SCOTT AFB IL
HQ AMC SCOTT AFB IL//CC//
(ETC.)

C L A S S I F I C A T I O N

OPER/BLUENOSE//

MSGID/GENADMIN/USCINCOM//

SUBJ/COMMANDER EVALUATION REQUEST ()//

REF/A/ORDER/CJCS/211742ZNOV__/-/NOTAL//

AMPN/CJCS WARNING ORDER//

NARR() THIS IS A USCINCOM COMMANDER EVALUATION REQUEST//

RMKS/1. () TASKING. REQUEST THAT ACTION ADDRESSEES EVALUATE AND SUBMIT THEIR RESPECTIVE REQUIREMENTS AND PROPOSALS FOR CARRYING OUT THE COURSES OF ACTION IDENTIFIED IN REF A. SUSPENSE FOR RESPONDING IS NOT LATER THAN 230200Z JUN _____. ADDITIONAL GUIDANCE IS PROVIDED BELOW.

2. () SITUATION. HOSTILITIES ARE UNDER WAY IN FOUR SEPARATE AREAS OF ORANGELAND, INCLUDING THE CAPITAL AND OTHER MAJOR URBAN CENTERS. LEFTIST INSURGENT FORCES HAVE MOUNTED A STRONG PSYOP CAMPAIGN AND ARE EXPLOITING WIDESPREAD ANTIGOVERNMENT FEELING TO GAIN POPULAR SUPPORT. MASS UPRISINGS BY SYMPATHETIC DISSIDENTS ARE ALSO IMMINENT
UNLESS

3. () FACTORS AFFECTING POSSIBLE COURSES OF ACTION. THE MAIN AIR AND SEA ACCESSES TO ORANGELAND ARE ISOLATED, INOPERABLE BECAUSE OF DAMAGE, OR UNDER INSURGENT CONTROL. INTERNAL COMMUNICATIONS ARE SEVERELY DISRUPTED AND RAIL AND HIGHWAY NETWORKS IN THE INTERIOR ARE CUT. THE APPROACHING RAINY SEASON

4. () ENEMY CAPABILITIES. TOTAL EFFECTIVE INSURGENT STRENGTH

AFMAN 10-401V2 1 MAY 1998

IS ESTIMATED AT 2,000 TO 2,500, LIMITED TO LIGHT ARMAMENT BUT WELL TRAINED AND HIGHLY MOBILE (COMMANDEERED CIVILIAN VEHICLES). INSURGENT-LED IRREGULAR AUXILIARIES REPORTEDLY NUMBER ANOTHER

5. () CONCEPT OF OPERATIONS

A. () GENERAL. TO MINIMIZE FURTHER CASUALTIES AND DESTRUCTION, US MILITARY ACTION WILL BE DESIGNED TO END HOSTILITIES SIMULTANEOUSLY IN ALL INSURGENT AREAS AS SOON AS POSSIBLE. THE OVERALL OPERATIONAL CONCEPT IS FOR A RAPID SURGE OF FORCE APPLICATION FROM THE OUTSET, WITH SUFFICIENT FORCES COMMITTED WITHIN THE INITIAL 6-HOUR PERIOD TO SAFEGUARD THREATENED US NATIONALS, SUPPRESS ORGANIZED RESISTANCE IN THE FOUR CRITICAL POPULATION CENTERS, AND PREVENT...

B. () COURSE OF ACTION PLANNING PARAMETERS

(1) () COURSE OF ACTION ONE: EMPLOY A JOINT ARMY-AIR FORCE TASK FORCE. MAJOR ARMY TACTICAL CONTINGENTS WILL CONSIST OF A TWO-BRIGADE FORCE (UP TO SIX MANEUVER BATTALIONS), WITH APPROPRIATE ACCOMPANYING COMBAT SUPPORT, TO BE INTRODUCED BY AIR, PLUS FOLLOW-ON SERVICE SUPPORT AS REQUIRED. MAJOR AIR FORCE TACTICAL CONTINGENTS WILL CONSIST OF UP TO ...

(2) () COURSE OF ACTION TWO: EMPLOY A MARINE LANDING FORCE IN CONJUNCTION WITH NAVAL AMPHIBIOUS, SURFACE AND AIR SUPPORT ELEMENTS. THE MAJOR MARINE TACTICAL CONTINGENT WILL CONSIST OF UP TO ...

(3) () COURSE OF ACTION THREE: EMPLOY A JOINT ARMY-NAVY-MARINE-AIR FORCE TASK FORCE, WITH COORDINATED AIR AND AMPHIBIOUS INTRODUCTION OF GROUND ELEMENTS. MAJOR TACTICAL CONTINGENTS WILL CONSIST OF ...

6. () OPERATIONAL CONSTRAINTS. BLUELAND IS EXPECTED TO ABROGATE EXISTING TREATIES GRANTING US STAGING, BASING, AND MARITIME PRIVILEGES. OVERFLIGHT RIGHTS ARE LIKELY TO BE DENIED BY PINKLAND AND ...

7. () OBJECTIVE. THIS REPORT PROVIDES AMPLIFYING GUIDANCE FOR DEVELOPING COURSE OF ACTION EVALUATIONS BY COMPONENT AND SUPPORTING COMMANDS HAVING A ROLE IN PROJECTED OPERATIONS ADDRESSED TO THE CURRENT ORANGELAND CRISIS.

8. () REMARKS. FORCEs AS SHOWN IN JOPES DATA BASE, OPLAN IDENTIFICATION NUMBERS XXXXA, XXXXB, AND XXXXC.//

DECL/PROVIDE APPROPRIATE DOWNGRADING INSTRUCTIONS AND DATE HERE//

SAMPLE OPREP-1 COMPONENT'S EVALUATION RESPONSE

(PRECEDENCE)

FROM: CINCUSAFE RAMSTEIN AB GE
TO: USCINCEUR VAIHINGEN GE
INFO: CJCS WASHINGTON DC
DIRNSA FT GEORGE G MEADE MD
USCINCSOC MACDILL AFB FL
CINCUSAREUR HEIDELBERG GE
USCINCTRANS SCOTT AFB IL
CSAF WASHINGTON DC
(ETC.)

C L A S S I F I C A T I O N

OPER/BLUENOSE//

MSGID/GENADMIN/CINCUSAFE//

SUBJ/CINCUSAFE COMPONENT EVALUATION RESPONSE ()//

REF/A/ORDER/CJCS/211742ZNOV ___/-/NOTAL//

AMPN/CJCS WARNING ORDER//

REF/B/COMMANDER EVALUATION REQUEST/USCINCEUR/ 220100ZAUG ___/-/NOTAL//

AMPN/USCINCEUR EVALUATION REQUEST//

REF/C/COMMANDER EVALUATION REQUEST/USCINACOM/ 221503ZNOV ___/-/ NOTAL//

AMPN/USCINACOM COMMANDER EVALUATION REQUEST//

RMKS/1. () COURSE OF ACTION. RECOMMEND COURSE OF ACTION ONE AS THE MOST RAPID WAY OF BRINGING US MILITARY FORCES TO BEAR IN THE OBJECTIVE AREA IN TIME TO PREVENT COURSE OF ACTION THREE REQUIRES TOO LONG A TIME FOR SURFACE DEPLOYMENT. COURSE OF ACTION TWO DOES NOT INVOLVE USAF.

2. () OBJECTIVE. THIS REPORT PROVIDES EVALUATION AND INFORMATION ON MAJOR FORCES FOR COURSES OF ACTION OUTLINED IN REFERENCED USCINCEUR REQUEST.

3. () REMARKS

A. () FORCES AS LISTED IN JOPES DATA BASE OPLAN IDENTIFICATION NUMBERS XXXXA, XXXXB, AND XXXXC.

AFMAN 10-401V2 1 MAY 1998

B. () BARE-BASE OPERATIONAL CONDITIONS AT PALM INTERNATIONAL AIRPORT WILL RESULT IN
4- TO 6-HOUR DELAY IN ACHIEVING INITIAL ____.

DECL/PROVIDE APPROPRIATE DOWNGRADING INSTRUCTIONS AND DATE HERE//

Issuing Headquarters
Place of Issue
Date of Issue

PLAN DESIGNATION SHORT TITLE (U)
COMMANDER'S ESTIMATE OF THE SITUATION (U)

() REFERENCES: List maps, charts, intelligence data bases, and relevant documents.

1. () MISSION. State the assigned or deduced task or tasks and purpose. If the mission is multiple, determine priorities. List any intermediate tasks, prescribed or deduced, necessary to accomplish the mission.

2. () THE SITUATION AND COURSES OF ACTION

a. () Considerations Affecting the Possible Courses of Action. Determine and analyze factors which will influence the choice of a course of action, and any factors that affect the capabilities of friendly or enemy forces. Consider these and other pertinent factors. Under each, include a statement of fact (or an assumption), and a deduction of its probable influence on enemy or friendly actions:

(1) () Military Geography

(a) () Characteristics of the Area of Operations

1. () Topography. Factors of relief and drainage, vegetation, surface materials, and similar characteristics should be given consideration as they affect such elements of an operation as observation, maneuver, fire support, concealment, cover, air and surface movement, lines of communications, avenues of approach, key terrain, nuclear and C-B weapons employment, electronic emissions of all types, and unconventional, psychological, and other significant activities.

2. () Hydrography. Included after this heading are the characteristics of offshore sea areas, approaches to the beaches, currents, tides, the beaches themselves, ports, docks, and similar maritime considerations.

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3. () Climate and Weather. Extremes of temperature, wind velocities, cloud cover, visibility, precipitation, and other such factors that can affect military operations must be determined and presented. Sunrise, sunset, and twilight data are normally given in this subparagraph.

(b) () Transportation. Characteristics of roads, railways, inland waterways, and airfields, including such factors as size, capacity, conditions, and other facts that affect enemy capabilities and friendly COA, are given here.

(c) () Telecommunications. Radio, cable, land-line, and other communications facilities in the area of operations that might aid in the exercise of command over military forces are listed. Facilities considered by this subparagraph are not those in the organic capability of the opposing forces, but rather those present in the area.

(d) () Politics. Political factors include such considerations in political stability, alliances, relations with other countries, aspects of international law, control over subversion and dissidence, and similar factors that may influence selection of a COA. Neutrality or non-neutrality of neighboring states in the area is often listed here.

(e) () Economics. Economic factors include the organization of the economy and sometimes its mobilization capacity; the industrial base of the antagonists to support hostilities, finance, foreign trade; and similar influences as they affect selection of a COA.

(f) () Sociology. Social conditions run a wide range from the psychological ability of the populace to withstand the rigors of war to health and sanitation conditions in the area of operations. Language, social institutions and attitudes, and similar factors that may affect selection of a COA must be considered.

(g) () Science and Technology. Although little immediate military impact may result from the state of science and technology in a target area, the long-range effects of such factors as technical skill level of the population and scientific and technical resources in manpower and facilities should be considered in cases where they may affect the choice of a COA.

(2) () Relative Combat Power

(a) () Enemy

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1. () Strength. Give number and size of enemy units committed and those available for reinforcement in the area. This is not intended to be a tabulation of numbers of aircraft, ships, missiles, or other military weaponry. Rather, it is a study of what strength the enemy commander can bring to bear in the area in terms of ground units committed and reinforcing, aircraft sortie rates, missile delivery rates, unconventional, psychological, and other strengths the commander thinks may affect the balance of power.
2. () Composition. This includes order of battle of major enemy combat formations, equivalent strengths of enemy and friendly units, and major weapons systems and armaments in the enemy arsenal and their operational characteristics.
3. () Location and Disposition. Geographical location of enemy units, fire support elements, command and control facilities, air, naval, and missile forces, and other combat power in or deployable to the area of operations are shown here.
4. () Reinforcements. Estimate the enemy reinforcement capabilities that can influence the battle in the area under consideration. This study should include ground, air, naval and missile forces; nuclear, and other advanced weapon systems; and an estimate of the relative capacity to move these forces about, to, and in the battle area.
5. () Logistics. This subparagraph summarizes enemy ability to support the capabilities with which they have been credited and included such considerations as supply, maintenance, hospitalization and evacuation, transportation, labor, construction, and other essential logistic means. Broadly speaking, it is a feasibility test for enemy capabilities.
6. () Time and Space Factors. Estimate where and when initial forces and reinforcements can be deployed and employed. Such a study will normally include distances and travel times by land, sea, and air from major bases or mounting areas into the battle area.
7. () Combat Efficiency. This subparagraph is an estimate of enemy state of training, readiness, battle experience, physical condition, morale, leadership, motivation, tactical doctrine, discipline, and whatever significant strengths or weaknesses may appear from the preceding paragraphs.

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(b) () Friendly. The appraisal of the commander's own force should, in general, follow the same pattern just used for analysis of the enemy. The descriptions of what to consider and the approach to the problem outlined in paragraph 2.a.(2)(a) are applicable to this analysis of friendly forces.

(3) () Assumptions. Assumptions are intrinsically important factors on which the conduct of the operation is based and must be noted as such in paragraph 2 of the commander's estimate.

b. () Enemy Capabilities. State the enemy capabilities that could affect accomplishing the mission of the commander.

c. () Own Courses of Action. State all practicable courses of action open to the commander which, if successful, will accomplish the mission.

3. () ANALYSIS OF OPPOSING COURSES OF ACTION. Determine the probable effect of each enemy capability on the success of each of the commander's own courses of action.

4. () COMPARISON OF OWN COURSES OF ACTION. Weigh the advantages and disadvantages of each of the commander's courses of action with respect to the governing factors. Determine which course of action promises to be the most successful in accomplishing the mission.

5. () DECISION. Translate the selected course of action into a concise statement of what the force is to do. Use the decision as a basis for the "mission" paragraph in the plan to be developed.

6. () CONCEPT OF OPERATIONS. Describe generally how the force will be deployed and employed to accomplish the mission. Include as much detail of which, where, how, and why, as may be appropriate. This will help provide the commander's intentions to both his unified CINC and his staff planners.

t/
General, USAF
Commander

ANNEXES: (As required: by letter and title)

DISTRIBUTION: (According to policies and procedures of the issuing headquarters)

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CLASSIFICATION

CLASSIFICATION

Issuing Headquarters
Place of Issue
Date of Issue

PLAN DESIGNATION SHORT TITLE (U)
INTELLIGENCE ESTIMATE OF THE SITUATION (U)

REFERENCES: List maps, charts, intelligence data bases, and relevant documents needed to understand this estimate.

- 1. () MISSION. State the assigned mission of the command.
- 2. () ENEMY SITUATION. State the conditions that exist and describe their effect on enemy capabilities and the assigned mission. Describe the area of operations, the enemy military situation, and the effect of these two factors on enemy capabilities. Use the name and BE number to identify specific installations and facilities.

- a. () Characteristics of the Area of Operations. In this paragraph, discuss the effect of the physical characteristics of the area of operations on military activities of both combatants. If an analysis of the area has been prepared separately, simply reference the area study, and then discuss the existing situation on military operations in the area.

- (1) () Military Geography

- (a) () Topography

NOTE: Although this sample format has been developed in some detail, not all subparagraphs indicated here are necessary in every estimate. The format should be adjusted to fit the needs of the operation.

- 1. () Existing Situation. Describe relief and drainage, vegetation, surface materials, cultural features, and other characteristics, in terms of their effect on key terrain, observation, fields of fire, obstacles, cover and concealment, avenues of approach, lines of communication, landing areas and zones.

- 2. () Effect on Enemy Capabilities. Discuss the effect of topography on broad enemy capabilities (such as attack and defense), and describe generally how the topography affects each type activity.

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Discuss the effect on employment of nuclear, biological and chemical weapons, amphibious, airborne or air-landed forces; on surveillance devices and systems; on communications equipment and systems; on electronic warfare; on tactical cover and deception; on logistic support; and on other elements.

3. () Effect on Friendly Courses of Action. Discuss the effects of topography on friendly forces military operations (attack, defense, etc.) in the same fashion as for enemy capabilities in 2. above.

(b) () Hydrography

1. () Existing Situation. Describe the nature of the coastline; adjacent islands; location, extent, and capacity of landing beaches, including approaches to and exits from the beaches; nature of the offshore approaches, including type of bottom and gradients; natural obstacles, surf, tide, and current conditions.

2. () Effect on Enemy Capabilities. Discuss the effects of the existing situation on broad enemy capabilities.

3. () Effect on Friendly Courses of Action. Discuss the effects of the existing situation on broad courses of action for friendly forces.

(c) () Climate and Weather

1. () Existing Situation. Give a brief summary of temperature, cloud cover, visibility, precipitation, light data, and other climate and weather conditions and their general effects on roads, rivers, soil trafficability, observation, and airborne operations.

2. () Effect on Enemy Capabilities. Discuss the effects of the existing climate and weather situation on broad enemy capabilities.

3. () Effect on Friendly Courses of Action. Discuss the effects of the existing climate and weather situation on broad courses of action for friendly forces.

(2) () Transportation. Describe roads, railways, inland waterways, airfields and other physical characteristics of the transportation system; capabilities of the transportation system in terms of rolling stock, barge capacities, and terminal and port facilities; and other pertinent data.

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(3) () Telecommunications

(a) () Existing Situation. Describe telecommunications facilities and capabilities in the area and, where known, the military units supported by these facilities. In addition, list the fixed and deployed locations for remote antennas, relay equipment or mobile communications.

(b) () Effect on Enemy Capabilities. Describe how the existing telecommunications situation and known projected mobile or reserve systems affect broad enemy capabilities.

(c) () Effect on Friendly Courses of Action. Describe how the existing telecommunications situation affects broad courses of action for friendly forces.

(4) () Politics

(a) () Existing Situation. Describe the organization and operation of civil government in the area of operation.

(b) () Effect on Enemy Capabilities. Tell how the political situation affects broad enemy capabilities.

(c) () Effect on Friendly Courses of Action. Tell how the political situation affects broad courses of action for friendly forces.

(5) () Economics

(a) () Existing Situation. Describe industry, public works and utilities, finance, banking, currency, commerce, agriculture, trades and professions, the labor force, and other related factors.

(b) () Effect on Enemy Capabilities. Tell how the economic situation affects broad enemy capabilities.

(c) () Effect on Friendly Courses of Action. Tell how the economic situation affects broad courses of action for friendly forces.

(6) () Sociology

(a) () Existing Situation. Describe language, religion, social institutions, and attitudes, minority groups, population distribution, health, and sanitation.

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(b) () Effect on Enemy Capabilities. Tell how sociological situation affects broad courses of action for friendly forces.

(7) () Science and Technology

(a) () Existing Situation. Describe the level of science and technology in the area of operations.

(b) () Effect on Enemy Capabilities. Discuss the effects of science and technology on broad courses of action for friendly forces.

b. () Enemy Military Situation (Ground, Naval, and Air)

(1) () Strength. Give the number and size of enemy units committed and of enemy reinforcements available for use in the area of operations. Include ground strength, air power, naval forces, nuclear and CB weapons, electronic warfare, unconventional warfare, surveillance potential, and all other strengths which might be significant to consider.

(2) () Composition. Describe the structure of enemy forces (order of battle), especially any unusual organizational features, identity, armament, and weapon systems.

(3) () Location and Disposition. Describe the geographical location of enemy forces in the area, including fire support elements, command and control facilities, air, naval missile forces, and bases, where appropriate.

(4) () Availability of Reinforcements. Describe enemy reinforcement capabilities in terms of ground, air, naval, missile, nuclear and CB forces, and weapons; terrain; weather; road and rail nets; transportation; replacements; labor forces; prisoner of war policy; and possible aid from sympathetic or participating neighbors.

(5) () Movements and Activities. Describe the latest known enemy activities in the area.

(6) () Logistics. Describe levels of supply; resupply ability; capacity of beaches, ports, roads, railways, airfields, and other facilities to support supply and resupply; hospitalization and evacuation; military construction; labor resources; and maintenance of combat equipment.

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(7) () Operational Capability to Launch Missiles and Other Space Vehicles. Describe the total missile capability that can be brought to bear on forces operating in the area. Include the characteristics of missile and space systems, location and capacity of launch or delivery units, initial and sustained launch rates, size and location of stockpiles, and other pertinent factors.

(8) () Serviceability and Operational Rates of Aircraft. Describe the total inventory by type, performance characteristics of operational aircraft, initial and sustained sortie rates by type, and other pertinent factors.

(9) () Operational Capabilities of Combatant Vessels. Describe the number, type and operational characteristics of ships, boats, and craft in the naval inventory, base locations, and capacity for support.

(10) () Technical Characteristics of Equipment. Describe the technical characteristics of major items of equipment in the enemy inventory which were not already considered (such as, missiles, aircraft, and naval vessels).

(11) () Intelligence Collection. Describe the enemy capability to gather intelligence.

(12) () Nuclear and CB Weapons. Describe the types and characteristics of nuclear and CB weapons in the enemy inventory, stockpile data, delivery capabilities, nuclear and CB employment policies and techniques, and other pertinent factors.

(13) () Significant Strengths and Weaknesses. Discuss the significant enemy strengths and weaknesses developed from the facts presented in (1) through (12) above.

(14) () Electronic Combat. Describe the enemy electronic combat systems and capabilities.

c. () Enemy Unconventional and Psychological Warfare Situation

(1) () Guerrilla. Describe the enemy capability for, policy with regard to, and current status in conducting guerrilla or insurgent operations.

(2) () Psychological. Describe enemy doctrine, and the techniques and methods, organization for, and conduct of psychological operations.

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(3) () Subversion. Describe enemy doctrine, techniques and methods, organization for, and conduct of subversion.

(4) () Sabotage. Describe enemy organization, and potential for and conduct of sabotage.

3. () ENEMY CAPABILITIES

a. () In this paragraph, list separately each enemy capability that can affect accomplishing the assigned mission. For enemy capability, answer these questions:

(1) () WHAT can the enemy do?

(2) () WHERE can the enemy carry out operations?

(3) () WHEN can the enemy begin and complete operations?

(4) () WHAT STRENGTH can the enemy devote to the task?

(5) () WHAT TARGETS or OBJECTIVES are likely for enemy attack?

b. () In developing enemy capabilities, focus on the need to tell the commander of the enemy's total capability in a joint effort. First, categorize the enemy's various capabilities, identifying specific enemy installations by name and BE number as shown in these examples:

(1) () Air Capabilities

(a) () Commencing now, and based on an estimated strength of 300 fighter and 100 medium bomber aircraft, the enemy can attack in the area of operations with 240 sorties per day for the first 2 days, followed by a sustained rate of 150 sorties per day; 60 bomber sorties per day for 1 day followed by a sustained rate of 48 sorties per day for 1 day; followed by a sustained rate of 48 sorties per day.

(b) () Using airfields in the vicinity of (list coordinates or specify geographic location), the enemy has enough transport sorties to lift one regiment in a single lift to airfields in the vicinity of _____, _____, and (specify geographic locations) within 4 hours flying time.

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(2) () Nuclear Capability. At any time and in any part of the area of operations, the enemy can employ an estimated 40 to 60 nuclear weapons of yields from 2 to 50 kilotons (KT) delivered by tube and rocket artillery, guided missile, and aircraft.

(3) () CBW Capability. The enemy can employ the CBW agents _____, _____, and (list types) in the area of operations at any time delivered by air, tube, and rocket artillery, and guided missile.

(4) () UW Capability. The enemy can conduct UW operations in the area within 10 days of commencement of the operation, using dissident elements in the (specify group) ethnic or religious group and the political adversaries of the current government.

(5) () Ground and Unconventional Capabilities.

4. () ANALYSIS OF ENEMY CAPABILITIES. In this paragraph, discuss the factors that favor, or militate against, the enemy adopting each available capability. In the analysis, focus on enemy vulnerabilities in exercising each capability (that is, conditions or circumstances of the enemy situation that make the enemy especially liable to damage, deception, or defeat). Finally, discuss any indications that the enemy might adopt a particular capability.

5. () CONCLUSIONS. In this paragraph, summarize the capabilities the enemy is most likely to adopt. List them in the order of relative probability of adoption, if enough information is available to permit such an estimate. Also, tell how each enemy capability could affect the command mission. List each vulnerability that can be exploited as follows:

a. () Enemy Capabilities. List in order of relative probability of adoption.

b. () Vulnerabilities. (Briefly summarize the main points from the vulnerability analysis in paragraph 4 for each listed capability.)

t/
General, USAF
Commander

ANNEXES

A--Annex Title

B--Annex Title

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NOTE: Include an annex if the information can be presented graphically, or if it is so large and detailed that its inclusion would make the body of the estimate too cumbersome. Identify each annex by letter, in sequence, as it occurs throughout the estimate.

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Rank, USAF

Position

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CLASSIFICATION

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Issuing Headquarters
Place of Issue
Date of Issue

PLAN DESIGNATION SHORT TITLE (U)
LOGISTICS ESTIMATE OF THE SITUATION (U)

() REFERENCES: a. Maps and Charts.

b. Other pertinent documents.

1. () MISSION. State the mission of the command as a whole taken from the commander's mission analysis, planning guidance or other statements.

2. () SITUATION AND CONSIDERATIONS

a. () Characteristics of the Area of Operation. Summarize data about the area, taken from the intelligence estimate or area study, with specific emphasis on significant factors affecting logistic activities.

b. () Enemy Forces

(1) () Strength and Dispositions. Refer to current intelligence estimate.

(2) () Enemy Capabilities. Discuss enemy capabilities, taken from the current intelligence estimate, with specific emphasis on their impact on the logistic situation.

c. () Friendly Forces

(1) () Present Disposition of Major Elements. Include an estimate of their strengths.

(2) () Own Courses of Action. State the proposed COAs under consideration, obtained from operations or plans division.

(3) () Probable Tactical Developments. Review major deployments and logistic preparations necessary in all phases of the operation proposed.

d. () Personnel Situation. State known personnel problems, if any, that may affect the logistic situation.

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- e. () Command, Control, and Communications Situation. State the command, control, and communications situation, emphasizing known command control, and communication problems that may affect the logistic situation.
- f. () Assumptions. State assumptions about the logistic aspects of the situation made for this estimate. Since basic assumptions for the operation already have been made and will appear in planning guidance and in the plan itself, they should not be repeated here. Certain logistic assumptions that may have been made in preparing this estimate, and those should be stated.
- g. () Special Features. Special features not covered elsewhere in the estimate, but may influence the logistic situation may be stated here.
- h. () Logistic Situation
 - (1) () Supply and Service Installations. Describe and give location of key supply and service installations that will be used to support the operation.
 - (2) () Supply. State availability of PWRS, authorized levels of supply, known deficiencies of supply stocks and supply systems, and responsibilities and policies regarding supply.
 - (3) () Transportation. List air, sea, and surface transportation availability, coordination, regulations, lift capability, responsibilities, and policies regarding supply.
 - (4) () Medical Services. Describe availability of evacuation and hospital facilities and medical responsibilities and policies, including the anticipated evacuation policy.
 - (5) () Civil Engineering Support. List responsibilities for civil engineering support, limiting features, and other appropriate considerations.
 - (6) () Miscellaneous. Include other logistic matters not considered elsewhere that may influence selection of a COA.
- 3. () LOGISTIC ANALYSIS OF OWN COURSES OF ACTION. Make an orderly examination of the logistic factors influencing the proposed COAs to determine the manner and degree of that influence. The objective of this analysis is to determine if the logistic requirements can be met and to isolate the logistic implications that should be weighed by the commander in the commander's estimate of the situation.

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- a. () Analysis of Each COA. Analyze each COA from the Logistics point of view. The detail in which the analysis is made is determined by considering the level of command, scope of contemplated operations, and urgency of need.
 - b. () Use of Logistics Factors. The logistic factors described in paragraph 2 are the elements to be analyzed for each COA under consideration. Examine these factors realistically from the standpoint of requirements versus actual or programmed capabilities, climate and weather, hydrography, time and space, enemy capabilities, and other significant factors that may have an impact on the logistic situation as it affects the COAs.
 - c. () Purpose of Analysis. Throughout the analysis, keep logistics considerations foremost in mind. The analysis is not intended to produce a decision, but to ensure that all applicable logistic factors have been properly considered and to serve as the basis for the comparisons in paragraph 4.
4. () COMPARISON OF OWN COURSES OF ACTION
- a. () List the advantages and disadvantages of each proposed COA -- from the Logistics point of view.
 - b. () A work sheet probably will not be necessary as in the commander's estimate, but it may be used.
5. () CONCLUSIONS
- a. () State whether the mission set forth in paragraph 1 can be supported from a logistic standpoint.
 - b. () State which COA under consideration can best be supported from a logistic standpoint.
 - c. () Identify the major logistic deficiencies that must be brought to the commander's attention. Include recommendations concerning the methods to eliminate or reduce the effects of those deficiencies.

t/
General, USAF
Commander

ANNEXES

- A--Annex Title (as required)
- B--Annex Title (as required)

OFFICIAL:

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Rank, USAF
Position

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Issuing Headquarters
Place of Issue
Date of Issue

PLAN DESIGNATION SHORT TITLE (U)
PERSONNEL ESTIMATE OF THE SITUATION (U)

() REFERENCES: a. Maps and Charts.

b. Other pertinent documents.

1. () MISSION. State the mission of the command as a whole taken from the commander's mission analysis, planning guidance or other statements.

2. () SITUATION AND CONSIDERATIONS

a. () Characteristics of the Area of Operation. Summarize data about the area, taken from the intelligence estimate or are study, with specific emphasis on significant factors affecting personnel activities.

b. () Enemy Forces

(1) () Strength and Dispositions. Refer to current intelligence estimate.

(2) () Enemy Capabilities. Discuss enemy capabilities, taken from the current intelligence estimate, with specific emphasis on their impact on the personnel matters.

c. () Friendly Forces

(1) () Present Disposition of Major Elements. Include an estimate of their strengths.

(2) () Own Courses of Action. State the proposed COAs under consideration, obtained from operations or plans division.

(3) () Probable Tactical Developments. Review major deployments and logistic preparations necessary in all phases of the operation proposed.

d. () Logistic Situation. State known logistics problems, if any, that may affect the personnel situation.

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- e. () Command, Control, Communications and Computer Systems (C4) Situation. State the C4 situation, emphasizing known C4 problems that may affect the personnel situation.
 - f. () Assumptions. State assumptions about the personnel aspects of the situation made for this estimate. Since basic assumptions for the operation already have been made and will appear in planning guidance and in the plan itself, they should not be repeated here. Certain personnel assumptions that may have been made in preparing this estimate, and those should be stated.
 - g. () Special Features. Special features not covered elsewhere in the estimate, but may influence the personnel situation may be stated here.
 - h. () Personnel Situation. State known or anticipated personnel problems that may influence selection of a COA.
3. () PERSONNEL ANALYSIS OF OWN COURSES OF ACTION. Make an orderly examination of the personnel factors influencing the proposed COAs to determine the manner and degree of that influence. The objective of this analysis is to determine if the personnel requirements can be met and to isolate the personnel implications that should be weighed by the commander in the commander's estimate of the situation.
- a. () Analysis of Each COA. Analyze each COA from the personnel point of view. The detail in which the analysis is made is determined by considering the level of command, scope of contemplated operations, and urgency of need.
 - b. () Purpose of Analysis. Throughout the analysis, keep personnel considerations foremost in mind. The analysis is not intended to produce a decision, but to ensure that all applicable personnel factors have been properly considered and to serve as the basis for the comparisons in paragraph 4.
4. () COMPARISON OF OWN COURSES OF ACTION
- a. () List the advantages and disadvantages of each proposed COA from the personnel point of view.
 - b. () A work sheet probably will not be necessary as in the commander's estimate, but it may be used.
5. () CONCLUSIONS
- a. () State whether or not the mission set forth in paragraph 1 can be supported from a personnel standpoint.

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- b. () State which COA under consideration can best be supported from a personnel standpoint.
- c. () Identify the major personnel deficiencies that must be brought to the commander's attention. Include recommendations concerning the methods to eliminate or reduce the effects of those deficiencies.

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Commander

ANNEXES

- A--Annex Title (as required)
- B--Annex Title (as required)

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Issuing Headquarters
Place of Issue
Date of Issue

PLAN DESIGNATION SHORT TITLE (U)

COMMAND, CONTROL, COMMUNICATIONS & COMPUTER SYSTEMS ESTIMATE (U)

() REFERENCES: a. Maps and Charts.

b. Other pertinent documents.

1. () MISSION. State the mission of the command as a whole taken from the commander's mission analysis, planning guidance or other statements.

2. () SITUATION AND CONSIDERATIONS

a. () Characteristics of the Area of Operation. Summarize data about the area, taken from the intelligence estimate or are study, with specific emphasis on significant factors affecting command, control, communications, and computer (C4) systems activities.

b. () Enemy Forces

(1) () Strength and Dispositions. Refer to current intelligence estimate.

(2) () Enemy Capabilities. Discuss enemy capabilities, taken from the current intelligence estimate, with specific emphasis on their impact on the C4 situation.

c. () Friendly Forces

(1) () Present Disposition of Major Elements. Include an estimate of their strengths.

(2) () Own Courses of Action. State the proposed COAs under consideration, obtained from operations or plans division.

(3) () Probable Tactical Developments. Review major deployments and logistic preparations necessary in all phases of the operation proposed. C4 countermeasures against enemy capabilities should be included.

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- d. () Personnel Situation. State known personnel problems, if any, that may affect the C4 situation.
 - e. () Logistics Situation. State the logistics situation that may affect the C4 situation.
 - f. () Assumptions. State assumptions about the C4 aspects of the situation made for this estimate. Since basic assumptions for the operation already have been made and will appear in planning guidance and in the plan itself, they should not be repeated here. Certain C4 assumptions that may have been made in preparing this estimate, and those should be stated.
 - g. () Special Features. Special features not covered elsewhere in the estimate but that may influence the C4 situation may be stated here.
 - h. () C4 Situation. Consideration should be given to line-of-sight communication, satellite communications, UHF satellite communications, ground mobile command post, the Defense Satellite Communications System Ground Mobile Segment, and Defense Communications System Interface.
 - (1) () Command and control communications.
 - (2) () Administrative communications.
 - (3) () Communications intelligence.
 - (4) () Communications security.
 - (5) () Communications support for combat operations.
 - (a) () Joint tactical air operations.
 - (b) () Air-to-ground operations (CAP and BAI).
 - (6) () Communications control and aids for supporting arms.
 - (7) () Communications requirements for support and other activities.
3. () C4 ANALYSIS OF OWN COURSES OF ACTION. Make an orderly examination of the C4 factors influencing the proposed COAs to determine the manner and degree of that influence. The objective of this analysis is to determine if the C4 requirements can be met and to isolate the C4 implications that should be weighed by the commander in the Commander's Estimate of the Situation.

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- a. () Analysis of Each COA. Analyze each COA from the C4 point of view. The detail in which the analysis is made is determined by considering the level of command, scope of contemplated operations, and urgency of need.
 - b. () Use of C4 Factors. The C4 factors described in paragraph 2.h. are the elements to be analyzed for each COA under consideration. Examine these factors realistically from the standpoint of requirements versus actual or programmed capabilities, climate and weather, hydrography, time and space, enemy capabilities, and other significant factors that may have an impact on the C4 situation as it affects the COAs.
 - c. () Purpose of Analysis. Throughout the analysis, keep C4 considerations foremost in mind. The analysis is not intended to produce a decision, but to ensure that all applicable C4 factors have been properly considered and to serve as the basis for the comparisons in paragraph 4.
4. () COMPARISON OF OWN COURSES OF ACTION
- a. () List the advantages and disadvantages of each proposed COA from the C4 point of view.
 - b. () A work sheet probably will not be necessary as in the commander's estimate, but it may be used.
5. () CONCLUSIONS
- a. () State whether or not the mission set forth in paragraph 1 can be supported from a C4 standpoint.
 - b. () State which COA under consideration can best be supported from a C4 standpoint.
 - c. () Identify the major C4 deficiencies that must be brought to the commander's attention. Include recommendations concerning the methods to eliminate or reduce the effects of those deficiencies.

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General, USAF
Commander

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A--Annex Title (as required)

B--Annex Title (as required)

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Place of Issue
Date of Issue

PLAN DESIGNATION SHORT TITLE (U)
MEDICAL ESTIMATE OF THE SITUATION (U)

- () REFERENCES:
- 1. () MISSION
- 2. () SITUATION AND COURSE OF ACTION
 - a. () Proposed Courses of Action
 - b. () Characteristics of the Proposed Area of Operations
 - c. () Assumptions
 - d. () Strength to be Supported
- 3. () MEDICAL SUPPORT ANALYSIS
 - a. () Hospitalization
 - (1) () Availability
 - (2) () Limiting factors
 - b. () Supply Aspects
 - (1) () Requirements
 - (2) () Availability
 - (3) () Resupply

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- (4) () Whole blood
- (5) () Limiting factors
- c. () Patient Evacuation (Intertheater and Intratheater)
 - (1) () Evacuation policy
 - (2) () Time-phased evacuation estimate
 - (3) () Aeromedical staging requirements
 - (4) () Patient regulating
 - (5) () Limiting factors
 - (6) () Aeromedical evacuation airlift
 - (a) () Types of aircraft to be employed
 - (b) () Inflight crew requirements
 - (c) () Limiting factors
- d. () Other Medical Support Furnished by Friendly Forces
- e. () Other Limiting Factors
- 4. () COMPARISONS OF COURSES OF ACTION
- 5. () CONCLUSIONS
 - a. () Medical Supportability of the Command Mission
 - b. () Recommended Course of Action
 - c. () Alternative Course of Action in Priority Order

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- d. () Rationale for Conclusions
 - (1) () Basic Mission Supportability
 - (2) () Considerations for Proposed Courses of Action
- e. () Major Medical Support Factors Requiring the Commander's Attention
- f. () Unavoidable Medical Support Limitations

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ANNEXES

A--Annex Title (as required)

B--Annex Title (as required)

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Issuing Headquarters
Place of Issue
Date of Issue

PLAN DESIGNATION SHORT TITLE (U)
CHAPLAIN ESTIMATE OF THE SITUATION (U)

- () REFERENCES: List maps, charts, and relevant documents.
- 1. () MISSION. State the operational mission of the command as a whole, and not responsibilities of the Chaplain Service functional area.
- 2. () SITUATION AND COURSE OF ACTION. Planners should use this paragraph to discuss the present situation and factors that may affect possible courses of action. For example, these and other relevant topics should be discussed:
 - a. () Proposed Courses of Action. All courses of action being considered by the commander should be obtained from the commander's staff element responsible for plans and operations. Since the chaplain's estimate must address the commander's possible courses of action, several options may be presented.
 - b. () Characteristics of the Proposed Area of Operations. Climate, weather, environment, topography, etc., often affect the morale of personnel and, in turn, chaplain manpower and equipment requirements.
 - c. () Assumptions. The planner should describe each assumption pertinent to the chaplain support requirements for each course of action. These assumptions should be stated as facts.
 - d. () Strength to be Supported. The planner must determine the time-phased strength to be supported. Using this strength, the planner must then determine the location of chaplains to provide ministry to casualties and operational and support personnel. The location of Air Force personnel and number of work units determine chaplain support requirements.
- 3. () CHAPLAIN SUPPORT ANALYSIS. The data described in paragraphs 1 and 2 are analyzed to determine how best to provide chaplain support of the mission. When the analysis is developed, it should show the relative merits of each course of action with respect to requirements, availability, and limiting factors.

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a. () Chaplain Locations. Each requirement for a course of action should be analyzed for location of all forces, medical units, and the availability of chaplain coverage furnished by both US and friendly forces.

- (1) () Force locations
- (2) () Type of Facility and Requirements
- (3) () Friendly chaplain coverage
- (4) () Limiting factors

b. () Supply Aspects. The logistical needs for each chaplain support site are determined through planner consideration of three types of location: a permanent support element with a large concentration of forces, the small site used only as an operational base for site coverage, and bare base operation. In this section, the planner should explain how supplies and equipment are made available for each course of action.

- (1) () Type of installations or operations requiring support
- (2) () Availability of chaplain supplies and equipment
- (3) () Resupply
- (4) () Limiting factors

c. () Transportation. This section addresses transportation based on the planner's thorough knowledge of the availability of chaplain-assigned vehicles and air support for site visitation.

- (1) () Chaplain staging requirements
- (2) () Air support
- (3) () Limiting factors

d. () Other Chaplain Support Furnished by Friendly Forces

e. () Other Limiting Factors. This key section address limitations on chaplain support based on the availability of the chaplain personnel, faith group requirements, characteristics of area of operations, and time-phased personnel strength. Any limiting factors not previously discussed that would affect the proposed courses of action should be presented.

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4. () COMPARISONS OF COURSES OF ACTION. Based on the analysis performed as described in paragraph 3, this section compares the chaplain support requirements for each course of action.

5. () CONCLUSIONS. This part of the estimate is used to state the course of action recommended as "best" from the chaplain's viewpoint. this section is also used to list all major chaplain support deficiencies that must receive the commander's attention and actions needed to correct them.

- a. () Recommend Course of Action
- b. () Alternative Courses of Action in Priority Order
- c. () Rationale for Conclusions
- d. () Chaplain Support Factors Requiring the Commander's Attention

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Commander

ANNEXES

- A--Annex Title (as required)
- B--Annex Title (as required)

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Rank, USAF
Position

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ENCLOSURE F

PLANNING CHECKLIST

F.1. Chapter Use and Organization.

F.1.1. This chapter is a checklist for the Air Staff and Air Force commanders and staffs at all levels of command to:

F.1.1.1. Aid in plan development.

F.1.1.2. Ensure the plan is coordinated with other affected commands.

F.1.1.3. Ensure the plan includes adequate information for successful execution.

F.1.1.4. Identify problem areas and fix responsibility for their correction.

F.1.1.5. Ensure progress on corrective actions is checked regularly.

F.1.2. The checklist is organized in functional areas generally covered by annexes to the Basic Plan. It contains an extra section for the commander's use.

F.1.2.1. To avoid redundancy, checklist items that generally apply to all areas are included in the Common Item Checklist (paragraph F.3.). Since this checklist is general in nature, some items do not apply to all plans or to all headquarters.

F.1.2.2. Each using agency is encouraged to develop a detailed checklist specifically suited to its own use.

F.2. Commander's Checklist.

F.2.1. The tasks of reviewing the functional area checklists and developing the plan are usually delegated to the staff agencies. However, the commander is responsible for executing the plan when directed.

F.2.2. To ensure successful plan execution, the commander must be able to answer these questions:

F.2.2.1. Are the missions, tasks, and objectives clearly stated?

F.2.2.2. Do any preparatory missions or tasks provide the enemy with indicators of an upcoming operation which reduces the element of surprise?

F.2.2.3. Does the concept of operations relate specifically to the mission, tasks, and objectives of the plan?

F.2.2.4. Are command and control relationships clearly defined?

F.2.2.5. Are all organizations required to support the plan properly tasked?

F.2.2.6. Are the assumptions used in the plan valid, reasonable, and necessary?

F.2.2.7. Are friendly forces listed, including those units supporting the command issuing the plan?

F.2.2.8. Is the plan distributed to all organizations who need to prepare a supporting plan or need to know the information (down, up, and laterally)?

F.2.2.9. Has the plan been coordinated (down, up, and laterally) between staff sections, organizations, and commands to ensure that personnel in all agencies are aware of their responsibilities?

F.2.2.10. Are staff officers familiar with the plan? Are the battle staff and command post exercising the plan?

F.2.2.11. Are all the people, equipment, materiel, funds, and facilities necessary to carry out the plan available? If not, are the proper agencies advised to correct the problems?

F.2.2.12. Can the plan be executed without mobilization? If not, is that fact stated in the assumptions?

F.2.2.13. Are periodic checks made to ensure the people involved in the plan are aware of their responsibility? Do they know what to do if the plan is executed?

F.2.2.14. Are supporting plans, supplements, standing operating procedures, and checklists prepared at all levels of command for plan execution?

F.2.2.15. Are supporting plans complete and on hand from appropriate friendly forces?

F.2.2.16. Is a schedule for reviewing and updating the plan established?

F.2.2.17. Is the schedule for reviewing and updating the plan being followed?

F.2.2.18. Has prior coordination with tasked and affected commands been accomplished?

F.2.2.19. Have tasked and affected commands agreed to provide support required of them?

F.2.2.20. Are quantitative and qualitative deficiencies identified?

F.2.2.21. If bases or facilities of other commands are tasked beyond present capabilities, what alternative action is being taken to meet requirements of the plan?

F.2.2.22. If new facilities are required before the plan can be executed, are target dates for completion established or alternate solutions proposed?

F.2.2.23. Does the plan provide for current national policy considerations and constraints?

F.2.2.24. Does the plan provide for the security of the activity or operation. Does it contain adequate instructions for implementing the information security program?

F.2.2.25. Is the commander aware of the limits of his/her authority concerning the purchase of goods and services using appropriated funds?

F.2.2.26. Have essential contractor-provided services as defined in DODI 3020.37 been identified?

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F.2.2.27. Where contractors perform essential services (See DODI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:

F.2.2.27.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces, and address this assessment in relevant OPLANs?

F.2.2.27.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DOD civilian, and/or host nation resources?

F.2.2.27.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?

F.2.2.27.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

F.3. Common Item Checklist. This checklist combines several items common to all aspects of the planning function. In addition to the questions outlined in the proper functional area checklist, each staff agency should answer the following questions:

F.3.1. Are friendly forces, supporting forces and task organizations clearly identified?

F.3.2. Are methods and procedures incorporated to deny indicators of critical information to the adversaries?

F.3.3. Are all task organizations aware of their responsibilities, including the preparation of supporting plans and annexes?

F.3.4. Has coordination with other staff sections, organizations, commands, services, and government agencies been accomplished? (Include contractors if their activities will be impacted by executing the plan.)

F.3.5. Is the plan, including its annexes, distributed (down, up, and laterally) to the listed friendly forces, supporting forces, task organizations, and individual units that are required to prepare supporting plans or have a need for the information?

F.3.6. Are supporting plans, supplements, standing operating procedures, and checklists prepared for plan execution by subordinate units tasked in the plan?

F.3.7. Are supporting plans on hand from appropriate friendly forces?

F.3.8. Are reports identified and procedures established to ensure that submission schedules are met?

F.3.9. Is the plan, including its annexes, regularly exercised by the battle staff and command post?

F.3.10. Is the commander informed of limiting factors in each functional area? Is action being taken to correct deficiencies?

F.3.11. Is a schedule for reviewing and updating the plan and annexes established?

F.3.12. Are necessary changes to the plan published and disseminated promptly?

F.3.13. Are plans marked, safeguarded, and controlled according to security directives?

F.3.14. Are estimates of probable personnel attrition developed?

F.3.15. Have responsibilities for EW and C3CM support been reviewed according to AFI 10-705?

F.3.16. Is guidance provided on whether individuals will be required to deploy with small arms and ammunition?

F.3.17. Are air base operability (ABO) passive defense and recovery operations identified, coordinated, and integrated?

F.3.18. Has each functional area planned for its internal staff support information management requirements (people and equipment for office administration support)? Has each functional area planned for the proper handling, protection, and disposition its information resource--the information created and used by the organization?

F.3.19. Have essential contractor-provided supplies and services as defined in DODI 3020.37 been identified?

F.3.20. Where contractors perform essential services (see DODI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:

F.3.20.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?

F.3.20.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DOD civilian, and/or host nation resources?

F.3.20.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?

F.3.20.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

F.4. Plans and Operations Checklist.

F.4.1. Although the commander is responsible for plan execution, the command planner must ensure all functional areas are properly integrated and sufficient detail is provided for successful execution. Because the commander usually delegates plans development responsibilities to the plans or operations staff officer, the checklist for this functional responsibility is similar to the checklist for the commander.

F.4.2. The command planner must be able to answer these questions:

F.4.2.1. Before the basic plan and annexes were prepared, were the items of critical information defined? Was a statement of classification guidance prepared which identified the key items of information to be classified and the level of classification (TS, S, C, U)?

F.4.2.2. Was the classification guidance issued to all agencies?

F.4.2.3. Are the missions, tasks, objectives, and concept of operations clearly and appropriately stated?

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- F.4.2.4. Has the plan been developed to support a higher level command plan? If so, is the supported plan clearly identified?
- F.4.2.5. Are friendly forces listed, including units from supporting commands? Is the plan coordinated with commands tasked as friendly forces?
- F.4.2.6. Have friendly forces concurred that tasking for use of forces or facilities is within their capabilities? For example, are mass launch or recovery capabilities considered?
- F.4.2.7. Are all forces needed to execute the plan, including supporting forces such as weather, rescue, intelligence, information systems, security, and aerial port regions or districts clearly identified?
- F.4.2.8. Are command and control relationships clearly defined? Are personnel aware of these relationships?
- F.4.2.9. Are the indicators of critical information identified and are measures developed to deny them from the adversaries?
- F.4.2.10. Is deployment data prepared, including flight composition, schedules, alert conditions, flight profiles, routes, timing, refueling, procedures, aircraft loading, rescue, weather, and flight safety?
- F.4.2.11. Are there adequate control arrangements throughout the deployment phase?
- F.4.2.12. Do airfields have runway, taxiway, or ramp restrictions preventing maximum gross weight operations?
- F.4.2.13. Have approach data been checked to ensure adequate NAVAIDs are available at the airfields for safe operation of aircraft?
- F.4.2.14. Is access to runways and parking areas adequate, considering the level of station activity?
- F.4.2.15. Is approach, runway, and taxiway lighting operational and adequate?
- F.4.2.16. Are appropriate command and control systems and support information systems identified? Have restoration actions and workarounds been considered in case of their loss?
- F.4.2.17. Are airlift requirements adequately identified?
- F.4.2.18. Are joint operational agreements negotiated where combined services are involved?
- F.4.2.19. Can onload and offload bases accommodate the aircraft performing the missions?
- F.4.2.20. Are force closure times established including closure priorities for each element of the force?
- F.4.2.21. Is all aircraft sortie activity, including peak activity in a 24-hour period, and fuel per sortie by type aircraft at enroute and employment bases, identified in the plan?
- F.4.2.22. Is wartime aircraft activity at all bases required for this plan included and identified by plan number in the USAF WMP-4?
- F.4.2.23. Are sortie and flying hour rates in consonance with the approved US Air Force rates in the USAF WMP-5? (The war fighting CINC is not operationally constrained to approved WMP-5 rates; however, logistics and manpower support has been sized based on the WMP-5 planning factors.)
- F.4.2.24. When they are different than the approved factors in the USAF WMP, have planned expenditure rates for munitions and associated war consumables been identified?
- F.4.2.25. Are aircraft configurations identified (such as, armament loads, external fuel tanks, etc.)?
- F.4.2.26. Are target folders current and crews familiar with mission requirements? Do means exist to make fast, high-quality copies of target materials?
- F.4.2.27. Are all control frequencies, communications procedures, code words, and identification procedures established?
- F.4.2.28. Does the plan identify the specific times or situations requiring augmentation by forces from other commands?
- F.4.2.29. Are provisions made for obtaining overflight rights from the countries concerned?
- F.4.2.30. Are enroute servicing facilities for aircraft deployments identified?
- F.4.2.31. Are Tanker Airlift Control Elements (TALCEs) organized and assigned to enroute and employment bases?
- F.4.2.32. Are appropriate country clearances obtained for deploying units and support personnel?
- F.4.2.33. Have emergency airfields and routes been established for deployment and employment phases?
- F.4.2.34. Are current operational training policies adequate to ensure mission accomplishment?
- F.4.2.35. Are aircrews properly briefed, trained, and equipped?
- F.4.2.36. Are search and rescue operations provided in sufficient quantity, detail, and depth?
- F.4.2.37. Are life support and survival equipment requirements met? Is life support and survival training up-to-date?
- F.4.2.38. Are rules of engagement clearly delineated?
- F.4.2.39. Does the plan include current escape and evasion information? Are safe areas designated? Are appropriate frequencies and codes established for communicating with downed aircrews and SAR forces? Are they trained in their use?
- F.4.2.40. Are requirements for psychological operations and unconventional warfare considered?
- F.4.2.41. Does the plan provide for recovering captured US personnel?
- F.4.2.42. Are operational reporting requirements identified and procedures established to collect and transmit required data?
- F.4.2.43. Are reporting requirements of this plan consistent with established CJCS, Air Force, unified, and allied command reporting procedures?

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- F.4.2.44. Are quantitative and qualitative deficiencies identified? Are steps being taken to address deficiencies? Is the commander regularly updated on progress?
- F.4.2.45. Can existing facilities support plan execution?
- F.4.2.46. If new facilities are required before the plan is executed, has a target date for completion been established?
- F.4.2.47. Are bases and facilities of other commands tasked beyond present capabilities? If yes, what action is taken to meet requirements of the plan?
- F.4.2.48. Is a military construction project (MCP) or other specially funded construction required? If yes, is proper support given to the host command so approval and funding can be obtained for the project?
- F.4.2.49. Are all limiting factors identified? Are corrective actions being taken? Is the commander regularly updated on progress?
- F.4.2.50. What are the facility limitations on mass launch and recovery?
- F.4.2.51. If required, has a proper C4ISR protection analysis been performed? Are necessary corrective actions being taken?
- F.4.2.52. Have ABO operations been defined to provide passive defense and recovery capabilities before, during, and after a contingency?
- F.4.2.53. Have essential contractor-provided supplies and services as defined in DODI 3020.37 been identified?
- F.4.2.54. Where contractors perform essential services (see DODI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:
 - F.4.2.54.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?
 - F.4.2.54.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DOD civilian, and/or host nation resources?
 - F.4.2.54.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?
 - F.4.2.54.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

F.5. Intelligence Checklist.

- F.5.1. The mission of aerospace intelligence is to provide intelligence products and services to effectively employ Air Force forces and to meet the authorized needs for aerospace intelligence by other activities. The role of the intelligence planner is to identify and provide the intelligence resources required to successfully implement the operations plan. This can best be accomplished by providing a thorough intelligence estimate of the situation and well coordinated plans, annexes, and appendices to OPLANs.
- F.5.2. The intelligence planner must be able to answer these questions after completing the intelligence planning:
 - F.5.2.1. Does the intelligence mission statement clearly support the command mission?
 - F.5.2.2. Is the situation paragraph based on the latest available intelligence?
 - F.5.2.3. Are the geographical, topographical, hydrographical, climatological, political, economic, sociological, technological, transportation, telecommunications, and scientific characteristics of the area of operations clearly specified?
 - F.5.2.4. Does the guidance for the estimation process consider the intelligence mission, enemy situation, enemy capabilities, and possible courses of action with supporting logic for each identified course?
 - F.5.2.5. Are essential elements of information (EEIs) developed for all phases of this plan?
 - F.5.2.6. Is each EEI assigned a priority?
 - F.5.2.7. Is the Concept of Intelligence Operations complete in its identification of agencies and organizational relationships?
 - F.5.2.8. Are all intelligence tasks identified, defined, and assigned?
 - F.5.2.9. Is intelligence guidance clearly stated so definitive results can be achieved?
 - F.5.2.10. Does the guidance clearly define: activity indicators, all available collection resources, procedures for time sensitive collection occasioned by fleeting opportunities, and detailed instructions for reporting?
 - F.5.2.11. Does the reconnaissance guidance include routine and emergency reporting procedures?
 - F.5.2.12. Are procedures established for handling, processing, and exploiting unique reconnaissance products?
 - F.5.2.13. Is the description of processing and production of intelligence clearly worded and easily understood to ensure the product meets the requirements?
 - F.5.2.14. Are intelligence dissemination and coordination requirements and associated C4ISR clearly stated?
 - F.5.2.15. Are procedures and associated C4ISR established to ensure the timely dissemination of intelligence to lower, lateral, and higher echelons?
 - F.5.2.16. Are requirements and procedures for secondary imagery dissemination systems (SIDS) identified?
 - F.5.2.17. Are the enemy strengths and weaknesses, including composition of forces, location, disposition, reinforcement capabilities, movements, activities, logistics capabilities, weapons, operational ready rates, technical capabilities, and electronics clearly identified? Are procedures established to update this information?

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- F.5.2.18. Are the targets responsive to the OPLAN mission and concept of operations?
- F.5.2.19. Is supporting target intelligence documentation and research material identified? Are there means to produce and distribute high-quality copies of target and other materials for use in target planning and mission folders?
- F.5.2.20. Are procedures for maintaining all target intelligence aspects of the OPLAN current? Are they clearly identified?
- F.5.2.21. Have recommendations been made for weapon types and application against specific targets?
- F.5.2.22. Does the target list contain installation identification elements?
- F.5.2.23. Are suitable escape and evasion (E&E) kits available?
- F.5.2.24. Are provisions made for receiving and debriefing evaders, escapees, and repatriated personnel?
- F.5.2.25. Are procedures developed for handling prisoners, captured documents, and material?
- F.5.2.26. Are intelligence activity personnel requirements fully identified? Are organizations tasked to provide reserve or active intelligence augmentees? Is training for augmentees provided?
- F.5.2.27. Does the intelligence logistic requirement specifically identify all equipment and facilities needed to support established intelligence functions?
- F.5.2.28. Are intelligence administrative requirements clearly stated?
- F.5.2.29. Are appropriate non-committed foreign force orders of battle clearly identified?
- F.5.2.30. Are potential threats to air routes, installations, and personnel identified?
- F.5.2.31. Are potential terrorist or saboteur threats to aircraft, installations, and personnel identified?
- F.5.2.32. Are enemy transportation assets identified to include airfield types, length of runways, utilities available, road and rail networks, inland waterways, and covered and open intransit storage facilities?
- F.5.2.33. Are communications channels established to allow a continuing flow of intelligence to all concerned with appropriate transmission security?
- F.5.2.34. Are Air Intelligence Agency operations and support requirements considered?
- F.5.2.35. Are intelligence data handling systems reporting requirements identified? Is appropriate software available?
- F.5.2.36. Are the appropriate intelligence data base requirements and electronic interfaces correctly identified to support the plan?
- F.5.2.37. Are required intelligence data bases currently and readily available for relocation if required?
- F.5.2.38. Are point positioning data base (PPDB) requirements included?
- F.5.2.39. Are procedures developed for providing signals intelligence support?
- F.5.2.40. Are procedures and EEI established to evaluate the impact, success, or limitation on the operation during and after plan execution?
- F.5.2.41. Are provisions made for ensuring historical documentation of the operation?
- F.5.2.42. Are procedures established to ensure the timely fusion and application of intelligence into estimates and targeting for the plan?

F.6. Counterintelligence Checklist.

- F.6.1. The AFOSI unit at any command level must maintain counterintelligence (CI) programs that are responsive to security planning and operational requirements.
 - F.6.1.1. These programs include maintaining an active CI collections program. This program is designed to aggressively acquire and promptly provide CI information to Air Force commanders per HQ AFOSI guidance.
 - F.6.1.2. The Counterintelligence Appendix depicts the subversive situation and sets forth counter-intelligence objectives, capabilities, and tasks in the context of the AFOSI role in fulfilling the Air Force counterintelligence mission.
- F.6.2. AFOSI units must use their capabilities and resources effectively and maintain adequate liaison with intelligence, security, and police agencies within their operational areas.
- F.6.3. The Counterintelligence planner must be able to answer these questions to complete the CI plan:
 - F.6.3.1. Does the situation estimate address the threat (HUMINT, physical security, internal security, and other key factors) to the Air Force role and mission adequately?
 - F.6.3.2. Does the HUMINT threat estimate stress that every Air Force military member and civilian employee must be considered a potential target for espionage recruitment and must comply with the reporting requirements of AFI 71-101, Vol I?
 - F.6.3.3. Does the physical security threat estimate consider sabotage in the context of the strategic role of the Air Force?
 - F.6.3.4. Does the plan depict the CI and related special investigations mission and responsibilities of AFOSI per AFMD 38.

F.7. Air Base Operability Checklist.

- F.7.1. The Air Base Operability (ABO) planner must ensure adequate passive defense and recovery measures are addressed throughout the plan.

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F.7.2. To effectively address required measures, the ABO planner must be able to answer the following questions. Functional area representatives will have to provide information and subject area expertise to coordinate and integrate capabilities and tasks.

F.7.2.1. Has a current threat assessment and vulnerability study been accomplished for the beddown location and surrounding area?

F.7.2.1.1. Did the threat assessment and vulnerability analysis cover geographically separated mobile or fixed units (e.g., radar and communications sites) that the unit is responsible for?

F.7.2.1.2. Did the functional area representatives assist in the vulnerability analysis once the threat was clearly defined?

F.7.2.1.3. Do Joint Service Agreements exist for effective active and passive defense operations?

F.7.2.2. Are camouflage, concealment, and deception (CCD) procedures, personnel, and equipment available for wartime employment?

F.7.2.3. Is a coordinated dispersal plan available to decentralize critical resources and personnel?

F.7.2.3.1. Are aircraft, equipment, spares, and essential vehicles which can't be sheltered identified in the dispersal plan?

F.7.2.3.2. Are there at least two access routes to each dispersal area?

F.7.2.3.3. Are dispersal pads revetted (or do plans exist for expedient hardening) if they are used for aircraft, equipment, spares, or vehicles?

F.7.2.3.4. Are natural camouflage and CCD assets scheduled to be used in conjunction with dispersal in order to maximize survivability?

F.7.2.4. Are nuclear, biological, chemical, and conventional (NBCC) defense measures and equipment available to meet the threat?

F.7.2.5. Are sufficient protective shelters constructed, or expedient methods available with equipment and supplies, to provide protection from non-nuclear weapons effects?

F.7.2.6. Are damage assessment and survey teams assigned, trained, and equipped to detect, locate, and report attack damage, NBC contamination, and unexploded ordnance (UXO)?

F.7.2.6.1. Are user/owning organizations providing their own manpower resources for scheduled Camouflage, Concealment, and Deception programming?

F.7.2.7. Are sufficient explosive ordnance disposal teams available and equipped to safe and remove UXOs?

F.7.2.7.1. Are Individual Protective Equipment standards identified for deploying personnel or from intra-theater stocks?

F.7.2.7.2. Are warning and notification systems programmed for local area warning and theater notification and reporting through SATCOM and Giant Voice capabilities?

F.7.2.7.3. Have NBC detection contamination control systems been designed?

F.7.2.7.4. Have requirements for disaster preparedness augmentees been identified for specialized NBC defense and recovery operations?

F.7.2.8. Have rapid runway, utility, and facility repair capabilities been adequately addressed and equipped?

F.7.2.9. Are sufficient crash rescue and fire suppression capabilities available?

F.7.2.10. Are critical ABO supplies and equipment for wartime tasks stored in war reserve materiel support areas?

F.7.2.11. Have the host nation or other services tasked to support required ABO operations been identified?

F.7.2.11.1. Have specific unit shortfalls been fully negated by support agreements with the host nation, allies, and/or other US forces?

F.7.2.11.2. What support has the unit agreed to provide host nation, allied, and/or other US forces?

F.7.2.11.3. If collocated with host nation or allied forces, have standardized alarm signals, response, and recovery procedures been established?

F.7.2.12. Are essential utility, fuel, water, and other resources available to support ABO personnel and equipment under potential or actual attack conditions?

F.7.2.13. Are vehicles and transportation services available to support the survive-to-operate requirements of specialized ABO tasks and the base population?

F.7.2.14. Have the command, control, communication, and computer system requirements and procedures been identified to support ABO operations?

F.7.2.14.1. Have communications-outage procedures been established?

F.7.2.15. Have facilities and specific operating procedures and responsibilities been established for the primary and alternate SRC and functional area control centers?

F.7.2.16. Have personnel been trained to accomplish common tasks required during ABO operations (i.e., use of CCD materials, fire fighting, expedient hardening techniques, and field shelters).

F.7.2.17. Are all ABO operational limiting factors (forces, equipment, materiel, etc.) identified and stated in the plan?

F.7.2.17.1. Have NBC defense material requirements been identified for local contracting actions?

F.7.2.18. Are priorities for attack protection and damage repair identified?

F.7.2.19. Are unnecessary delays eliminated to expedite response procedures? For example:

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F.7.2.19.1. Do NBC reconnaissance and damage assessment teams automatically dispatch upon declaration of Alarm Black during NBC attack situations (versus waiting for SRC direction)?

F.7.2.19.2. Are WOC/SRC and functional area control center relocation procedures clearly defined?

F.7.2.19.3. Have procedures been established to expedite entrance to restricted areas (while still maintaining positive access verification) during Alarm Black operations?

F.7.2.20. Have response procedures which actually detract from mission effectiveness been eliminated? For example:

F.7.2.20.1. During Alarm Black, are personnel in filtered facilities erroneously expected to remain in full chemical gear (to include protective mask) once the filtration system's integrity has been verified?

F.7.2.20.2. Are personnel erroneously expected to decontaminate items or surfaces that aren't essential to mission operations?

F.7.2.20.3. Are personnel erroneously expected to evacuate facilities because of a UXO, regardless of the weapon size, facility protection factor, or criticality of mission operations?

F.7.2.21. Do ABO planning documents take into account, and prepare for, non-standard contingencies? For example:

F.7.2.21.1. Does guidance address response to a small arms attack against a portion of the installation (if appropriate to the threat)?

F.7.2.21.2. Are procedures outlined to respond to, and recover from, major accidents (conventional weapons mishaps, aircraft crashes, etc) occurring during wartime operations?

F.7.2.21.3. Does guidance address (threat dependent) "nuclear alarm black" procedures (i.e., what protection do personnel require and what rotation system exists for personnel forced to remain outside, etc.)?

F.7.2.22. Do ABO planning documents integrate response actions, ensure coordinated efforts, and eliminate duplication? For example:

F.7.2.22.1. Do internal communications procedures prevent separate personnel within a single control center from notifying the same subordinate activity with redundant information?

F.7.2.22.2. Has an installation blackout plan been developed if the unit is the host?

F.7.2.22.3. If not the host, do unit blackout procedures adhere to the host base and surrounding community blackout plan?

F.8. Logistics Checklist.

F.8.1. The Logistics Annex to any plan provides the basic logistics guidance and lists resources the commander can apply for the operation. The role of the logistics planner is to ensure the necessary sustained wartime capability is attained and maintained. This requires extensive preplanning, coordination with the operations planner during development of the plan, and extensive knowledge of plans to meet operational requirements. Without assured logistics support of the committed forces, no combat operation can be initiated or concluded successfully. Assumptions in the Logistics Annex must be held to an absolute minimum or the support of a plan can be seriously jeopardized.

F.8.2. To assure logistics support for the mission, the logistics planner must be able to answer these questions:

F.8.2.1. Have logistics command and control communications needs been addressed?

F.8.2.2. Have all support requirements for incoming forces been addressed?

F.8.2.3. Are logistics reporting procedures clearly defined?

F.8.2.4. Have plans been developed for forward movement to the theater, dispersal in theater, evacuation from the theater, and redeployment to home station? Have site drawdown/closure plans been developed?

F.8.2.5. Have plans and procedures been developed for a Logistics Readiness Center (LRC) at the deployed locations?

F.8.2.6. Has the requirement for Joint Support, Reception, and/or Base Support plans been addressed?

F.8.2.7. Are combat committed units, equipment, and supplies available? Are they ready for employment?

F.8.2.8. Are special weapon determinations established to move, load, and evacuate special weapons as necessary?

F.8.2.9. Are supply accounts established? Have SRANs been activated on these accounts? Are there procedures established for high priority items that need to be shipped to the deployed location (i.e., mission incomplete awaiting parts (MICAP) items)? Is there a designated project code to indicate the urgency of need for parts to support this contingency?

F.8.2.10. Are there adequate storage facilities available for equipment and supplies, including War Reserve Materiel (WRM)? Are they revetted or bermed? Has quantity-distance criteria been met for explosive hazards?

F.8.2.11. Are authorized quantities of WRM identified? Are they prepositioned?

F.8.2.12. Are War Reserve Engines (WRE) authorized and available?

F.8.2.13. Are POL requirements, including ground fuel (gasoline, diesel, and kerosene), at forward bases determined? Is a provisioning plan included? Are storage sites revetted or bermed?

F.8.2.14. Are support equipment (SE) spares and spare parts lists prepared? Has loss due to attack damage been considered?

F.8.2.15. Are the Air Force Materiel Command, Defense Logistics Agency, or other support agencies informed of specifics concerning item shortages and additional material requirements for initial or follow-on support of this plan? (Include contractors when their support is required for successful execution.)

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- F.8.2.16. Are the follow-on support procedures and responsibilities established?
- F.8.2.17. Are policies and procedures established relative to materiel, facility, and personnel requirements to include acquiring special or project equipment, local procurement, storage, dispersal, and disposal? Are these policies and procedures in consonance with those established by higher authority?
- F.8.2.18. Are all resupply considerations clearly identified (such as, levels of supply, requisitioning, and resupply time reorder and shipping time, air or surface modes, etc.)?
- F.8.2.19. Does the transportation appendix establish a concept which outlines the scheme of transportation operations to support the basic plan?
- F.8.2.20. Are transportation policies established, responsibilities and tasks assigned, and coordination obtained from among all participating units?
- F.8.2.21. Does the plan provide for transporting dangerous cargo? Are vehicle NBC decontamination procedures addressed?
- F.8.2.22. Does the transportation concept in the OPLAN comply with current transportation policies and procedures and the support plan?
- F.8.2.23. If air terminal operations are involved, are adequate personnel, materiel handling equipment, and communications support equipment identified?
- F.8.2.24. Does the plan allow for enough motor vehicle transportation support, including vehicle maintenance, to deployed Air Force units or other services when the Air Force is tasked to provide this support?
- F.8.2.25. Does the plan identify shortages in licensed operators, serviceable motor vehicles, and 463L materiel handling equipment?
- F.8.2.26. Does the plan provide for the local hire or lease of motor vehicles and vehicular equipment and indigenous civilian operators?
- F.8.2.27. Are host nation commercial transportation capabilities assessed and tasked if available? Are Air Force deployments adjusted when host nation assets are available and tasked?
- F.8.2.28. Does the plan identify and allow for the capabilities and limiting features of transportation facilities at all airfields and water ports to be used?
- F.8.2.29. Are movement requirements, including desired priorities and modes of transportation, clearly identified for all phases of the plan (for example, deployment, employment, resupply, and redeployment)? Have movement requirements been transmitted to the supporting agency (for example, to the Army in the case of surface movement)?
- F.8.2.30. Are organic movement capabilities determined, deficiencies identified, and sufficient augmenting movement resources arranged? (If total movement requirements exceed total available movement resources capabilities, alternatives should be developed based on adjustments of force and timing.)
- F.8.2.31. Are transportation movement tables coordinated with all interested parties?
- F.8.2.32. Are all transportation assumptions identified in the OPLAN? Are they realistic?
- F.8.2.33. Have sustaining requirements (such as readiness spares packages (RSPs), transportation packaging orders, and packing and crating materiel requirements) for both overseas and CONUS base transportation functions been determined? In cases where diagnostic and repair equipment cannot be deployed, are arrangements made to transport critical MICAP components to and from home station for repair? Are such components identified in advance?
- F.8.2.34. Are containers being used for surface and air shipments? If yes, is there sufficient container handling equipment at the onload and offload locations?
- F.8.2.35. Are transportation tables realistic and specific in terms of deployment, enroute support and resupply?
- F.8.2.36. Are maintenance policies established?
- F.8.2.37. Are reporting procedures established for maintenance data collection?
- F.8.2.38. Is maintenance support from the host command or base covered in the plan?
- F.8.2.39. Are adequate maintenance and modification facilities designated, authorized, and provided?
- F.8.2.40. Is necessary contractor technical support arranged?
- F.8.2.41. Are maintenance, supply, and other materiel support concepts stated? Is each support concept compatible with the others? Is each consistent with those established by higher authority?
- F.8.2.42. Are available munitions and other stores compatible with the armament of the aircraft?
- F.8.2.43. Are individual small arms weapons and ammunition available for deploying personnel if required?
- F.8.2.44. Has qualification of the aircraft for carriage of appropriate munitions or stores been established?
- F.8.2.45. Are all aspects of personnel housing covered adequately?
- F.8.2.46. Are all aspects of personnel funding covered?
- F.8.2.47. Are support requirements for deployed personnel specified in terms of population at forward bases?
- F.8.2.48. Are adequate interservice support agreements developed to support the plan?
- F.8.2.49. Are capabilities of friendly forces, including non-US when applicable, identified to support the mission in terms of compatibility and availability? Are procedures for cross-support outlined?

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- F.8.2.50. Has capability to render support to other friendly forces been appraised and communicated to these forces?
- F.8.2.51. Has a logistics appraisal or a logistics estimate of the plan been accomplished as required?
- F.8.2.52. Has a method of accountability for all equipment, supplies, and spares for the committed forces been determined?
- F.8.2.53. Are noncombatant plans coordinated with the Army and the Department of Health and Human Resources who are responsible for the reception and rearward movements of noncombatants in the CONUS?
- F.8.2.54. Has the CONUS transportation capability been quantitatively and qualitatively assessed to determine if it is adequate to support the specific plan?
- F.8.2.55. Have HQ USAF and HQ AMC been advised of logistics limitations which are beyond the control of the command to eliminate?
- F.8.2.56. Has the need for local procurement of goods and services been considered?
- F.8.2.57. When local government support is required, is responsibility assigned and coordination obtained from other services when appropriate?
- F.8.2.58. Is procurement planning consistent with current or planned agreements with allied or host nations?
- F.8.2.59. Have essential contractor-provided supplies and services as defined in DODI 3020.37 been identified?
- F.8.2.60. Where contractors perform essential services (see DODI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:
 - F.8.2.60.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?
 - F.8.2.60.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DOD civilian, and/or host nation resources?
 - F.8.2.60.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?
 - F.8.2.60.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?
- F.8.3. To provide for efficient retrograde operations, the planner must answer these questions:
 - F.8.3.1. Is each base to hold retrograde for airlift or is retrograde to be moved to a central base for consolidation?
 - F.8.3.2. Is there a consolidation site in each country or are there a set number for the theater?
 - F.8.3.3. How is retrograde to move from the base to the consolidation point?
 - F.8.3.4. Is all retrograde to be sorted, packaged and identified prior to return?
 - F.8.3.5. What is the system to be used during execution of the plan to set and change retrograde procedures and priorities?
 - F.8.3.6. What items of retrograde carry what preplanned priority?
 - F.8.3.7. What UTCs are included in the OPLAN TPFDD to provide adequate retrograde support?
 - F.8.3.8. Who are the supported commander's OPRs for retrograde planning? Who are the OPRs for retrograde planning at each deployment base?
 - F.8.3.9. What means of retrograde accountability and visibility are available and required?

F.9. Comptroller Checklist

- F.9.1. The Comptroller Appendix to any plan provides basic, but essential comptroller guidance in enough detail to communicate how the comptroller will support the plan. The role of the supported comptroller and comptroller planner is to ensure the necessary capability is attained. This requires extensive preplanning and coordination with the operations planners and other support planners. Comptroller planners must have or gain extensive knowledge of the plan's basic operational assumptions and requirements. Without assured combat support and combat service support of committed forces, no combat operation can be sustained.
- F.9.2. The comptroller planner must be able to answer these questions:
 - F.9.2.1. Are the missions, tasks, and objectives clearly stated?
 - F.9.2.2. Does the comptroller concept of operations relate to and support the operational missions, tasks, and objectives of the plan?
 - F.9.2.3. Are comptroller command, control, and support relationships clearly defined?
 - F.9.2.4. Are all organizations required to support the plan properly identified and tasked (security police, banks, Army, etc.)? Are all tasked organizations aware of their responsibilities, including the preparation of supporting plans and annexes?
 - F.9.2.5. Are the assumptions used in the plan valid, reasonable, and necessary?
 - F.9.2.6. Has the comptroller plan been coordinated (down, up, and laterally) between staff sections, organizations, and commands to ensure that personnel in all agencies are aware of their responsibilities?
 - F.9.2.7. Are staff officers familiar with the plan? Are the battle staff and command post exercising the plan?
 - F.9.2.8. Are all the people, equipment, material, funds, and facilities necessary to carry out the plan available and/or planned for? If not, are the proper agencies advised to correct the problems? Is enough equipment available within the command to support the plan (i.e. field safes, etc.)? If not, is augmenting equipment identified in the TPFDD?
 - F.9.2.9. Are those requirements needed to sustain operations clearly identified, documented, and tasked?

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- F.9.2.10. Are supporting plans, supplements, instructions, and checklists prepared at all levels of command for plan execution? At each level of command, does a plan outline the integration of augmenting forces into the theater comptroller system?
- F.9.2.11. Are reports identified and procedures established to ensure that submission schedules are met?
- F.9.2.12. Are limiting factors identified and are actions being taken to correct deficiencies (i.e. availability of foreign currency, security of funds, destruction of funds, weapons for fund escorts, computer support, etc)? Would waiving current directives, policies, or procedures resolve any potential limiting factors?
- F.9.2.13. Is guidance provided on whether individuals will be required to deploy with small arms and ammunition?
- F.9.2.14. Have site surveys been accomplished by qualified comptroller personnel to ensure all requirements have been identified and documented (banking support, availability of U.S. and foreign currencies, facilities to secure funds, etc.). Have reception plans been made for augmenting forces to include, at least, maps to deployment sites, intratheater transportation, logistic LOCs, etc?
- F.9.2.15. Are joint comptroller support agreements negotiated where combined services are involved?
- F.9.2.16. Does the plan identify the specific times or situations requiring augmentation by forces from other commands?
- F.9.2.17. Are current comptroller training policies adequate to ensure comptroller support and mission accomplishment?
- F.9.2.18. Are comptroller C2 and reporting requirements of this plan consistent with established CJCS, USAF, unified, and allied command reporting procedures?
- F.9.2.19. Are quantitative and qualitative deficiencies identified? Are steps being taken to address deficiencies? Is the commander regularly updated on progress?
- F.9.2.20. Does the plan ensure that non-essential comptroller functions are performed away from high threat areas to minimize exposure of combat service support personnel and the overloading of logistics and medical facilities and capabilities?
- F.9.2.21. Does the plan address how, when, and where comptroller functions and responsibilities will be transferred if the situation dictates? Is this information clearly identified in the plan? If the automated information system facility is destroyed, are there alternate methods of processing data? How will supported organizations be advised of the situation and plans to provide support from alternate facilities? For file restorations, are tapes hand-carried to alternate sites?
- F.9.2.22. Does the plan clearly identify support required from other functions (i.e. communications, computer, security, transportation, etc.)? Has a plan which addresses the actions to be taken during a prolonged loss of base computer support been developed? Do plans exist which include arrangement for essential electrical power and back up?
- F.9.2.23. Are all resupply considerations clearly identified (i.e. U.S and foreign currency, obligation authority, forms, supplies, equipment, etc.)?
- F.9.2.24. Does the plan detail how the supporting MOB comptroller will provide reception, beddown, and sustained comptroller support for non-MOB locations? Have organizational relationships for comptroller operations been defined for MOB and non-MOB locations?
- F.9.2.25. Does the plan detail how comptroller responsibilities will be fulfilled in the absence of computer support and established lines of communications?
- F.9.2.26. Are adequate interservice support agreements developed to support the plan? (i.e. cash replenishment, etc).
- F.9.2.27. Have activities been determined? After the initial surge of activity, what actions must be taken to support sustained operations?
- F.9.2.28. Has the need for location procurement of goods and services been considered? Has coordination and planning with contracting been accomplished? Will contracting have representatives at all locations where there is comptroller representation? If not, how will contracting needs be met?
- F.9.2.29. Is the statement for support manpower consistent with comptroller wartime manpower sizing guidelines? Is it assumed that local national employees will be retained as part of the work force? Do local national employees have wartime obligations which will make them unavailable to perform their wartime duties?
- F.9.2.30. If noncombatant evacuation is part of the plan, will each evacuee presently holding an authorized position require a military replacement? Are responsibilities and procedures established in the event of noncombatant evacuations? Have all Services agreed to a common policy regarding payments to NEO personnel at the APOD?
- F.9.2.31. Does the plan address command policies regarding personal check cashing? When personnel are in full chemical gear, have security policies and procedures been established to protect against robberies?
- F.9.2.32. Have host nation banking policy and procedures been analyzed and outlined in sufficient detail to preclude last minute delays and unexpected check cashing surcharges? If local construction materials and supplies and/or third country labor forces are required, what method of payment is required (contract, payment in US or foreign currency or precious metals, etc.)?
- F.9.2.33. Have additional funding requirements been estimated for MOB and non-MOB locations to support reception, beddown, and employment of forces? Are MOB comptrollers aware of the requirement to establish initial funding requirements for supported non-MOB locations?

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F.9.2.34. Have non-emergency comptroller activities which can be postponed during initial surge activities been identified? Have workarounds and alternate plans of action been developed to deal with the workload when comptroller READY personnel are withdrawn from the comptroller organizations and assigned to READY tasks?

F.9.2.35. Have LOCs for obtaining and distributing military payment certificates been established and identified? Is the OPR who will provide direction on the use of military payment certificates been identified?

F.9.2.36. Is guidance established to process supply requirements without fund edits?

F.9.2.37. Have MAJCOM agent instruction packages been developed to provide general guidance concerning disbursing agent and impressed fund cashier operations?

F.9.2.38. Has the commander been advised of the limits of his/her authority concerning the purchase of goods and services using appropriated funds?

F.10. Legal Checklist. The Staff Judge Advocate is not only interested in the administration of military justice, claims processing, civil law, and international law, but is also concerned with OPLAN consistency with international law and agreements, the Law of Armed Conflict, fiscal laws, and other laws impacting every facet of operations. In accomplishing planning duties, the Staff Judge Advocate or his representative should review each plan to answer, at a minimum, these questions (references are to other portions of a plan besides the Legal Appendix which may contain information essential to a thorough legal review) in the following areas.

F.10.1. Personnel, Mobilization, and Deployment.

F.10.1.1. Are additional judge advocate personnel required to implement the plan? If yes, have supported commands notified functional area managers of their requirements? Have functional area managers identified resources in supporting commands to source these requirements? Have supporting commands identified and notified their personnel that they are subject to deployment and tasked them with mobility training?

F.10.1.2. Have base staff judge advocates developed mobility planning procedures and have judge advocate personnel subject to mobilization and deployment exercised them?

F.10.1.3. In the event of actual mobility and deployment, does the plan call for staff judge advocates to go through supervisory levels of command to MAJCOMs and then to AF/JAX to request additional manning support from active duty, reserve, or Guard personnel?

F.10.2. Military Justice.

F.10.2.1. Are matters related to the administration of military justice over US personnel consistent with the UCMJ and other applicable DOD policies and directives, such as Joint Pub 0-2 and the AFI 51-201 and AFI 51-202 provisions governing the imposition of discipline within joint commands?

F.10.2.2. Does the plan contain a proposed command structure? Does the command structure reflect what commanders will be convening authorities? Has there been a determination of assignment or attachment of all personnel for courts-martial jurisdiction? Have these aspects of the plan been reviewed by AFLSA/JAJM? (see Annex J.)

F.10.2.3. Has there been a determination of assignment or attachment of all personnel for administrative actions?

F.10.2.4. Does the assignment or attachment include personnel of all organizations, units, and elements involved?

F.10.2.5. Does the plan indicate a preference for imposing military justice actions in theater?

F.10.2.6. Does the plan state that upon declaration of war, or while receiving special pay under 37 USC 310, prescribed limitations on punishment for violations of Articles 82, 85, 90, 112a, 113 and 115 are suspended or increased?

F.10.2.7. Does the plan indicate what effect "in time of war" UCMJ provisions have on disciplinary actions? Does it state that the GCM Convening Authority will provide guidance on disposition of serious offenses, and capital offenses and referral to inferior courts or deposition testimony used in trial thereof? Does it state that cases involving Art 106, UCMJ, offenses should always be treated as capital offenses?

F.10.2.8. Does the plan provide for whether pretrial confinement will be accomplished in the AOR? If not, where will pretrial confinement occur? Does the plan state whether post-trial confinement in theater is authorized? If not, where will it occur? Can joint facilities be used?

F.10.2.9. Has the numbered air force (NAF)/AFCC reviewed AFI 38-101 and the need for a provisional unit structure, and exercised same?

F.10.2.10. Have legal offices exercised the administration of military justice (i.e., the imposition of Article 15s and the trial of courts-martial) to see whether they can make AMJAMS inputs, AFOs can take forfeitures, and PERSCOs can obtain RIPs and input reductions?

F.10.2.11. Does the plan establish Article 15 appellate authorities for units?

F.10.2.12. Have NAF/AFCC and subordinate legal offices ensured court reporting equipment will be available?

F.10.2.13. Does the plan contemplate whether facilities and logistics will be available to support courts in theater and possible location for such venues? If courts cannot be tried in theater, does the plan identify other potential locations outside the theater for such trials?

F.10.2.14. Do legal offices know who will provide criminal investigative services in theater?

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F.10.3. International and Operations Law.

F.10.3.1. Are the missions and objectives in compliance with international agreements, and other principles of international law, including the law of armed conflict? (See Annex C.)

F.10.3.2. Review current basing rights agreements, overflight and transit arrangements, logistical support agreements, and similar agreements, and how they may affect combat operations in theater.

F.10.3.3. Does the plan provide for obtaining rights or privileges needed for staging through ports and airfields, overflying and transiting airspace, for using bases and other operational areas, and using logistical support areas? If so, do the proposed or actual agreements comply with international law and US policy and have legal efficacy in wartime?

F.10.3.4. Does the plan contain guidance for negotiating bilateral or multilateral international agreements of any kind? Does it refer to the limitations on negotiating international agreements in AFI 51-701? Do any draft status of forces agreements grant the United States exclusive criminal jurisdiction over members of the US forces, exempt them from civil jurisdiction, and provide for settling third party claims according to US law so as to secure our right to exercise primary jurisdiction?

F.10.3.5. Does the plan require legal offices to establish relations with nearest U.S. and host nation embassies?

F.10.3.6. Does the plan refer to any "prior consultation" requirements in international agreements and have they been complied with prior to the U.S. using force?

F.10.3.7. Does the plan refer to what Mutual Support Acts, if any, apply?

F.10.3.8. Does the plan require legal offices to know about and educate commanders and staff agencies about limitations on their authority to loan/transfer property to host governments?

F.10.3.9. Does the plan refer to the legal authority to provide critical goods/services (e.g. aviation fuel, refueling services) to allies?

F.10.3.10. Are SJAs and their commanders aware of the limitations on their authority to leave U.S. property in host nation on redeployment? Does the plan contain these?

F.10.3.11. Does the plan require the review of agreements so that SJAs know with which countries the U.S. has mutual waiver of claims agreements?

F.10.3.12. Does the plan state how host nations' laws affect the establishment of evacuation hospitals and their operation? Does it state whether the remains of deceased U.S. service personnel be transited through various countries without notice?

F.10.3.13. Does the plan include what basing rights agreements exist with countries in which U.S. forces may be based and through which they may deploy? Does it state what overflight rights the U.S. has with these nations and how hostilities may affect their use?

F.10.3.14. Does the plan require SJAs to advise commanders about U.S. emergency war legislation?

F.10.3.15. Do USAF operations on foreign bases comply with pertinent international agreements, government policies, and local customs and control? Does the plan require a review about whether countries in which U.S. forces are stationed and/or likely to be operating in are party to Protocols I and/or II to the Geneva Conventions and whether projections of those Protocols will be extended to civilian persons, noncombatants, etc., in any of those countries?

F.10.3.16. Does the plan state what status, e.g. administration and technical staff status, personnel at different levels of command have in a particular foreign country? Is this status granted by SOFA, other agreement, or by practice and custom? Have procedures been developed to maximize U.S. jurisdiction over its personnel? Who has approval/consent authority about the release of U.S. personnel for criminal or civil jurisdiction?

F.10.3.17. Are ROE coordinated with other services? Were they developed with "jointness" in mind? Does the plan provide for this?

F.10.3.18. Are ROE for contingencies preplanned and coordinated among planners, operators, and JA involvement?

F.10.3.19. Do rules of engagement, if any, comply with the law of armed conflict and have they been reviewed to ensure they are not overly restrictive? (See Annex C, Appendix 6.) Are air base ground defense force ROE preplanned for AOR operations?

F.10.3.20. Does plan provide that JAs will provide legal advice about LOAC and treatment of protected personnel IAW applicable international treaty obligations of U.S., e.g. Geneva Convention, customary international law, and U.S. law and directives? Does it state JAs will review ROE at any level for clarity, consistency, and compliance with international law?

F.10.3.21. Does the plan state JAs will also review all targeting decisions involving other than purely military targets that are made by commands which they support? Does it state JAs may function in an air components target planning cell?

F.10.3.22. Does the plan state how to handle requests for political asylum or temporary refuge under AFI 51-704?

F.10.3.23. Does the plan set out that SJAs will assist U.S. authorities conducting NEO activities and will coordinate NEO with Embassy Emergency Action Officer? When appropriate, does plan tell SJA to seek higher headquarters guidance on National Emergency Repatriation Plan, Applicable Social Act provisions, and applicable Presidential Executive Orders, e.g. EO 11490.

F.10.3.24. Does the plan provide for the treatment, interrogation, custody, and transfer of enemy prisoners of war, and other detainees, evacuees, and refugees according to the Geneva Conventions of 1949? (See Annex E, Appendix 1.)

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- F.10.3.25. Does the plan specify what U.S. responsibilities and rights are in dealing with representative of the International Committee of the Red Cross and/or protecting power?
- F.10.3.26. Does the plan provide for reporting and coordinating the investigation of alleged law of armed conflict violations in accordance with AFI 51-401?
- F.10.3.27. Does the plan provide that operations and activities of the medical service comply with the Geneva Conventions of 1949? (See Annex D, Appendix 3.)
- F.10.3.28. Does the plan provide guidance about the proper disposition of captured enemy material and war trophies?
- F.10.3.29. Has the entire plan been reviewed for compliance with international law, federal law, DOD and USAF policy, and service regulations?
- F.10.3.30. If there are any questions as to whether the plan complies with international law, has HQ USAF/JAI been consulted through command channels for resolution?
- F.10.4. Claims.
- F.10.4.1. Does the plan provide for processing claims both for and against the United States arising from DOD operations according the United States law, pertinent military directives and international agreements?
- F.10.4.2. Does the plan contain combat or war damage claims procedures and manner in which claims arising from confiscation, seizure, and requisitioning of equipment, supplies, goods, etc., will be processed?
- F.10.4.3. Does the plan establish the legal offices of a NAF/AFCC as the sole claims settlement authority in the theater of operations?
- F.10.4.4. Are procedures established for the legal office to delegate to or receive settlements from the other services?
- F.10.4.5. Does the plan state which service has claims responsibility for each country in theater?
- F.10.4.6. Are there "Blood Chit Claims" or similar claims for which an exceptions to claims statutes and regulations must be made; if so, how are such claims handled?
- F.10.4.7. Does the plan state how combat and war damage claims will be referred? Who is designated within a command or unit to maintain claims log to record damage to civilian property or injury to or death of civilians?
- F.10.4.8. Since confiscation, seizure and requiring actions do not give rise to claims under AFI 51-201, who will the aggrieved persons be referred to according to the plan?
- F.10.4.9. Are claims payment procedures for in theater settlements detailed for NAF/AFCC legal offices and their subordinate legal offices?
- F.10.4.10. Does the plan contain guidance on processing claims for giving aid to U.S. aircrew members who land in enemy or hostile territory and plan to pay them on a priority basis?
- F.10.4.11. Does the plan detail procedures for command legal office notification of the U.S. diplomatic mission concerning foreign claims activities?
- F.10.5. Acquisition and Procurement.
- F.10.5.1. Is there a JAG on the reception team to advise on acquisition of services and facilities?
- F.10.5.2. Does the plan contain procedures for emergency procurement actions and guidance on fiscal law? Do legal personnel plan to advise commanders and procurement officers on procedures for emergency procurement actions?
- F.10.5.3. Emergency procurement. Does the plan state what the SJA's role will be to assist in emergency procurement actions and actions with a commandeered party where mission requirements cannot be met through normal supply and reinforcement channels?
- F.10.5.4. Have NAF/AFCC legal offices decided what kind of contract legal reviews should be done in theater and at what level?
- F.10.6. Civil Law.
- F.10.6.1. Does the Civil Affairs Appendix (Annex G) contain draft status of forces agreements, or similar agreements governing the rights, privileges, and obligations of US personnel when stationed in the foreign country or countries where operations will occur, if no such agreement exists? Has any draft been coordinated through command channels to AF/JAI for review?
- F.10.6.2. Does the Civil Affairs Appendix (Annex G) contain guidance on imposing and executing martial law and establishing a military government in occupied territory per WMP-1, Annex R?
- F.10.6.3. Does the plan provide guidance in implementing and executing the non-combatant evacuation operation (NEO) plans and is such guidance legally sufficient (see Annexes C and E)?
- F.10.6.3.1. Legal Assistance.
- F.10.6.3.1.1. Does the plan address providing such legal assistance as providing essential forms (e.g. POAs), notary public service, federal and state income tax sources, and information on combat zone tax benefits?
- F.10.6.3.2. Computers/communications Support.
- F.10.6.3.2.1. Does the plan require deploying legal offices to be equipped with FLITE and JAG mail capability?
- F.10.6.3.2.2. Does the plan consider deploying legal offices communications requirements, to include their need for regular telephone service and secure communication such as STU-III systems?

F.10.6.3.2.3. Does the plan require a computerized legal research data base, e.g. REFLEX program, for deploying units?

F.11. Manpower and Personnel Checklist.

F.11.1. The Personnel Annex to any plan provides information on the basic personnel resources available to the commander for the operation. Manpower requirements are defined, policies are established, and personnel are allocated to ensure successful accomplishment of the mission.

F.11.2. The manpower planner must be able to answer these questions:

F.11.2.1. Does the statement for support manpower represent a reasonable standard for a wartime or contingency situation? Is it excessive?

F.11.2.2. Have unique workloads of the operation been identified and analyzed?

F.11.2.3. Is it assumed that local national employees will be retained as part of the work force?

F.11.2.4. Have all emergency essential civilian positions been identified and military backfill identified for other evacuated civilians?

F.11.2.5. Will in-theater, safe-haven bases require augmentation?

F.11.2.6. Have organizational relationships for the operation been defined?

F.11.2.7. Have organizational charts been included in Annex J?

F.11.2.8. Have manpower office resources been tasked to support the OPLAN?

F.11.2.9. Are nonstandard UTCs properly defined in SRF Force Supplement Data?

F.11.2.10. Have unit nomenclatures been established for each beddown location?

F.11.2.11. Have Personnel Accounting Symbol codes been assigned to new unit designations?

F.11.3. The personnel planner must be able to answer these questions:

F.11.3.1. Have all assumptions been defined and considered?

F.11.3.2. Are any special training requirements identified?

F.11.3.3. Can the planned manpower requirements be met from active and reserve resources?

F.11.3.4. Has the availability of DAF civilian personnel support been considered?

F.11.3.5. Are there any skill shortages that cannot be met through substitution?

F.11.3.6. Would waiving current directives, policies, or procedures resolve any potential limiting factors?

F.11.3.7. Are all personnel factors which limit execution of the plan stated in the "Limiting Factors" paragraph?

F.11.3.8. Are PERSCO requirements identified?

F.11.3.9. Are required personnel services provided for?

F.11.3.10. Are responsibilities and procedures established in the event of noncombatant evacuations?

F.11.3.11. Are procedures established for obtaining passports and visas, if required?

F.11.3.12. Are instructions included for endorsed travel orders to permit emergency casual payments, if required?

F.11.3.13. Are filler requirements properly identified in nonunit related personnel records?

F.11.3.14. Have essential contractor-provided supplies and services as defined in DODI 3020.37 been identified?

F.11.3.15. Where contractors perform essential services (see DODI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:

F.11.3.15.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?

F.11.3.15.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DOD civilian, and/or host nation resources?

F.11.3.15.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?

F.11.3.15.3. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

F.12. Public Affairs Checklist.

F.12.1. The public affairs planner must not only establish policy for disseminating information but also provide guidance on release of information, and community relations.

F.12.2. In addition to satisfying the questions in AFI 35-10X series regarding Public Affairs Management Considerations, the public affairs planner must also be able to answer these questions:

F.12.2.1. Does the annex address all tasking from higher level plans and other functional areas? Have faulty assumptions in those plans been identified and are work-arounds established to negate their impact?

F.12.2.2. Has the annex been coordinated with all the OPRs supported or tasked for support and the US country team, when appropriate?

F.12.2.3. Are policies established and disseminated for the deployment phase of the planned operation? Are there any known redeployment requirements?

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- F.12.2.4. Have all audiences been considered in the plan; deploying forces, support forces, dependents, and the general public? Are there special information requirements for newly activated Air Reserve Component members and their dependents?
- F.12.2.5. Does the plan outline procedures for disseminating internal information both in the AOR and to the supporting populations?
- F.12.2.6. Is the chain of command for public affairs clearly stated, especially the channels for release of internal and external information? The chain of command must include both the AOR and rear organizations. Are lines of communication outside the Air Force included, such as State Department and other diplomatic POCs?
- F.12.2.7. Have plans for release of audio-visual, photographic, and written documentation of operations and support been made?
- F.12.2.8. Have all equipment, transportation, and communications requirements been identified in the plan? Have they been coordinated with the providers of the service? Or have arrangements been made to contract for the service required?
- F.12.2.9. Have manpower resources been identified, trained and equipped to support the plan?
- F.12.2.10. Has the Air Force component command, unified command, or Air Force Broadcast Service been notified of projected AFRTS support requirements?
- F.12.2.11. Have necessary country or regional clearances been prearranged, e.g. radio frequency allocation for AFRTS, communications up link, etc.?
- F.12.2.12. Have planned community relations activities been coordinated with the Civil Affairs POC?
- F.12.2.13. Have combat camera support requirements been documented and coordinated with HQ AMC/SC.
- F.12.2.14. Has any additional required internal information support been coordinated with AFNEWS/II?
- F.12.2.15. Has Hometown News Service support been coordinated with AFNEWS/HN?
- F.12.2.16. Does the plan take advantage of all available automation to include inter- and intrafunctional, local, national and global computer connectivity?
- F.12.2.17. Does the plan suggest a work-around in the event computer or telecommunications support is not available or is disrupted?
- F.12.2.18. Is there prearranged news information material available for release? Things such as fact sheets, background papers, general news release on the operation, etc.
- F.12.2.19. Are information mobility kits prepared for deployment?
- F.12.2.20. Does the plan address the need to provide AOR information to the deployment forces? To include information on country sensitivities, religion, currency, customs, living conditions, support facility availability, etc.
- F.12.2.21. Are peacetime office and base activities identified that will be curtailed or suspended upon execution of the plan? Is there a plan to notify serviced populations?
- F.12.2.22. Have new tasks been explained in enough detail to allow for proper training?
- F.12.2.23. Have augmentation requirements been identified? Time phasing of augmentation? For the AOR? At rear locations?

F.13. Weather Operations Checklist.

- F.13.1. The staff weather officer must ensure weather requirements are fully identified in the appropriate annexes (i.e., Annexes B, C, H, K, N, etc.). In establishing these requirements, the staff weather officer must consider the impact of weather conditions on execution of the plan.
- F.13.2. The staff weather officer must be able to answer these questions:
 - F.13.2.1. Has the impact of the weather conditions that would affect execution of the plan been clearly identified?
 - F.13.2.2. Are weather tasks consistent with the supported command's concept of operations and doctrine?
 - F.13.2.3. Are requirements for climatology or specialized weather support fully stated?
 - F.13.2.4. Are weather forces and equipment identified in the TPFDD?
 - F.13.2.5. Have the space environmental support system (SESS) capabilities to support the plan been considered?
 - F.13.2.6. Are weather force requirements, such as billeting, transportation, funds, communications, and personnel identified in appropriate annexes?
 - F.13.2.7. Has a weather communication/data requirement concept of operations been developed?

F.14. Communications and Information (C&I) Checklist.

- F.14.1. To provide the most effective C&I services to support combat and combat support forces, it is the responsibility of the C&I planners to write as complete an Annex K as possible. A smoother transition to a wartime state of readiness is possible if fewer events in the plan's execution phase are left open to question. To ensure effectiveness, the planners must have extensive knowledge of all systems and services needed to meet operational requirements.
- F.14.2. General C&I questions.
 - F.14.2.1. What mission is being supported? (Specify all missions if there are more than one.)

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- F.14.2.2. Is enough equipment available within the command to support the plan? If not, is augmenting equipment identified in the TPFDD?
- F.14.2.3. Are enough personnel available within the command to support the plan? If not, is augmenting equipment identified in the TPFDD?
- F.14.2.4. Has a site survey of the local area been performed in order to identify all support requirements?
- F.14.2.5. Have reception plans been made for augmenting forces, to include maps to deployment sites, intratheater transportation, engineering and services support, fuel, electrical power, security, logistics, circuit allocations, frequencies, routing indicators, etc.?
- F.14.2.6. Is the active defense of C4 systems facilities planned to assure combat operations support?
- F.14.2.7. Is the passive defense of C4 systems facilities planned, to include, hardening, revetting, berming, burying, tone down, etc.?
- F.14.2.8. Do all required personnel have military driver's licenses?
- F.14.2.9. Are replacements for contract personnel identified? Are they properly trained for their duties?
- F.14.2.10. Does the Base Defense Appendix integrate AF, local (host nation), and other services and identify specific responsibilities? Has a CONOPS been developed and distributed to affected units?
- F.14.2.11. Are defensive fighting positions available or has construction by expedient methods been identified? Are positions camouflaged?
- F.14.2.12. Are fields of fire deconflicted with base PAD/SHORAD sites?
- F.14.2.13. Is arming required for all personnel or a selective group?
- F.14.2.14. Are armory locations and requirements identified for augmentees, selective arming, and ABGD operations?
- F.14.2.15. Have essential contractor-provided supplies and services as defined in DoDI 3020.37 been identified?
- F.14.2.16. Where contractors perform essential services (see DoDI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:
- F.14.2.16.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?
- F.14.2.16.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DoD civilian, and/or host nation resources?
- F.14.2.16.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?
- F.14.2.16.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?
- F.14.3. C4 Systems Questions. The communications planner should be able to answer the following questions. Each level of command is encouraged to expand this list to meet the specific mission requirements. (JOPES, Volume II, contains additional guidelines.)
- F.14.3.1. At each level of command, does a plan outline the integration of augmenting forces into the theater information systems?
- F.14.3.2. Does the plan cover the use of host nation (military and civilian) C4 systems?
- F.14.3.3. Are the procedures for frequency coordination and assignment identified.
- F.14.3.4. Has the reconstitution of C4 systems assets been planned to ensure combat operations support?
- F.14.3.5. If automated information systems (AIS) are destroyed, are there alternate methods of processing data?
- F.14.3.6. Do customers know where the temporary AIS facilities would be located?
- F.14.3.7. How will customers be advised of service or changes?
- F.14.3.8. Do temporary C4 system or facilities have adequate communications connectivity?
- F.14.3.9. Are the deployed C4 personnel experienced with the equipment used at the alternate facilities?
- F.14.3.10. Are required publications available at alternate facilities?
- F.14.3.11. Have functional users developed plans addressing actions to be taken during prolonged loss of C4 systems support?
- F.14.3.12. Are cryptographic packages and codes required for combat operations packaged and ready for employment or deployment?
- F.14.3.13. Are all ATCALs/NAVAID requirements identified?
- F.14.3.14. Are communications and electronics (C-E) packages flexible enough to provide median requirements?
- F.14.3.15. Is the use of tactical systems coordinated with other commands and agencies to preclude unnecessary systems at the deployment sites?
- F.14.3.16. Does the plan include enough detailed equipment identification to ensure its implementation?
- F.14.3.17. Have requests been made for US Air Force Operating Rights and Foreign Military Rights?
- F.14.4. Information management questions.
- F.14.4.1. Have procedures been established to inform customers of the level and scope of support that can and will be provided by a deployed Information Management Flight (IMF)? For example:

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F.14.4.1.1. Units should deploy with electronic versions of publications and forms using CD-ROM. Ensure proper equipment is on hand to use these electronic products. If required publications or forms are not available on CD-ROM, instruct organizations to deploy with a 90-day supply of publications and forms. (Replenishment of forms and publications in such cases will not normally be available for the first 90 days of a deployment.) Have procedures been established for replenishment or update of both electronic and paper based products, depending on customer needs?

F.14.4.1.2. The IMF deploys with only the office supplies and equipment needed to fulfill its basic role (does not deploy with supplies and equipment for other functions); therefore, other functions must deploy with adequate office equipment and supplies to meet their needs until the supply and contracting functions can establish a resupply system.

F.14.4.1.3. Have procedures been established for customers to coordinate or identify their requirements for life cycle management services in the deployed environment? (Need constant communication and coordination between the IMF and the customers regarding the needs of each.) Has each functional area planned for their internal information management requirements (people, equipment, and handling of their information resource) and documented these requirements in their individual annexes?

F.14.4.2. Are procedures established to process and distribute incoming and outgoing official administrative communications (official mail, messages, facsimile, electronic mail (e-mail))?

F.14.4.2.1. Are procedures established to ensure commercial postage meters or postage stamps are available for the deployed Base Information Transfer Center (BITC) to place postage on official mail until the Secretary of Defense designates the area of operations as a hostile area and postage due penalty mail can be used?

F.14.4.2.2. Are procedures established to process and distribute official mail received from the Military Post Office, as well as other administrative communications (messages, facsimile, e-mail, etc.)?

F.14.4.3. Are procedures established to process and distribute personal mail through a Postal Service Center (PSC) or unit mail room concept of delivery?

F.14.4.4. Have printing requirements (including copying) been determined and proper equipment and supplies identified?

F.14.4.4.1. If the IMF function's mobility equipment includes a deployed duplicating center (DDC) capability, is this equipment available and are printing management personnel trained in its set-up and use? Are adequate supplies available until resupply can be established?

F.14.4.4.2. Have base customers been made aware of the DDC capability and its use promoted to complement as well as take the load off of unit office copiers?

F.14.4.4.3. Has the DDC established a deployed base copier program based on the purchase and use of the standard Air Force mobility copier by customers?

F.14.4.5. Has a deployed base records management program been established?

F.14.4.5.1. Have procedures been developed for maintaining records (hard copy and electronic; classified and unclassified)?

F.14.4.5.2. Have procedures been established for processing and preserving permanent or long-term records (retention of nine years or longer)? Where will these records be shipped?

F.14.4.5.3. Have procedures been established for disposing of temporary records? Where will these short-term records (retention of eight years or less) be shipped?

F.14.4.5.4. Are records on an operation being retained as a separate collection from other records so as to facilitate evaluation for lessons learned? If so, where will this separate collection be shipped?

F.14.4.5.5. Have sensitive records and their location been identified and instructions provided for their protection and emergency disposal {Privacy Act (PA) records and those records exempt from public disclosure under the Freedom of Information Act (FOIA)}?

F.14.4.5.6. Have procedures been developed for protecting and destroying classified documents?

F.14.4.5.7. Have procedures been outlined on how to handle captured records?

F.14.4.5.8. Have electronic record keeping procedures been developed?

F.14.4.5.9. Have reports been identified that will be required during a contingency or crisis? Have you reviewed their emergency status codes (ESCs) and determined whether reporting is required during MINIMIZE conditions?

F.14.4.6. Who will be responsible for distributing technical orders? If the deployed IMF is responsible, have procedures been established?

F.14.4.7. Have facility and equipment requirements been determined for storage of publications and forms? Have sufficient security measures been established to safeguard sensitive publications and forms? Have procedures been established to replenish forms and publications stocks? Have arrangements been made to obtain on a continuing basis new or updated electronic versions of publications and forms?

F.14.4.8. Have local area network requirements been identified?

F.14.5. Postal planning questions.

F.14.5.1. Have planners determined the CINC's concept of operations for mail services (when will mail service be operational; what level of services, etc.)?

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- F.14.5.2. Has appropriate planning been accomplished for postal equipment and personnel to support deployed forces using current postal UTCs (based upon the size of the deployed population to be supported with mail services)?
- F.14.5.3. Have the types and levels of mail services been prescribed?
- F.14.5.4. Have procedures been established to process casualty mail?
- F.14.5.5. Have procedures been developed to forward or redistribute mail (directory service)?
- F.14.5.6. Have sufficient security procedures been established to safeguard mail/funds?
- F.14.5.7. Have the methods of transporting mail been specified, to include interface with aerial mail terminals (AMTs) or mail control activities (MCAs)?
- F.14.5.8. Have mail consumption planning factors been determined for projected forces and included in the Time-Phased Force Deployment Data(TPFDD)?
- F.14.5.9. Have emergency protection and destruction procedures been established for mail and postal effects?
- F.14.5.10. Have appropriate postal personnel qualifications been determined for specific contingency operations (such as finance qualified, Aerial Mail Terminal experience, etc.)?
- F.14.5.12. Have financial support requirements and a source of replenishment (stamp stock, money orders, etc.) been identified to meet service standards?
- F.14.5.13. Have unit mail clerk requirements been determined to meet postal servicing activity delivery procedures?
- F.14.5.13.1. Have mailing addresses for official and personal mail been identified and publicized?
- F.14.5.13.2. Have specific host nation custom requirements and instructions for inbound and outbound mail been identified?
- F.14.5.14. Have reports been identified that will be required during a contingency or crisis? Have you reviewed their emergency status codes (ESCs) and determined whether reporting is required during MINIMIZE conditions?

F.15. Security Checklist.

- F.15.1. An essential step in developing a plan or annex is to identify and evaluate all security support required to carry out the mission and the need to protect information set forth in the plan. This evaluation determines whether the plan should be classified or unclassified, and the protection each part of the plan must have. Even if the plan is not classified, a security annex is often required to support the plan objective.
- F.15.2. The security planner must be able to answer these questions:
 - F.15.2.1. Has security classification guidance been developed and included in the security instructions for the plan? (Refer to DODI 5200.1-R/AFI 31-401 and AFP 205-37 for specific requirements.)
 - F.15.2.2. Is the overall classification of the plan consistent with the expected threat to military operations information? Does it conceal capabilities and intentions and at the same time not impede implementation?
 - F.15.2.3. Are the annexes, appendices, and paragraphs marked to show the correct classification of each portion of the plan?
 - F.15.2.4. Are downgrading instructions included? Do they allow for the fact that execution of the plan will be enhanced by downgrading or declassifying parts or all of it when specified events occur (such as the initiation of operations or the completion of movement)?
 - F.15.2.5. Do classification and downgrading instructions recognize that during execution of the plan it may be impossible to protect some information because movements or operations will be readily observable?
 - F.15.2.6. Has every effort been made to assign an unclassified title to the plan?
 - F.15.2.7. If the title is classified, has an unclassified short title been established?
 - F.15.2.8. If a nickname has been assigned to the plan, is it recognized that the nickname and its meaning must be unclassified?
 - F.15.2.9. Have the plan and all annexes and appendices been reviewed for consistency of classification standards?
 - F.15.2.10. Are instructions provided for special handling, reproduction, and release of information?
 - F.15.2.11. Are communications security policies suitable for special handling, reproduction, and release of information?
 - F.15.2.12. If special security requirements are necessary during plan implementation or deployment, are they clearly defined?
 - F.15.2.13. Is guidance provided for controlling classified documents and equipment of deployed forces?
 - F.15.2.14. Is the security mission clearly stated in the Force Protection Annex (such as, weapons system security, base defense, or law enforcement)?
 - F.15.2.15. Are the proper policy directives in the AF 31-XXX series cited as references?
 - F.15.2.16. Are provisions made for protecting US Air Force resources vital to mission accomplishment?
 - F.15.2.17. Are realistic assumptions required and listed to accomplish the security mission?
 - F.15.2.18. Are procedures established as required for weapons system security?
 - F.15.2.19. Are special equipment requirements necessary to achieve the security mission identified?
 - F.15.2.20. Are all new terms, phrases, and titles peculiar to the security mission properly defined?

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- F.15.2.21. Does the Security Annex require and provide for special physical security of the planned operation during the deployment and employment phases?
- F.15.2.22. Is it necessary to deploy security/base defense forces to support this plan?
- F.15.2.23. Does the Security Annex provide the deploying security force with adequate information about threat assessments and functions to be performed at the objective area or destination?
- F.15.2.24. Are procedures established to provide for rapid adjustment in security force requirements commensurate with threat intensity?
- F.15.2.25. Are specific command channels established to effectively control security forces, for example, the tenant-host relationship?
- F.15.2.26. Are the combat resources requiring physical security identified? If yes, are the appropriate security systems applied? (Reference AFI 31-101)
- F.15.2.27. Is a policy established to ensure that all required security equipment is available and serviceable if deployment is necessary?
- F.15.2.28. Is an alerting system for rapid recall established and exercised? Is an attack warning system available for both air and ground attacks?
- F.15.2.29. Is security warning and alert procedures established?
- F.15.2.30. If law enforcement functions are involved, are policies established and clearly identified?
- F.15.2.31. Can the plan or annex be effectively implemented as developed?

F.16. Medical Checklist.

- F.16.1. Although the medical function is usually considered technical in nature, it is vital to successful accomplishment of the mission.
- F.16.2. To ensure mission accomplishment, the medical planners must be able to answer these questions:
 - F.16.2.1. Does the Medical Annex support the mission and objectives outlined in the basic plan?
 - F.16.2.2. Is the medical concept of operation clearly defined?
 - F.16.2.3. Does the Medical Annex provide policies, when applicable, on mass casualties from nuclear and CB weapons (to include patient decontamination), prisoners of war, control of weapons belonging to friendly casualties, utilizing medical service personnel, and utilizing nonmedical transportation and facilities?
 - F.16.2.4. Are area environmental health and sanitation problems included in the plan? Do they include NBC contamination?
 - F.16.2.5. Is medical intelligence information for the area of employment covered in the plan?
 - F.16.2.6. Is medical WRM pre-positioned and ready for distribution and use? If not, have prepackaging and transportation plans been prepared?
 - F.16.2.7. Are whole blood and supply procedures clearly defined? Are whole blood estimates included?
 - F.16.2.8. Does the Medical Annex include the preventive medicine program and emphasize unique medical problems applicable to the area?
 - F.16.2.9. Does the Medical Annex indicate the medical materiel stockage objective, special equipment, resupply points, and materiel transportation requirements?
 - F.16.2.10. Is enroute medical support provided for deployment?
 - F.16.2.11. Does the annex identify the type, location, capability, and source of medical facilities to be operated in support of the plan?
 - F.16.2.12. Is policy established for jointly utilizing hospital facilities?
 - F.16.2.13. Does the plan provide guidance for aeromedical staging facilities and for staffing them to support all services?
 - F.16.2.14. Does the annex provide for time-phased casualty estimates, to include projected admission rates for disease, nonbattle and battle injuries, equated to bed requirements?
 - F.16.2.15. Does the annex establish an evacuation policy expressed in number of days?
 - F.16.2.16. Does the annex establish an aeromedical evacuation concept of operation?
 - F.16.2.17. Does the annex project the aeromedical evacuation requirements for each Service participating in the operation?
 - F.16.2.18. Have essential contractor-provided supplies and services as defined in DODI 3020.37 been identified?
 - F.16.2.19. Where contractors perform essential services (see DODI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:
 - F.16.2.19.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?
 - F.16.2.19.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DOD civilian, and/or host nation resources?
 - F.16.2.19.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?
 - F.16.2.19.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

F.17. Chaplain Checklist.

F.17.1. The chaplain planner must ensure that essential religious support, equipment, supplies, facilities, and forces are fully identified to support the planned operation. The chaplain's role is vital in ensuring morale, quality of life, and spiritual leadership for successfully accomplishing the mission.

F.17.2. The chaplain planner must review each plan and answer these questions:

F.17.2.1. Does the Chaplain Annex support the mission and objectives outlined in the basic plan?

F.17.2.2. Is the chaplain concept of operations clearly defined?

F.17.2.3. Does the Chaplain Annex reflect specific consideration of religious support to combat forces, medical services, mortuary affairs, noncombatant evacuation operations, enemy prisoner of war ministry, inter-service chaplain support and wartime host-nation religious support?

F.17.2.4. Is the role and influence of indigenous religious customs and practices for the area of employment identified in the plan?

F.17.2.5. Does the plan ensure chaplain personnel will not be assigned duties incompatible with noncombatant status or their mission?

F.17.2.6. Are Chaplain Service Readiness Team requirements identified?

F.17.2.7. Have all personnel and augmentation requirements been identified?

F.17.2.8. Has the chain of command been identified for the chaplain?

F.17.2.9. Are all facilities, transportation, equipment, supplies, and communication requirements identified?

F.17.2.10. Are faith group requirements in the area of responsibility balanced to ensure coverage when need is greatest?

F.17.2.11. Does the plan consider chaplain logistic sustainment requirements?

F.17.2.12. Has anything been overlooked?

F.18. Civil Engineering Checklist.

F.18.1. The engineering (CE) planner must ensure that adequate facilities, equipment, and forces are available to support the planned operation within the established timeframes and that the necessary construction projects are programmed and initiated.

F.18.2. To carry out these tasks, the CE planner must be able to answer these questions:

F.18.2.1. Does each OPLAN involving the deployment of forces or weapons system contain CE planning?

F.18.2.2. Is CE planning being carried out concurrently with operational planning?

F.18.2.3. Is CE planning described in enough detail to preclude any misunderstandings about the nature of the contingency the plan supports?

F.18.2.4. Has the purpose of CE support been explained in enough detail, including the relationship to the support OPLAN?

F.18.2.5. Have the availability and skill level of the indigenous labor force been analyzed?

F.18.2.6. Are local construction materials and supplies available in adequate quantities to support the plan?

F.18.2.7. Will third country labor forces be available to accomplish services to support the plan?

F.18.2.8. Have local contractor capabilities been thoroughly analyzed?

F.18.2.9. Are the priority and phasing of the beddown development portrayed in sufficient detail?

F.18.2.10. Have priorities been established for all facility requirements?

F.18.2.11. Do facility requirements within the first 180 days of operation justify the use of Harvest Eagle, Falcon or Bare assets?

F.18.2.12. For operations of short duration (normally 180 days or less), does the plan identify facilities for replacement in case the contingency transitions to a sustainment phase?

F.18.2.13. Are facility replacements identified as modulars or pre-engineered facilities whenever feasible?

F.18.2.14. Does the plan consider post C+180 facility requirements?

F.18.2.15. Have survivability measures, such as dispersal, CCD, expedient hardening, NBCC, revettments, hazard quantity-distance criteria, and protective construction requirements, been considered for weapons systems, personnel, and materiel?

F.18.2.16. Have personnel and materiel requirements for air base recovery after attack, such as rapid runway repair and emergency war damage repair to other critical facilities, utilities, and areas been considered? Are facility/area decontamination addressed?

F.18.2.17. Are designated construction agents identified in the plan?

F.18.2.18. Are construction standards established for design of facilities?

F.18.2.19. Are all forces required to support the plan identified and incorporated into the time-phased deployment schedule for each base?

F.18.2.20. Does the narrative for each base explain its present mission and limitations?

F.18.2.21. Are all facility requirements listed by DOD category code?

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- F.18.2.22. Are all Air Force construction projects listed in a time-phased sequence?
- F.18.2.23. Are total shipping requirements generated by the CE plan summarized in the Mobility and Transportation Appendix?
- F.18.2.24. Are RED HORSE Squadron echelons, with organic equipment, identified by UTC, if required, for weapon system beddown, vital operations of air base facilities, and emergency war damage repair?
- F.18.2.25. Are all existing and proposed facilities functionally located on a base comprehensive plan?
- F.18.2.26. Does the aircraft parking plan site all aircraft that are required to support the plan?
- F.18.2.27. Does the parking plan strike a reasonable balance between mission and threat survivability requirements?
- F.18.2.28. Has the total program of requirements prior to C-Day been coordinated with other special programs such as the military assistance program?
- F.18.2.29. Are the CE prepositioned WRM assets identified? Are they ready for deployment or employment with other equipment?
- F.18.2.30. Have services beddown facility capacities been calculated? Are shortfalls accommodated or limitations identified?
- F.18.2.31. Are the transportation requirements and priorities for movement of CE personnel and equipment properly identified to ensure early deployment?
- F.18.2.32. Are all limiting factors (LIMFACs) (forces, equipment, materiel, etc.) identified and stated in the plan?
- F.18.2.33. Does each OPLAN ensure, to the maximum extent possible, that in carrying out its mission of providing national defense, it does so in a manner consistent with national environmental policies?
- F.18.2.34. Has the environmental impact analysis process (EIAP) been conducted for CONUS and overseas deployments IAW AFI 32-7045?
- F.18.2.35. Is the commander aware that any deviations to the EIAP must be expeditiously applied for when special or emergency conditions occur?
- F.18.2.36. Has the commander programmed and budgeted for the EIAP and other environmental requirements? Are environmental expenses appropriately billed against the proper environmental account codes (e.g., program element code ***56f)?
- F.18.2.37. Has an environmental protection and compliance plan been completed for both CONUS and overseas deployment locations as described in Annex W, Appendix 2?
- F.18.2.38. Have deployment plans been coordinated with the Staff Judge Advocate and Environmental Planning Offices regarding environmental protection and compliance with applicable host nation and/or international treaties, laws and/or regulations?
- F.18.2.39. Has the lead Service been identified IAW CEQ 1501.5 for preparing environmental documentation in which more than one DOD component is involved?
- F.18.2.40. Have specific responsibilities been assigned to deploying personnel so that environmental compliance at deployment sites is no less than at main bases?
- F.18.2.41. Have the requirements of AFI 32-7010 been met to consider the effects on historic properties and to consult the State Historic Preservation Officer, Advisory Council on Historic Preservation, and other interested parties in CONUS, and to consider historic properties and comply with host nation and other requirements overseas?
- F.18.2.42. Have the requirements of the Endangered Species Act been met to consider effects on endangered species and to consult with the U.S. Fish and Wildlife Service?
- F.18.2.43. Have the requirements of AFI 32-7045 wetlands, flood-plains, and coastal barrier resources been met in CONUS?
- F.18.2.44. Have the requirements of the DOD/USDA Master Agreement for use of U.S. Forest Service's land (AF/CV Ltr, 1 Mar 89) been met in the CONUS?
- F.18.2.45. Have essential contractor-provided supplies and services as defined in DODI 3020.37 been identified?
- F.18.2.46. Where contractors perform essential services (see DODI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:
 - F.18.2.46.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?
 - F.18.2.46.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DOD civilian, and/or host nation resources?
 - F.18.2.46.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?
 - F.18.2.46.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

F.19. Services Checklist.

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F.19.1. The services planner must program for adequate personnel, equipment, and facilities in each of the Services areas including food service, lodging, laundry/linen exchange, troop issue, clothing sales, mortuary, fitness and recreation, and base exchange activities to support regional OPLANs.

F.19.2. To accomplish this task, the Services planner must be able to answer these questions:

F.19.2.1. Have all OPLANs been reviewed to ascertain Services involvement and interface?

F.19.2.2. Is planning accomplished simultaneously with operational planning and explained in sufficient detail to preclude misinterpretation or dual tasking of personnel, equipment, and facilities?

F.19.2.3. Have Services assets been prioritized for in-place use or time-phased deployment?

F.19.2.4. Has a factor of ninety per cent of the base population been computed to determine feeding requirements?

F.19.2.5. Are MREs prepositioned or identified for timely issue during deployment and initial beddown?

F.19.2.6. Have facilities, permanent or Harvest assets been programmed to meet environmental conditions of the beddown location?

F.19.2.7. Have quantities and sources for subsistence been programmed?

F.19.2.8. Have lodging quarters been identified in sufficient numbers for the following categories: air crew, female, enlisted, officer and DV?

F.19.2.9. Has consideration been given to quarters numbers and assignment policy during surge operations?

F.19.2.10. Have beds and bedding requirements been identified and scheduled for availability prior to force beddown?

F.19.2.11. Has laundry equipment and personnel been identified to satisfy requirements for organizational items? Do procedures include laundry/disposal of contaminated clothing/uniforms?

F.19.2.12. Have Services planners considered medical laundry requirements?

F.19.2.13. Will Prime FARE personnel deploy with or interface with Services personnel to ensure support for troop feeding, subsistence supply/resupply, and field exchanges?

F.19.2.14. Have medical personnel identified specialized subsistence and unique "B" rations requirements?

F.19.2.15. Have mortuary operations been factored into the planning to include personnel, equipment and supplies?

F.19.2.16. Will temporary morgue, processing area and hold area be collocated in the same facility?

F.19.2.17. Has a mass burial site been selected and a separate site for contaminated remains identified?

F.19.2.18. Has NATO STANAG 2070 or other applicable plans and agreements been reviewed for inclusion in planning?

F.19.2.19. Have procedures been established to support noncombatant evacuation (NEO) feeding from AAFES and commissary peacetime operating stocks?

F.19.2.20. Has transportation and procedures been coordinated to stock shelters?

F.19.2.21. Are the pre-position WRM assets identified and ready for deployment and employment with other Services equipment?

F.19.2.22. Have transportation requirements and priorities for movement of Services personnel and equipment been properly identified to ensure early deployment?

F.19.2.23. Have Services shortfalls been identified so they can be satisfied or reflected in the plan as shortfalls?

F.19.2.24. Are all limiting factors (LIMFAC) (transportation, manpower, or personnel, logistics, or facilities, etc.) identified and stated in the plan?

F.19.2.25. Have essential contractor-provided supplies and services as defined in DODI 3020.37 been identified?

F.19.2.26. Where contractors perform essential services (see DODI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:

F.19.2.26.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?

F.19.2.26.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DOD civilian, and/or host nation resources?

F.19.2.26.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?

F.19.2.26.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

F.20. Safety Checklist.

F.20.1. Mishap prevention is an essential element of a successful operation. Unnecessary losses of manpower and equipment can severely limit a unit's ability to perform its assigned mission. Therefore, steps must be taken to identify and eliminate conditions that contribute to increased accident potential.

F.20.2. To do this, the safety planner must be able to answer these questions:

F.20.2.1. Is an adequate safety staff, including a qualified safety officer, designated for each operating location to identify and report hazards and mishaps to the commander? Are staff shortages identified and being corrected?

F.20.2.2. Has the commander been advised of all known hazardous conditions? Have actions been initiated to correct these conditions? Do they meet quantity-distance criteria?

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- F.20.2.3. Does the plan outline procedures to advise the higher level of command of hazards which cannot be corrected with local resources?
- F.20.2.4. Does the plan outline procedures to make sure mishap reports are submitted promptly?
- F.20.2.5. Has a pre-accident plan been developed for each operating location?
- F.20.2.6. Does the plan outline procedures to conduct airfield surveys on non-US Air Force locations well in advance of the implementation date?
- F.20.2.7. Does the plan provide provisions for obtaining waivers to safety criteria when they limit the plan execution?
- F.20.2.8. Does the plan outline procedures for conducting safety inspections during the deployment and post deployment, execution and sustainment phases of the operation?

F.21. Historian Checklist.

- F.21.1. Historians record the role of units and organizations participating in contingency operations; preserve and safeguard historically important records documenting USAF aerial and support operations; and transmit reports and records to rear areas for subsequent analysis and reference.
- F.21.2. Successful accomplishment of this mission requires extensive preplanning and coordination between historians and planners. To ensure such coordination, historians and planners must answer the following questions:
 - F.21.2.1. Are history plans, annexes, appendices, instructions, and checklists prepared at all command levels and fully coordinated (up, down and laterally) between staff agencies, organizations, and commands to ensure all personnel are aware of their responsibilities?
 - F.21.2.2. Do plans identify historian personnel requirements?
 - F.21.2.3. Are tasked historians trained and equipped for deployment (see AFI 84-101 and AFI 84-102)?
 - F.21.2.4. Are all staff agencies aware of the need to ensure historical documentation of contingency operations?
 - F.21.2.4.1. Are commanders and key staff personnel aware of the historian's role, function, and support requirements?
 - F.21.2.4.2. Do plans clearly define command relationships, specifying that historians are members of the senior commander's special staff?
 - F.21.2.4.3. Do plans clearly state the historian's mission, tasks, and objectives?
 - F.21.2.5. Do plans identify specific history requirements for equipment, communications, facility, transportation, and administrative support by:
 - F.21.2.5.1. Ensuring historian's requirements are coordinated with appropriate agencies?
 - F.21.2.5.2. Establishing procedures for handling, storing, processing, and transmitting classified information, including emergency protection and destruction provisions for classified information?

NOTE: Historians transmit via official mail channels weekly reports which include historic documentation; reports may exceed arbitrary weight restrictions. Plans must provide for transmittal of such reports.

 - F.21.2.5.3. Identifying specific facilities suitable for secure processing and storage of classified materials?
 - F.21.2.5.4. Providing historians access to secure communications (STU-III) equipment and classified network connections?
 - F.21.2.5.5. Requiring historians deploy with valid military drivers licenses? Military licenses are required to requisition vehicles from joint service motor pools.
 - F.21.2.5.6. Providing guidance for arming historians, including transportation and storage of arms and ammunition?
 - F.21.2.5.7. Addressing photocopier requirements? Historians must transmit to rear areas copies of documentation which substantiates, clarifies, and amplifies the information contained in the reports. Plans must recognize these added requirements.
 - F.21.2.5.8. Addressing computer/word processing equipment? Historians require dedicated laptop computer equipment with appropriate software and LAN connectivity in order to accomplish the mission..
 - F.21.2.5.9. Providing guidance for arranging photographic support?- F.21.2.6. Do plans detail how MOB historians will provide historical support for non-MOB locations?
- F.21.2.7. Do plans define command relationships with both the service and joint history functional communities?

PATRICK K. GAMBLE, Lt General, USAF
DCS/Air and Space Operations