This instruction implements Air Force Policy Directive (AFPD) 10-2, Readiness. It prescribes fundamental Air Mobility Command (AMC) command and control (C2) procedure. It formally establishes AMC C2 policy, defines authority to direct AMC forces within the unified command structure, provides guidance for the AMC C2 System and describes the AMC C2 organizational structure to support peacetime, contingency, and wartime taskings. Volume 1 serves as the basis for subsequent volumes of AMCI 10-202. This publication applies to Air Force Reserve Command (AFRC) units and the Air National Guard (ANG) upon activation under Title 10. This publication may not be supplemented or further implemented/extended. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of IAW with the Air Force Records Information Management System (AFRIMS). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication; route AF Form 847s from the field through Major Command (MAJCOM) publications/forms managers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items.
SUMMARY OF CHANGES

This document has been substantially revised and must be completely reviewed. Command relationships within AMC have been updated, and terminology and designation of roles, responsibilities, relationships, and authorities (R3A) have been clarified. The matrixed nature of staff functions within AMC has been preserved and efforts will continue to educate and institutionalize processes that require coordination and collaboration across the matrix staff. This document further solidifies these complex and dynamic relationships to ensure effective and efficient mission execution.

Chapter 1—INTRODUCTION TO AIR MOBILITY COMMAND FORCE PRESENTATION 4
1.1. General........................................................................................................... 4
1.2. Purpose and Desired End State................................................................. 4

Chapter 2—FORCE PRESENTATION ROLES AND RESPONSIBILITIES 5
2.1. General........................................................................................................... 5
2.2. United States Transportation Command (CDRUSTRANSCOM)................. 5
2.3. Air Mobility Command (AMC)..................................................................... 5
2.4. Eighteenth Air Force (18 AF)...................................................................... 6
2.5. USAF Expeditionary Center (USAF EC)................................................... 8
2.6. 618th Air Operations Center (AOC)........................................................ 8
2.7. Air Reserve Component (ARC) Forces..................................................... 9
2.8. AMC Air Intelligence Squadron (AIS)...................................................... 9

Chapter 3—MATRIX STAFF 10
3.1. Introduction.................................................................................................. 10
3.2. Requesting Functions/Services not Resident within 18 AF....................... 10
3.3. Skip-Echelon Structure............................................................................. 11

Chapter 4—GLOBAL AIR MOBILITY SUPPORT SYSTEM 12
4.1. Fixed Enroute Structure............................................................................ 12
4.2. Deployable Enroute Structure.................................................................. 12
Table 4.1. Deployed Organizational Descriptions ............................................. 12

Chapter 5—CORE FUNCTION LEADS (CFL) 15
5.1. Air Force CFLs............................................................................................ 15
Table 5.1. Service Core Functions, CFLs, and AMC Leads............................................................. 16
5.2. Additional Fiscal Responsibilities. .......................................................................................... 16

Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION 18
Attachment 2—TASKS AND FUNCTIONS OF THE AMC MATRIXED STAFF 26
Attachment 3—18 AF DEPLOYABLE COMREL TTPS AND DECISION METHODOLOGIES GUIDE 29
Attachment 4—RAPID GLOBAL MOBILITY AEROMEDICAL EVACUATION AND MEDICAL CAPABILITIES 40
Chapter 1

INTRODUCTION TO AIR MOBILITY COMMAND FORCE PRESENTATION

1.1. General. This document clarifies the roles, responsibilities, relationships, and authorities (R3A) of Air Mobility Command (AMC), Eighteenth Air Force (18 AF), the USAF Expeditionary Center (USAF EC) and associated entities as they apply to the various missions of AMC. AMC is not resourced to build complete, independent MAJCOM and NAF staffs. AMC’s senior leadership will ensure effective Command and Control (C2) by optimizing the use of collaborative tools, setting clear priorities, and assuming risks as deemed appropriate. This allows AMC to continue providing common staff support to multiple commanders.

1.2. Purpose and Desired End State.

1.2.1. Purpose. To provide an understanding of the R3A of AMC, 18 AF, the USAF EC and associated entities as they apply to the various missions of AMC. To enhance the performance of AMC in support of its combatant command (CCMD), United States Transportation Command (USTRANSCOM), as well as, in the execution of its responsibilities to organize, train, and equip (OT&E) mobility forces in support of the Secretary of the Air Force’s (SECAF) Title 10 responsibilities.

1.2.2. This directive is an authoritative description implementing United States Air Force Program Action Directives (USAF PAD), doctrine, C2 concepts and other references listed in Attachment 1. Doctrine and policy allow latitude or often do not adequately prescribe command and staff organization; therefore, this document establishes, codifies, and integrates those concepts.

1.2.3. Desired End State. An AMC organization that excels in its mission to support USTC and execute OT&E responsibilities. AMC will integrate the active and air reserve components in the most efficient and effective manner, providing for continuous improvement while enabling the commander’s ability to monitor, assess, plan, and execute the rapid global mobility (RGM) mission.
Chapter 2

FORCE PRESENTATION ROLES AND RESPONSIBILITIES

2.1. General. The President and/or SECDEF exercise authority over missions and forces assigned to CCMDs through the combatant commander (CCDR) with the advice and assistance of the CJCS. For purposes other than operational direction of forces assigned to the combatant commands, the President and/or SECDEF exercise authority and control through the service secretaries and service chiefs of staff.

2.2. United States Transportation Command (CDRUSTRANSCOM). Title 10 United States Code, Section 162 requires the Secretaries of Military Departments to assign all forces under their jurisdiction to a Combatant Command. This requirement is accomplished via the Forces for Unified Commands Memorandum (Forces For) annually, and incorporated into the SECDEF Global Force Management Implementation Guidance (GFMIG) biennially. The GFMIG assigns all active and reserve air mobility forces of the armed forces stationed in the Continental United States to USTRANSCOM. The Unified Command Plan (UCP) specifies that CDRUSTRANSCOM is the mobility Joint Force Provider, responsible for providing combat-ready mobility.

2.3. Air Mobility Command (AMC).

2.3.1. SECAF designated AMC as the Air Force Lead Major Command (L-MAJCOM) for Mobility Air Forces and the Rapid Global Mobility portfolio. The intent of designating AMC as an L-MAJCOM is to consolidate applicable OT&E responsibilities for the MAF with the staff and commander best suited to sustain and improve the RGM USAF core function. AMC/CC is responsible for providing ready and equipped forces in support of:

2.3.1.1. On order of the SECDEF, provide forces to other CCMD’s per the Global Force Management (GFM) and Air Expeditionary Force (AEF) processes, to include providing expeditionary combat support (ECS) forces.

2.3.1.2. Upon generation, provide nuclear support forces to CDRUSTRANSCOM as part of Task Force 294.

2.3.1.3. Execute Service assigned missions (i.e. DSCA support, MAFFS, POTUS support, VIPSAM, etc.).

2.3.1.4. AMC/CC executes administrative control (ADCON) of assigned forces through 18 AF and the USAF EC.

2.3.2. The GFMIG designates AMC as the Air Force Component Major Command (C-MAJCOM) to UTRANSCOM. Accordingly, the AMC Commander (AMC/CC) is the Commander of Air Force Forces (COMAFFFOR) and has authority over all AMC forces and functions.

2.3.3. AMC/CC delegates operational control (OPCON) and appropriate authorities to command operations of all AMC Forces to 18 AF/CC.

2.3.4. AMC is also a core functional lead (CFL). Refer to Chapter 5.
2.3.5. AMC/CC exercises broader, strategic authorities with respect to organize, train and equip forces for assigned missions through the AMC HQ Staff under the direction of the AMC Vice Commander and the Director of Staff. The AMC staff supports the AMC/CC at the strategic level in developing policy, formulating strategic level guidance, conducting administrative management functions, and executing (through the 18 AF where applicable) CCDR Title 10 responsibilities to organize and train assigned and attached forces to accomplish CCDR assigned missions. Key processes directed by the AMC staff include:

2.3.5.1. Commander’s Allocation and Apportionment Process (CAAP) to balance priorities between unit training and readiness and operational employment on behalf of HHQ missions, both Service and CCMD directed.

2.3.5.2. Commander’s Training Guidance to integrate AMC and its forces into the Joint Exercise Program.

2.3.5.3. Joint Army/Air Transportability Training program management to interface with joint partners to achieve mutually beneficial training experiences.

2.3.5.4. Combat operations tactics, techniques, and procedures (TTP) development.

2.3.5.5. Nuclear policy, training, oversight, and interface with the nuclear enterprise. This includes readiness reporting against TF-294, and AMC support planning for the USSTRATCOM mission.

2.3.5.6. Civil Reserve Airlift Fleet (CRAF) inspection and policy oversight.

2.3.5.7. Management of Military Personnel Appropriation (MPA) budgets for use by 18 AF, USAF EC and 618 AOC to support operational missions.

2.3.5.8. Provides input to support USTRANSCOM TWCF program budget review (PBR) development efforts, participate in corporate governance activities associated with USTRANSCOM controlled funds, and support budget execution reviews.

2.3.5.9. Provides a Sub-Mission Area Manager (MAM) manager, appointed by the A5/8, for the Air Operations Planning & Execution sub-portfolio to support the USTRANSCOM MAM manager in functional portfolio management. Develop needs, supporting architectures, IT management plans, program/budget inputs; recommend courses of action/solutions and manages technology development efforts within the sub-portfolio. Develop, operate, and maintain integrated transportation information systems within the sub-portfolio to support the mission and provide deployment and distribution information and data for DOD components.

2.4. Eighteenth Air Force (18 AF).

2.4.1. 18 AF is the sole numbered air force (NAF) for AMC. 18 AF/CC executes ADCON, UCMJ court martial convening authority, and senior rater duties for AMC wings/groups with unit assigned aircraft. 18 AF is the C-NAF to USTC as described in 2.4.2.

2.4.2. As the air component’s operational warfighting headquarters, 18 AF is Air Forces Transportation (AFTRANS). The nomenclature 18 AF (AFTRANS) is used to designate 18 AF as the Component-Numbered Air Force (C-NAF) to USTRANSCOM. AFTRANS shall:

2.4.2.1. Execute missions tasked by the USTRANSCOM, to which all AMC operational forces are assigned per the Global Force Management Implementation Guidance
(GFMIG). AMC provides airlift, air refueling, global air mobility support, and aero-medical evacuation capability.

2.4.2.2. Serve as air element force provider for Joint Task Force Port Opening (JTF-PO) and, on order, serve as lead-component for C2 of JTF-PO forces.

2.4.2.3. 18 AF staff employs the Joint Operation Planning Process (JOPP) to develop supporting plans to accomplish missions assigned by CDRUSTRANSCOM or other HHQ.

2.4.2.4. In deliberate planning, the 18AF/A5 leads MAJCOM sizing and sourcing efforts and provides Time-Phased Force and Deployment Data (TPFDD) feasibility and mission analysis of operational plans (OPLANs)/concept plans (CONPLANs). 18 AF/A5 also assists 618 AOC with initial assessments of current operations and leads compartmented planning efforts in collaboration with AMC/A3D, A8Z, and 618 AOC/XOO.

2.4.2.5. During crisis action planning or execution, the 18 AF/A3 may formally convene an Operational Planning Team (OPT) comprised of functional representatives from the 18 AF and AMC staffs and 618 AOC to enable the 18 AF/CC to execute assigned missions. Due to the requirement for rapid response and dynamic situations associated with OPT formation, the OPT may not have opportunity to use normal staffing processes. When an OPT is required and resources are being diverted from MAJCOM functions, the 18 AF/CS will notify the AMC Director of Staff (AMC/DS) as soon as conditions permit.

2.4.3. Task Force-294 (TF-294).

2.4.3.1. The 18 AF/CC is dual-hatted as United States Strategic Command's (USSTRATCOM) Commander, TF-294. Commander, TF-294 (CTF-294) provides support to USSTRATCOM’s mission for strategic deterrence and global strike. In a dual-hatted role, 18 AF/CC supports both USSTRATCOM and USTRANSCOM. This allows for the best possible synchronization of the air mobility enterprise in support of all CCDR requirements. For USTRANSCOM-led deliberate planning efforts involving the OPLAN 801X series, AMC/A3N processes sizing/sourcing solutions, data feasibility, and mission analysis in collaboration with 18 AF/A5.

2.4.3.2. The mission of TF-294 is to coordinate force positioning, generation, connectivity, and force sustainment; manage the attached air refueling, and mobile support team (MST) forces; and to report and advocate on matters affecting readiness in order to support nuclear global strike missions.

2.4.3.3. SECDEF apportions KC-135s and C-130s to USSTRATCOM for planning purposes. When directed by SECDEF-approved CJCS Deployment Order (DEPORD) or EXORD, TF-294 consists of those allocated KC-135s and associated nuclear global strike-certified crews, flying crew chiefs, and deployable MSTs. Commander USSTRATCOM may delegate TACON of these attached forces to CTF-294.

2.4.3.4. CTF-294 exercises direct liaison authorized (DIRLAUTH) with USTRANSCOM, AMC, and 618 AOC to meet crisis support requirements.

2.4.3.5. CTF-294 activates the TF-294 Battle Staff (TFBS) during periods of heightened tensions. When activated, personnel from AMC/A3N form the core of the TFBS and are under the direction of the CTF-294. The TFBS is a trained and functionally qualified
crisis action element established to monitor, assess, synchronize, and report CTF-294 directions, equities, and attached force status and activities. TFBS exercises DIRLAUTH with the AMC Crisis Battle Staff (CBS) to meet mission requirements. The AMC CBS serves as the primary conduit for TF-294 force support and information requirements.

2.5. USAF Expeditionary Center (USAF EC).

2.5.1. The USAF EC/CC has the responsibility to conduct the ongoing training mission of the USAF Expeditionary Operations School (EOS) as well as administrative control for AMC-led joint bases, air base wings, enroute units and contingency response forces, and will ensure that all lines of support are focused on supporting and executing the AMC mission. Although not designated as a NAF, the USAF EC does execute several functions of a NAF. The EC/CC executes ADCON, UCMJ court martial convening authority, and senior rater duties for AMC wings/groups without unit assigned aircraft: 87th, 319th, and 628th Air Base Wings (ABW), 621st Contingency Response Wing (CRW), 515th and 521st Air Mobility Operations Wings (AMOW), 627th Air Base Group (ABG), and 43d Air Mobility Operations Group (43 AMOG).

2.5.2. The 18 AF/CC exercises OPCON of these same forces when accomplishing USTRANSCOM missions. The separation of ADCON and OPCON between the USAF EC/CC and 18 AF/CC of these ABWs, CRW, AMOWs, ABG, and AMOG does not alter the SECDEF 2012-2013 GFMIG alignment of these forces to USTRANSCOM. Some ADCON authorities may be accomplished directly by the AMC staff in a skip echelon relationship status.

2.5.3. The USAF EC/CC also provides Joint Base (JB) command oversight as the AMC senior representative to the Intermediate Command Summit (ICS) for AMC-led Joint Bases McGuire-Dix-Lakehurst and Charleston. Further, USAF EC/CC is the Senior AF commander providing command oversight on the Army-chaired JB Lewis-McChord ICS.

2.6. 618th Air Operations Center (AOC).

2.6.1. The 618 AOC (TACC) is a functional/global AOC. 18 AF/CC delegates to 618 AOC/CC tactical control (TACON) of AMC assigned/gained forces, and C2 authority of ARC forces executing USTRANSCOM missions in other than Title 10 status.

2.6.2. The 618 AOC plans, tasks, executes, and assesses all USTRANSCOM air mobility and air mobility support mission requirements. Fusion center representatives (618 AOC/XOPF) consult with USTRANSCOM to refine and assess the feasibility of CCDR contingency requirements.

2.6.2.1. When mode capacity does not meet requirements, 618 AOC coordinates with 18 AF and AMC/A3 to make appropriate changes to the COMAFFOR Apportionment and Allocation Process (CAAP) allocation. 18 AF/CC further delineates 618 AOC authorities in an annual standing Operations Order (OPORD).

2.6.2.2. When existing node capacity does not meet mission requirements, 618 AOC informs 18 AF, who coordinates changes to the Global Air Mobility Support System (GAMSS) with the USAF EC and/or AMC/A4.

2.6.3. Functional oversight and management (FAM) duties for 618 AOC are executed by AMC/A3C.
2.6.4. There are some strategic enterprise capabilities performed by the 618 AOC on behalf of the AMC/CC:

2.6.4.1. Operational data warehousing, mining, analysis, and decision support in response to queries from AMC/CC, A-Staff, and 18 AF/CC.

2.6.4.2. Fleet capacity, performance, and requirements analysis.

2.6.5. Contingency Response Cell (CRC). The CRC is the 618 AOC’s focal point for all large-scale or high interest air mobility operations and will be activated at the discretion of the 618 AOC commander. The primary purpose of the CRC is to plan/execute rapidly emerging requirements for operations that exceed the capabilities or do not fit into 618 AOC’s normal planning/execution processes. When the operation can be supported effectively using normal 618 AOC processes, the CRC stands down.

2.7. Air Reserve Component (ARC) Forces.

2.7.1. AMC does not exercise C2 of USTRANSCOM-assigned Air Force Reserve Command (AFRC) and Air National Guard (ANG) forces executing non-AFTRANS missions.

2.7.2. AMC/CC delegates OPCON of USTRANSCOM-assigned ARC forces, when activated, to the 18 AF/CC; and 18 AF/CC delegates TACON to 618 AOC/CC. ADCON is retained by AFRC and ANG as appropriate.

2.8. AMC Air Intelligence Squadron (AIS). The AMC AIS provides shared staff Intelligence, Surveillance, and Reconnaissance (ISR) support to HQ AMC (in both L-MAJCOM, and C-MAJCOM roles) 18 AF, and 618 AOC. ADCON of the AMC AIS falls to HQ AMC/A2. HQ AMC/A2 directs AIS activities in support of L-MAJCOM, and C-MAJCOM mission requirements. 18 AF/A2 directs AIS activities in support of the C-NAF. The AIS/CC functions as the Senior Intelligence Officer (SIO) and directs AIS activities in support of the 618 AOC.
Chapter 3

MATRIX STAFF

3.1. Introduction.

3.1.1. The unique relationships between USTRANSCOM, AMC, 18 AF, USAF EC and 618 AOC has evolved to create a highly effective matrixed arrangement for mission execution that defies clear delineation between the various AMC mission elements described in Chapter 2. The HQ AMC staff’s function is to support and assist the AMC/CC’s mission to organize, train and equip forces for assigned missions. AMC’s staff construct is based on the constraint that AMC shares common staff resources and is not comprised of complete, independent MAJCOM and NAF staffs. 18 AF conducts some AFFOR functions by using a tailored, hybrid, highly-leveraged construct dependent on support from the AMC headquarters management staff.

3.1.2. The AMC CC directs the MAJCOM staff to execute operational responsibilities, sets the priority, and conveys it to the subordinate staffs, commands, and units. The Command routinely acts as an L-MAJCOM, force provider, force employer, and even its own customer, all at the same time. Individuals on the HQ AMC staff may support the Service, Lead-MAJCOM, and component efforts—often all at the same time. As an example: An individual on the HQ AMC staff may analyze policy (OT&E) issues, and then review operational/execution issues in direct support of AMC, 18 AF or 618 AOC during operational execution.

3.1.3. Specific R3A which addresses the intersections of A3 and SG capabilities, such as the Global Reach Laydown (GRL) team and Aeromedical Evacuation is outlined in Attachment 4.

3.1.4. To more clearly identify matrixed staff work flow, AMC has further decomposed and identified MAJCOM and NAF responsibilities. Please refer to the link at Attachment 2, for complete tasks and functions of the AMC matrixed staff.

3.2. Requesting Functions/Services not Resident within 18 AF.

3.2.1. For routine issues of a direct operational nature, DIRLAUTH is authorized between AMC/A3 and 18 AF staffs.

3.2.2. When 18 AF receives a new, non-recurring, or emerging requirement, 18 AF requests AMC staff support through the applicable AMC directorate. When more responsive access to the AMC staff is required (e.g., in a time of crisis), 18 AF will coordinate support requests with the AMC CBS.

3.2.3. AMC Crisis Battle Staff (CBS). The AMC Commander convenes the CBS to direct a concentrated effort by the AMC and 18 AF staffs to support crisis action planning and plan execution. When convened, the CBS will report to the 18 AF/CC unless delegated or directed otherwise by the AMC/CC. Refer to AMCI 10-208 Vol 1, Crisis Battle Staff for more details on the CBS.

3.2.4. AMC/CV and 18 AF/CC-coordinated routine, recurring processes should run as established. For example: 18 AF will continue to coordinate with AMC/A3O for sourcing
solutions, A3V for waiver expertise, as required in support of tasked missions, without formal coordination through 18AF/CS or AMC/DS.

3.2.5. The 18 AF staff may also request assistance/support or subject matter expertise on a specific issue if not available at the NAF staff or AOC level. For example, the preponderance of contingency response (CR) expertise resides in the 621 CRW. 18 AF may request 621 CRW for assistance in reviewing airfield surveys and assistance in planning the laydown of CR forces.

3.2.6. In the event assigned forces are unable to assist in crisis operations, 18 AF/CC may request augmentation from the ARC.

3.3. Skip-Echelon Structure.

3.3.1. Due to the small USAF EC and 18 AF staff size, the AMC HQ staff retains responsibility for some AFFOR functions that would traditionally be accomplished by a fully manned NAF staff. To overcome this NAF staff capacity limitation, the HQ AMC staff exercises a skip echelon relationship with 18 AF and USAF EC subordinate units for select functions. Skip echelon is a concept under which one level of command may be skipped for prescribed tasks that the headquarters is not responsible for, nor manned to support. For example: A wing may skip 18 AF and coordinate directly with AMC/A1 when looking for Human Relations Workforce Diversity/Equal Opportunity support.

3.3.2. The AMC/CC will not sanction command authority that skips echelon. The AMC staff will include 18 AF and/or USAF EC in staffing products that affect command operational readiness of assigned units. Additionally, when exercising skip echelon all levels of the chain of command will be included in all correspondence.

3.3.3. When the AMC MAJCOM staff skips 18 AF or USAF EC echelon, the HQ AMC staff will execute effective concurrent and/or follow-up communication to the respective 18 AF or USAF EC commanders’ support staff.

3.3.4. HQ AMC staff will provide 18 AF and USAF EC staffs access to appropriate information/data systems to exercise command and maintain an advocacy role in all functions required to manage their units.
Chapter 4

GLOBAL AIR MOBILITY SUPPORT SYSTEM

4.1. Fixed Enroute Structure. The enroute structure provides a baseline C2 infrastructure for conducting air mobility support operations at established locations. It also provides a mission monitoring and flight following capability to effectively manage mobility missions. This structure includes AMOWs and their subordinate GAMSS global network of personnel, facilities and equipment based on a fixed system supporting USTRANSCOM’s worldwide airlift and air refueling operations.

4.2. Deployable Enroute Structure. Deployable forces augment or expand the AMC C2 structure at locations where an AMC presence is either limited or non-existent. Regional contingencies, which include wartime or humanitarian operations, create a temporary surge that stresses the established day-to-day capability of AMC C2. Based on these demands, AMC expands the C2 structure by deploying its forces toward and within an area of responsibility. The 618 AOC monitors ongoing air mobility operations to determine if and when augmentation/expansion is required. Typical tasked forces include CR forces (e.g., Contingency Response Group (CRG), Contingency Response Elements (CREs), and Contingency Response Teams (CRTs)) and assets from fixed AMC/Air Reserve Component (ARC) wings. Additionally, if the AMC presence placed within a geographic region is significant, air mobility personnel are placed within the AMD, in the AOC supporting that region, to manage theater Air Mobility operations and to coordinate with the 618 AOC. Enroute Structure Organizational Descriptions:

Table 4.1. Deployed Organizational Descriptions

<table>
<thead>
<tr>
<th>Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Mobility Operations Wings (AMOW)</td>
<td>Located at Hickam AFB, Joint Base Pearl Harbor-Hickam, Hawaii and Ramstein AB, Germany, AMOWs are charged with coordinating logistical air movements into and out of Europe and the Pacific theaters as well as providing oversight and direction for their subordinate Air Mobility Operation Groups.</td>
</tr>
<tr>
<td>Air Mobility Operations Groups (AMOGs)</td>
<td>One US and four overseas organizations that plan, supervise, manage, and direct the activities of their subordinate Air Mobility Squadrons (AMS), detachments, and operating locations. AMOGs provide administrative control, enrootted aircraft maintenance support, and transportation services for inter-theater and intra-theater air mobility missions worldwide. The enroute AMOGs perform command, operations, logistics (aerial port, aircraft maintenance and supply), communications, C2, budget, safety, plans and support agreement duties.</td>
</tr>
<tr>
<td>Air Mobility Squadron (AMS)</td>
<td>Provides inter and intra-theater and contract commercial air mobility support worldwide. Operates the aerial port for all cargo and passengers entering and departing most AMS locations. Provides aircraft maintenance support for all enroute strategic air mobility aircraft. Directs operations of aircraft providing air mobility support in country. Supports Department of Defense (DOD), North Atlantic Treaty Organization (NATO), and higher headquarters operational taskings.</td>
</tr>
<tr>
<td>----------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Air Mobility Detachment</td>
<td>Provides inter and intra-theater and contract commercial air mobility support worldwide on a smaller scale than an AMS.</td>
</tr>
<tr>
<td>Air Mobility Operating Location (OL)</td>
<td>Provides inter and intra-theater and contract commercial air mobility support worldwide on a smaller scale than a Detachment.</td>
</tr>
<tr>
<td>Air Mobility Task Force</td>
<td>A provisional air mobility unit composed of deployed aircrews, associated aircraft, and appropriately-sized CRF.</td>
</tr>
<tr>
<td>Contingency Response Force (CRF)</td>
<td>CRF provides “first responder” CR forces to the JFC, regardless of service. CRFs may be composed of a scalable CRG, CRE or CRT. CRFs are trained and equipped to operate self-sufficiently in the expeditionary environment.</td>
</tr>
<tr>
<td>Contingency Response Group (CRG)</td>
<td>The designated in-garrison and deployed composite group of forces that provides the CCDR with a majority of the Open the Airbase Force Modules (FMs). This deployed capability bridges the gap between seizure forces (when present) and sustainment forces (in subsequent FMs). The CRG includes core CRF capabilities of C2, aerial port and aircraft maintenance plus organic base operating support and is capable of supporting a working Maximum on Ground (MOG) of 2 with 24 hour coverage. Select CRGs may also train and deploy with a US Army rapid port opening element as part of the Joint Task Force–Port Opening (JTF-PO) to provide capability of establishing and moving cargo up to 10 kilometers from the airbase to a forward distribution node to increase the volume of cargo through an</td>
</tr>
<tr>
<td><strong>Contingency Response Element (CRE)</strong></td>
<td>A CRE provides continuing on-site management of airfield operations including C2, aerial port and aircraft maintenance. The CRE may also include mission support elements as required by the mission and deploys in support of contingency and Humanitarian Assistance/Disaster Relief missions. A CRE normally provides capability to support a working maximum of 2 aircraft on the ground for 24 hours for up to 60 days. The CRE is led by a rated mobility officer.</td>
</tr>
<tr>
<td><strong>Contingency Response Team (CRT)</strong></td>
<td>A CRT performs the same functions as a CRE, but on a smaller scale: MOG of 1 aircraft for 12 hours a day, but will maintain 24-hour C2 coverage. The CRT is led by an enlisted aviator supervisor (7-level or above). Tasking two CRTs will provide coverage for a MOG of 1 aircraft for 24 hours a day with a footprint still smaller than a typical CRE because it won’t include more capable C2/communications or aircraft maintenance.</td>
</tr>
<tr>
<td><strong>Expeditionary Airlift, Refueling Squadron and Expeditionary Aeromedical Evacuation Squadron (EAS, EARS and EAES)</strong></td>
<td>The EAS, EARS or EAES are functionally designed temporary (or provisional) expeditionary units created when a specific organization is required for a temporary mission and no organization exists to attach forces. For the purposes of this Tactics, Techniques, and Procedures (TTP), the EAS and EARS are rainbow units consisting of forces from multiple units (e.g., AMS or CRF &amp; aircrew).</td>
</tr>
</tbody>
</table>
Chapter 5

CORE FUNCTION LEADS (CFL)

5.1. Air Force CFLs.

5.1.1. Air Force CFLs are MAJCOM/CCs who have been designated, by CSAF, as Air Force lead integrators for specific Service core functions. The CFLs produce the respective Core Function Support Plans (CFSPs) which outline the planning strategies and programs for RGM portfolio funding IAW the Program Objective Memorandum (POM) Preparation Instruction (PPI) published annually by AF/A8PE. AMC/A5/8 is the command lead for CFL coordination and command OPR for development of RGM CFSP.

5.1.1.1. Provide input to support TWCF PBR development efforts, participate in corporate governance activities associated with USTRANSCOM controlled funds, and support budget execution reviews.

5.1.1.2. Serve as the Sub-MAM manager for the Air Operations Planning & Execution sub-portfolio and support the MAM manager in functional portfolio management. Develop needs, supporting architectures, IT management plans, program/budget inputs; recommends courses of action / solutions and manages technology development efforts within the sub-portfolio. Develop, operate, and maintain integrated transportation information systems within the sub-portfolio to support the transportation mission and provide deployment and distribution information and data for DOD components.

5.1.2. One task of the RGM CFL is to establish the 20-year Planning Force Proposals to organize, train, and equip United States Air Force RGM forces. The plan is presented in the RGM CFSP which aligns strategy, operations concepts, and capability development. When integrated with the other 12 CFSPs, it links Air Force strategic guidance to Air Force programming guidance by shaping operational and resourcing health across the near-, mid-, and far-terms.

5.1.3. Table 5 1 below depicts the AF Service Core Functions (SCF), CFLs, and AMC leads.
Table 5.1. Service Core Functions, CFLs, and AMC Leads

<table>
<thead>
<tr>
<th>Service Core Function</th>
<th>CFL</th>
<th>AMC Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agile Combat Support</td>
<td>AFMC</td>
<td>AMC/A4</td>
</tr>
<tr>
<td>Air Superiority</td>
<td>ACC</td>
<td>AMC/A5/8</td>
</tr>
<tr>
<td>Building Partnerships</td>
<td>AETC</td>
<td>AMC/A3</td>
</tr>
<tr>
<td>Command and Control</td>
<td>ACC</td>
<td>AMC/A3</td>
</tr>
<tr>
<td>Cyberspace Superiority</td>
<td>AFSPC</td>
<td>AMC/A6</td>
</tr>
<tr>
<td>Education and Training</td>
<td>AETC</td>
<td>AMC/A5/8</td>
</tr>
<tr>
<td>Global Integrated ISR</td>
<td>ACC</td>
<td>AMC/A2</td>
</tr>
<tr>
<td>Global Precision Attack</td>
<td>ACC</td>
<td>AMC/A5/8</td>
</tr>
<tr>
<td>Information Operations</td>
<td>ACC</td>
<td>AMC/A3</td>
</tr>
<tr>
<td>Nuclear Deterrence</td>
<td>AFGSCC</td>
<td>AMC/A3</td>
</tr>
<tr>
<td>Personnel Recovery</td>
<td>ACC</td>
<td>AMC/A3</td>
</tr>
<tr>
<td>Rapid Global Mobility</td>
<td>AMC</td>
<td>AMC/A5/8</td>
</tr>
<tr>
<td>Space Superiority</td>
<td>AFSPC</td>
<td>AMC/A6</td>
</tr>
<tr>
<td>Special Operations</td>
<td>AFSOC</td>
<td>AMC/A3</td>
</tr>
</tbody>
</table>

5.1.4. AMC/A5/8 is the command’s CFL POC. All directorates should coordinate/inform AMC/A5/8 of engagements with other CFLs.

5.2. Additional Fiscal Responsibilities.

5.2.1. The HQ AMC Staff will establish strategic policy to guide the analysis of Total Force Utilization (TFU) to effectively plan, program, budget, and execute the MPA and necessary Operations and Maintenance (O&M) funds. All policy will be cross functionally coordinated with existing TFU guidance.

5.2.2. AMC/A1 will:

5.2.2.1. Establish policy and procedures with time-phased implementation of processes to collect and consolidate all MPA POM inputs from HQ AMC directorates and 18 AF.

5.2.2.2. Coordinate with AMC/FM on all MPA POM inputs.

5.2.2.3. Input all HAF/A1 approved MPA allocations into M4S for functional manager execution.

5.2.3. AMC/A3 will:

5.2.3.1. Establish policy and procedures for a single entry point into AMC for all mission requirements.

5.2.3.2. Establish and maintain an OPR to lead a cross-functional Operational Planning Team (OPT) to identify, coordinate, plan, and provide sourcing solutions for all mission requirements.

5.2.3.3. Develop, coordinate, and submit all required mobilization packages.
5.2.4. AMC/FM will coordinate on all MPA POM inputs with AMC/A1 and provide TDY Funding budget estimates to support all MPA POM inputs to HAF/A1. After coordination with AMC/A1, FM will coordinate the TDY estimates into the POM process.

CARLTON D. EVERHART II, General, USAF
Commander
Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFFOR C2 Enabling Concept: Change 4, V3, Draft, in 2-Digit Coord; Change 3, 15 July 2010; Change 2, 25 May 2006, and Change 1, 7 March 2005

AFI 33-360, Publication and Forms Management, 25 September 2013

AFI 38-108, Air Force Organization, 8 July 2009

AFDV1, Basic Doctrine, 14 October 2011

AFMAN 33-363, Management of Records, 1 March 2008

AFPD 10-9, Lead Command Designation and Responsibilities for Weapons Systems, 8 March 2007

AFPD 10-21, Air Mobility Lead Command Roles and Responsibilities, 30 April 2014

AFPD 13-1, Command and Control (C2 Enterprise), 6 August 2012

AFPD 90-11, Strategic Planning System, 26 March 2009

Air Mobility Command Mission Directives for All Sub Organizations and Staffs

AMC/CC, General Raymond E. Johns, Jr. ESS, Approval of 18 AF Staff Org, 2 Nov 2010

AMC PPlan 08-08, Air Mobility Command Implementation of the Air Force Chief of Staff

Annex 3-17, Air Mobility Operations, 14 February 2013

Designing Matrix Organizations that Work. Dr. Jay R. Galbraith. 2009

Direction to Transform and Consolidate Headquarters Management Functions, April 2008

DoDD 1200.17, Managing the Reserve Components as an Operational Force, 29 October 2008

DoDI 1235.12, Accessing the Reserve Components, 4 February 2010

Joint Publication 5.0, Joint Operation Planning, August, 2011

PAD 06-09, Implementation of the Chief of Staff of the Air Force Direction to Establish an Air Force Component Organization, 7 November 2006

PAD 07-13, Implementation of the Chief of Staff of the Air Force Direction to Transform and Consolidate Headquarters Management Functions, 25 January 2008

PAD 10-02, C-NAF C2 Restructure and supporting CORONA SOUTH Tasks (CST-18; 22; 23; 24; 25; 26)


Title 10 U.S.C., Chapter 6, Combatant Commands, July 2011

Title 10 U.S.C., Chapter 803, Department of the Air Force, Month Year
Prescribed Forms
This instruction does not include any prescribed forms.

Adopted Forms
AF 847, Recommendation for Change of Publication

Abbreviations and Acronyms
ABG—Air Base Group
ABW—Air Base Wing
ACC—Air Combat Command
ADCON—Administrative Control
AE—Aeromedical Evacuation
AEF—Air Expeditionary Force
AETC—Air Education and Training Command
AFCHQ—Air Force Component Headquarters
AFGSC—Air Force Global Strike Command
AFMC—Air Force Materiel Command
AFRC—Air Force Reserve Command
AFSOC—Air Force Special Operations Command
AFSPC—Air Force Space Command
AFTRANS—Air Forces Transportation
AMC—Air Mobility Command
AMD—Air Mobility Division
AMOG—Air Mobility Operations Group
AMOW—Air Mobility Operations Wing
AMS—Air Mobility Squadron
AMTF—Air Mobility Task Force
ANG—Air National Guard
AOC—Air Operations Center
BPC—Building Partnership Capacity
C2—Command and Control
CAAP—COMAFFOR Apportionment and Allocation Process
CAT—Crisis Action Team
CBS—Crisis Battle Staff
CCDR—Combatant Commander
CCMD—Combatant Command
CDRUSTRANSCOM—Commander, United States Transportation Command
CDWG—Cyber Defense Working Group
CFL—Core Function Lead
CFSP—Core Function Support Plan
CHOP—Change of Operational Control
CJCS—Chairman, Joint Chiefs of Staff
CO—Cyberspace Operations
COCOM—Combatant Command Authority
COMAFFOR—Commander, Air Force Forces
COMREL—Command Relationships
CONPLAN—Concept of Operation Plan
CONUS—Continental United States
C-NAF—Component Numbered Air Force
C-MAJCOM—Component Major Command
CR—Contingency Response
CRC—Contingency Response Cell
CRE—Contingency Response Elements
CRF—Contingency Response Force
CRG—Contingency Response Group
CRT—Contingency Response Teams
CRW—Contingency Response Wing
DCS—Defense Collaborative Services
DEPORD—Deployment Order
DIRLAUTH—Direct Liaison Authorized
DIRMOBFOR—Director of Mobility Forces
DOD—Department of Defense
DSCA—Defense Support to Civil Authorities
EAES—Expeditionary A
EAS—Expeditionary Airlift Squadron
EC—Expeditionary Center
EOS—[USAF] Expeditionary Operations School
EXORD—Execution Order
FAM—Functional Area Manager
FM—Force Module
GAMSS—Global Air Mobility Support System
GFM—Global Force Management
GFMIG—Global Force Management Implementation Guidance
GOSG—General Officer Steering Group
ICS—Intermediate Command Summit
IO—Information Operations
IO/NKO—Information Operations and Non-Kinetic Operations
IOT—Information Operations Team
ISR—Intelligence, Surveillance, and Reconnaissance
JB—Joint Base
JCC—Joint Cyber Center
JFC—Joint Force Commander
JOPP—Joint Operation Planning Process
JTF—Joint Task Force
JTF-PO—Joint Task Force–Port Opening
L-MAJCOM—Lead-Major Command
MAF—Mobility Air Force
MAJCOM—Major Command
MST—Mobile Support Team
NATO—North Atlantic Treaty Organization
NKO—Non-Kinetic Operations
OCONUS—Outside the Continental United States
OL—Operating Location
OPCON—Operational Control
OPLAN—Operational Plan
OPT—Operational Planning Team
OT&E—Organize, Train, and Equip
PAD—Program Action Directive
POM—Program Objective Memoranda
PPI—POM Preparation Instruction
RACI—Responsible, Approve, Collaborate/Coordinate/Inform
RFF—Request for Forces
RGM—Rapid Global Mobility
SCF—Service Core Function
SECAF—Secretary of the Air Force
SECDEF—Secretary of Defense
SIB—Safety Investigation Board
SITREP—Situation Reports
SPRO—Semi Prepared Runway Operations
TACC—Tanker Airlift Control Center
TACON—Tactical Control
TF—Task Force
TFBS—TF-294 Battle Staff
TPFDD—Time-Phased Force and Deployment Data
TTP—Tactics, Techniques and Procedures
TWG—Threat Working Group
UCC—Unified Combatant Command
UCP—Unified Command Plan
USAF PAD—United States Air Force Program Action Directives
U.S.C—United States Code
USSTRATCOM—United States Strategic Command
USTRANSCOM—United States Transportation Command
UTC—Unit Type Code

Terms—Administrative Control (ADCON)—ADCON is the direction or exercise of authority over subordinate or other organizations with respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations.
ADCON is synonymous with administration and support responsibilities identified in Title 10, USC. This is the authority necessary to fulfill Military Department statutory responsibilities for administration and support. ADCON may be delegated to and exercised by commanders of Service forces assigned to a CCDR at any echelon at or below the level of Service component command. ADCON is subject to the command authority of CDRs. ADCON may be delegated to and exercised by commanders of Service commands assigned within Service authorities. Service commanders exercising ADCON will not usurp the authorities assigned by a CCDR having COCOM over commanders of assigned Service forces. (JP 1).

AFFOR—USAF component assigned to a Joint Force Commander (JFC) at the unified, sub-unified, or Joint Task Force (JTF) level. AFFOR includes the COMAFFOR, the AFFOR staff (A-staff/personal staff), the AOC, and all USAF forces and personnel assigned or attached. (Air Force Forces Command and Control Enabling Concept, Change 3).

Air Force Forces (AFFOR) Staff—The AFFOR Staff consists of the A-staff and personal staff and assists the COMAFFOR in performing theater engagement activities, service, joint and combined exercises, adaptive planning (the Strategic Planning Guidance (SPG)-directed replacement for deliberate and crisis action planning), force deployment, force bed down and sustainment, force redeployment and the operational and administrative support functions outlined later in this document. AFFOR staff manpower may be matrixed to augment the AOC phase 0/1 operations. (Air Force Forces Command and Control Enabling Concept, Change 3)

Air Forces Transportation (AFTRANS)—Air Force Transportation Component to USTRANSCOM.

Air Operations Center (AOC)—The senior agency of the Air Force component commander that provides command and control of Air Force air and space operations and coordinates with other components and Services (JP 1-02).

COCOM—Combatant commanders (CCDRs) exercise COCOM of assigned forces. The CCDR may delegate operational control (OPCON), tactical control (TACON), or establish support command relationships of assigned forces. Unless otherwise directed by the President or SECDEF, COCOM may not be delegated. (JP 1).

COMAFFOR—The COMAFFOR is the USAF officer designated as commander of the USAF component command assigned to a Joint Force Commander at the unified, subunified, and Joint Task Force level. (Volume 1, Basic Doctrine).

C-MAJCOM—A type of MAJCOM that is the USAF component to a Unified Combatant Command (UCC). For example, Pacific Air Forces (PACAF) is a C-MAJCOM that is the USAF component to United States Pacific Command (USPACOM). A C-MAJCOM is commanded by the Commander of Air Force Forces (COMAFFOR) and includes supporting staff, one or more C-NAFs (through which it presents its forces to the Combatant Commander (CCDR)), and all assigned and attached forces. The C-MAJCOM integrates, at the strategic level, component activities across all phases of conflict. NOTE: A MAJCOM can be both a C- MAJCOM and a Lead MAJCOM. (AFI 38-101).

Component-NAF (C-NAF)—A C-NAF is a specialized category of NAF that is structured to perform an operational and warfighting mission in support of a UCC. The C-NAF is a command echelon directly under the control of an operational MAJCOM. The C-NAF will plan, command, control, execute and assess air, space and information operation capabilities across the full range
of military operations. The C-NAF consists of an AFFOR staff and an AOC. Forces and units will be assigned or attached as required to support the UCC. (AFI 38-101).

**Cyberspace Operations (CO)**—The employment of cyber capabilities where the primary purpose is to achieve objectives in or through cyberspace. Such operations include computer network operations and activities to operate and defend the Global Information Grid. (CM-0856-09 1 Sep 09).

**Defensive Counter-Cyber (DCC)**—All defensive countermeasures designed to detect, identify, intercept, and destroy or negate harmful activities attempting to penetrate or attack through cyberspace. DCC missions are designed to preserve friendly network integrity, availability, and security, and protect friendly cyber capabilities from attack, intrusion, or other malicious activity by pro-actively seeking, intercepting, and neutralizing adversarial cyber means which present such threats. DCC operations may include: military deception via honeypots and other operations; actions to adversely affect adversary and/ or intermediary systems engaged in a hostile act/ imminent hostile act; and redirection, deactivation, or removal of malware engaged in a hostile act/imminent hostile act.

**Director of Mobility Forces (DIRMOBFOR)**—Normally a senior officer who is familiar with the area of responsibility or joint operations area and possesses an extensive background in air mobility operations. When established, the Director of Mobility Forces serves as the designated agent for all air mobility issues in the area of responsibility or joint operations area, and for other duties as directed. (JP 3-17).

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

**Global Air Mobility Support System (GAMSS)**—Provides responsive, worldwide support capability to airlift and air refueling operations. This system consists of an existing but limited set of CONUS and enroute locations. Deployable forces capable of augmenting the fixed en route locations or establishing enroute locations where none exist are an integral part of the system. (Annex 3-17, Air Mobility Operations).

**Information Operations (IO)**—The integrated employment, during military operations, of information-related capabilities in concert with other lines of operations to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries, while protecting our own. (JP 3-13).

**Information Operations Team (IOT)**—The 618 AOC IOT is the USTRANSCOM Air Component Commander’s focal point for IO planning, execution, and assessment. The IOT is a cross functional specialty team with a focal point in SRDI and other directorates supporting through the IO Working Group (IOWG). The IOT supports 18 AF deliberate and crisis action planning.

**Joint Force**—A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments, operating under a single joint commander authorized to exercise operational control. (JP 1-02).
Joint Force Commander (JFC)—A general term applied to a CCDR, subunified commander, or JTF authorized to exercise COCOM or OPCON over a joint force. (JP 1-02).

Lead MAJCOM (L-MAJCOM)—A type of MAJCOM that consolidates responsibilities for a particular function in a single MAJCOM, supporting the entire Air Force as applicable. For example, Air Education and Training Command is the Lead MAJCOM for education and training. (AFI 38-101).

Major Command (MAJCOM)—A major subdivision of the Air Force that is assigned a major part of the Air Force mission. A MAJCOM is directly subordinate to Headquarters US Air Force. (AFI 38-101)

Mobility Air Forces (MAF)—The mobility air forces are comprised of those air components and Service components that are assigned air mobility forces and/or that routinely exercise command authority over their operations. (JP 1-02).

Operational Control (OPCON)—OPCON is the command authority that may be exercised by commanders at any echelon at or below the level of CCMD and may be delegated within the command. OPCON is able to be delegated from and lesser authority than COCOM. It is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations and joint training necessary to accomplish the mission. (JP 1).

Skip Echelon—A concept under which one level of command may be “skipped” for prescribed tasks for which that headquarters is not responsible for, or manned to support. As an example, a Wing may skip the AFCHQ and go straight to the MAJCOM when looking for Child Development Center support. The specific skip-echelon functions will be further defined in supporting Air Force Instructions and tactics, techniques and procedures. (AFI 38-101).

Skip Echelon Structure—Major commands (MAJCOM) sit on top of a skip-echelon staffing structure. MAJCOMs, wings and squadrons possess the full range of staff functions needed to perform required tasks. Numbered/named air forces (NAF), groups and flights have no or minimal staff. These tactical echelons are designed to increase operational effectiveness rather than to review and transmit paperwork. The chain of command and responsibility for mission accomplishment runs through commanders at all levels. (AFI 38-101).

TACON—TACON is an authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements and maneuvers within the operational area necessary to accomplish assigned missions or tasks assigned by the commander exercising OPCON or TACON of the attached force. TACON is able to be delegated from and lesser authority than OPCON and may be delegated to and exercised by commanders at any echelon at or below the level of CCMD. (JP1).

Task Force (TF)—1. A temporary or semi-permanent grouping of units, under one commander, formed for the purpose of carrying out a specific operation or mission, or a continuing specific task. 2. A semi-permanent organization of units, under one commander, formed for the purpose of carrying out a continuing specific task. (Air Force Doctrine Annex, Air Force Glossary)
Attachment 2

TASKS AND FUNCTIONS OF THE AMC MATRIXED STAFF

A2.1. For a complete list of tasks and functions, refer to the following EIM SharePoint site. https://eim.amc.af.mil/org/amcedc/RACI/SitePages/Home.aspx

A2.2. The tasks and functions of the AMC matrixed staff are captured in a Responsible, Approve, Coordinate/Collaborate, Inform (RACI) Matrix. A RACI matrix is a common management tool used to identify the various stakeholders in a project, or operating process, and their roles within it. AMC/CC directed the AMC RACI Matrix as command policy (in place of AMC “Directorate” Mission Directives) capturing how HQ AMC and 18 AF staffs interact to create knowledge and information for Commanders aligned with their respective decision authorities found in AMCI 10-202v1. The matrix divides activities or tasks into four different roles: Responsible, Approve, Collaborate/Coordinate, and Informed. For the purpose of this AMCI, these terms are defined as follows:

A2.2.1. R-Responsible. Designates the staff office of primary responsibility for doing the work on behalf of the “CC” approval authority (the “A” column). This OPR leads any team effort across the staff for the task. Only one “R” per line entry.

A2.2.2. A-Approve. Commanders own approval authority. They are ultimately accountable although they may delegate approval to appropriate staff. Choose one of the following Commanders for the “A” column based on the following criteria:

A2.2.2.1. AMC/CC if the task is related to MAF policy, Lead MAJCOM responsibilities, or the task is one the AMC/CC retains decision authority over in the role of COMAFFOR.
A2.2.2.2. 18 AF/CC if the task is associated with MAF operational support to USTRANSCOM.
A2.2.2.3. 618 AOC/CC if the task is associated with delegated TACON of airlift, air refueling, and aeromedical evacuation or GAMSS forces.
A2.2.2.4. USAF EC/CC is associated with ADCON of units assigned to the USAF EC. Note: CDRUSSTRATCOM is reserved as a choice only for TF-294 tasks.

A2.2.3. C-Collaborate/coordinate. Organizations that are designated with coordination/collaboration have a voice and must be consulted for this task to be complete. If the coordinating organization has an issue, this issue must be resolved or elevated until resolution is achieved. This column could include one or many organizations with a focus primarily on internal AMC structure. Significant organizations external to AMC may also be added. A general organizational category, “Z”, is intended for “External to AMC Peer Agencies”.

A2.2.4. I-Informed. Informed organizations have the right to be informed. The “R” organization for a particular task must inform other organizations with the “I” designation.

A2.2.5. This RACI Matrix consists of activities (tasks) identified and performed by the AMC and 18 AF Staffs. This RACI Matrix can serve many useful purposes. For example, it can be used as a reference to develop checklists, training programs, or process models. It can
be linked to mission essential tasks and for requirements/needs determination. With respect to the MAF C2 Campaign Plan, this RACI Matrix is the starting point for a fundamental goal of more clearly defining MAF decision nodes, associated decision authorities, the information required for those decisions, as well as the source of that information…who is doing what for whom.

Table A2.1. Roles, Responsibilities, Relationships and Authorities of AMC, 18 AF, and 618 AOC.

<table>
<thead>
<tr>
<th>AMCC/CC</th>
<th>18 AF/CC</th>
<th>618 AOC/CC</th>
</tr>
</thead>
<tbody>
<tr>
<td>- COMAFFOR: Air Component Commander role to CDRUSTRANSCOM at the national-strategic level</td>
<td>- Component NAF commander to USTRANSCOM</td>
<td>- Exercises C2 as the 18 AF/CC’s functional/global AOC commander</td>
</tr>
<tr>
<td>- Implements SECAF/CSAF directives addressing administration and policies concerning assigned and augmentation forces operating in support of combatant commands</td>
<td>-- Serves as the primary operational-level voice to USTRANSCOM</td>
<td>- Exercises TACON of airlift, air refueling, aeromedical evacuation, BPC, and GAMSS forces which are OPCON to 18 AF/CC</td>
</tr>
<tr>
<td>- Develop policy, formulate strategic level guidance, conduct administrative management functions, and execute CSAF Title 10 responsibilities to organize, train and equip assigned and attached forces to accomplish CCDR and Service assigned missions.</td>
<td>-Exercises OPCON of airlift, air refueling, aeromedical evacuation, Building Partnership Capacity (BPC), and GAMSS forces assigned to USTRANSCOM or attached by SECDEF order (NOTE: USAF EC/CC exercises ADCON over USAF EC assigned forces)</td>
<td>- Consistent with allocations from CAAP Council, allocates/tasks units to support airlift and air refueling requirements validated by USTRANSCOM and Service HHQ</td>
</tr>
<tr>
<td>- Establishes and maintains a cross-functional focal point for gathering all required elements of the ARC Utilization Plan and ensure the plan is aligned with organizational priorities.</td>
<td>- Exercises OPCON over mobilized, AMC-gained AFRC and ANG forces</td>
<td>- Plans, tasks, executes, and assesses: -- Special Assignment Airlift Missions</td>
</tr>
<tr>
<td>- Ensures MAF units are interoperable and operationally ready</td>
<td>- Waiver authority for operational missions</td>
<td>-- Contingency/exercise movements</td>
</tr>
<tr>
<td>- Issues/approves/enforces</td>
<td>- Postures the MAF enterprise, e.g., logistics, beddown, etc.</td>
<td>-- Aeromedical missions</td>
</tr>
<tr>
<td></td>
<td>- Conducts JOPP (Deliberate and Crisis Action Planning)</td>
<td>-- Air refueling and air bridge missions</td>
</tr>
<tr>
<td></td>
<td>- Assesses MAF performance and optimizes RGM enterprise</td>
<td>-- Air mobility support</td>
</tr>
<tr>
<td></td>
<td>- Advocates for mobility equities in Joint Strategic Capabilities Plan-tasked level 3T and 4 plans</td>
<td>- Assists mission commanders in accomplishment and coordination of air drop and exercise missions</td>
</tr>
<tr>
<td></td>
<td>- Class B Mishap SIB convening authority</td>
<td>- Provides integrated Information Operations (IO) and Non-Kinetic Operations (NKO) into deliberate/crisis</td>
</tr>
<tr>
<td></td>
<td>- Dual-hatted as USSTRATCOM’s</td>
<td></td>
</tr>
<tr>
<td>Policy for AMC</td>
<td>Commander, Task Force 294</td>
<td>Action planning, execution, and assessment for 18 AF</td>
</tr>
<tr>
<td>---------------</td>
<td>---------------------------</td>
<td>-----------------------------------------------------</td>
</tr>
<tr>
<td>- Approves the CAAP Process CONOPS for airlift and air refueling resources</td>
<td>-- Supported by AMC/A3N to meet TF-294 requirements</td>
<td>-- Plans, executes, and assesses IO/NKO for 18 AF</td>
</tr>
<tr>
<td>- Class A Mishap Safety Investigation Board (SIB) convening authority: for AMC and AMC-gained aircraft and aircraft grounding authority</td>
<td>-- Activates TF-294 TFBS as required to support global strike mission planning, exercising, assessing and actual execution</td>
<td>- Incorporates cyberspace, IO weather, and intelligence analysis into execution</td>
</tr>
<tr>
<td>- Convenes AMC Crisis Battle Staff (CBS).</td>
<td>- Convenes AMC Crisis Battle Staff (CBS).</td>
<td>- Completes/facilitates operational analysis/assessment</td>
</tr>
<tr>
<td>- Lead MAJCOM responsibilities</td>
<td>- Lead MAJCOM responsibilities</td>
<td>- Provides 24/7 watch to monitor and report on Cyber and Critical Infrastructure Range, Special Interest Report, waivers and unforeseen events that require commanders’ attention</td>
</tr>
<tr>
<td>- Provides expertise to 18 AF Operational Planning Teams</td>
<td>- Provides expertise to 18 AF Operational Planning Teams</td>
<td>- Provides USTRANSCOM Fusion Center representation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Arranges/monitors enroute aircraft logistics support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Provides data warehousing, mining, and analysis for the AMC enterprise</td>
</tr>
</tbody>
</table>
A3.1. The purpose of this attachment is to guide the planner in making a recommendation for the initial deployment concept.

A3.2. Purpose. The 18 AF/CC, in exercising and maintaining their delegated OPCON authority, continuously deploys forces across the globe to provide and support mobility operations. The 18 AF planner considering these operations goes through a planning process where assessment and decisions are made with regard to the supported CCMD requirements, the deployed location(s) and the required level of support. At some point during the assessment, the 18 AF planner must conceive and make a recommendation to the 18 AF/CC on the appropriate command relations (COMREL). The purpose of this document is to guide the planner in making that recommendation for the initial deployment concept. This TTP guide brings together information from a variety of sources, along with risk assessment factors, to help the planner develop appropriate COMREL relatively quickly. This guide serves as an 18 AF accepted approach for the mobility planner to properly design COMREL for the mobility mission at hand. This Guide was vetted across appropriate AMC and USAF Expeditionary Staff as acceptable TTPs and methodologies for COMREL design.

A3.3. COMREL Planning Explained. “COMREL” refers to the interrelated responsibilities between commanders, as well at the operational authority exercised by commanders in the chain of command. It is defined further as combatant command, operational control, tactical control, or support. COMREL captures key superior and subordinate, as well as supported/supporting relationships. In other words, the lines on a chart such as OPCON, TACON, ADCON and DIRLAUTH make up COMREL.

A3.3.1. Proper COMREL planning and design facilitates an important decision point in achieving success in deployed mobility operations. Experience has shown that these lines on a chart really do matter. Inappropriate COMREL can lead to accidents, inefficient use of resources or poor coordination in support of mobility customers while the right COMREL has the opposite effect in achieving safe, effective and efficient mobility operations.

A3.3.2. As the mobility planner conceives COMREL during their planning process they should “project how COMREL will work in execution” as it relates to the very early stages of mobility force arrival and through follow-on or sustained mobility operations if required. Proper COMREL development is especially important for short notice operations where the deployed force will arrive and operate at an austere or unfamiliar airfield (both CONUS and OCONUS) and support and/or augmentation forces are involved. The planner can have a huge impact on mission success by gathering the necessary information to make an informed recommendation to the 18 AF/CC on the right commander and command element to standup and commence air mobility operations. The planner should strive to discern the combination of critical factors that drive lead command selection. At the highest level some of these factors include: existing MAF presence; the deployed force composition; whether the operation has joint, coalition, or civil authority participation; OPTEMPO; whether the MAF mission is part of multi-modal ops; the degree of existing base infrastructure; and the security environment in and around the air base. In gathering information it is critical to tap current information from reliable sources and as much as possible and coordinate with appropriate
parties such as existing MAF leadership or other Services within the AOR so they too can contribute to mobility mission success as the deployment unfolds.

A3.4. Deployed Organizational Descriptions. Deployed forces fall into one of two main categories: an Air Mobility Task Force (AMTF) or a Contingency Response Force (CRF). The distinguishing feature between whether a force is an AMTF or a CRF is whether or not deployed forces include the beddown of any number of airlift and/or air refueling aircraft along with associated crews and support. For the purposes of this guide, an AMTF includes assigned or attached aircraft and crews while a CRF does not. Key organizational descriptions relevant to COMREL are described in Chapter 5.

A3.5. Complexity and Guiding Principles. The size, functional makeup, leadership element and associated COMREL of either a CRF or AMTF will vary and are determined by a variety of factors influencing complexity and associated risks that include:

A3.5.1. Existing MAF presence at the deployed operating location.

A3.5.1.1. The level of existing air mobility support infrastructure, leadership element and C2 capability at the deployed location determines the need and makeup of CRF support; less existing infrastructure generally necessitates more CRF capability or augmentation from other sources (i.e., AFSOC Special Tactics) and a more senior CRF commander.

A3.5.1.2. The AMOW is a fixed-location capability whereas the CRF is designed as an expeditionary capability to expand AMC’s enroute system.

A3.5.2. Whether the deployed organization includes assigned or attached aircraft and aircrews (AMTF vice CRF).

A3.5.2.1. The AMOW and CRF do not have aircraft assigned on a daily basis, but are trained to provide C2 and stage management for air operations; CRF can manage up to four stage crews without augmentation.

A3.5.2.2. Some AMOW unit leadership manpower positions are non-rated; however, the AMOW/CC may reposition organic resources in coordination with 18 AF to provide appropriate expertise to meet mission leadership requirements.

A3.5.2.3. CRFs are led by rated officers or enlisted aviators; all 621 CRW Sq/CCs and DOs are required to maintain flight currency to ensure relevant flying expertise.

A3.5.3. Whether the operation is affiliated with joint or coalition forces or has civil authority participation.

A3.5.3.1. Generally, the more entities assigned to or operating in conjunction with an operation add complexity to the COMREL; the deployed commander need to know exactly how their organization interfaces with co-located forces as well as superior/subordinate leadership echelons.

A3.5.3.2. Selecting an appropriate target rank for the AMTF/CRF leadership facilitates access and support for the mission.

A3.5.4. OPTEMPO: daily sortie count of airlift or air refueling operations.
A3.5.5. Whether MAF missions interface with other transportation modes in multi-modal ops.

A3.5.6. Degree of preexisting operating location infrastructure ranging from bare-base to a robust international airfield.

A3.5.7. The more organic support requirements for a particular mission necessitate the selection of leadership familiar with integration of support operations (e.g., force protection, aircraft maintenance, etc.).

A3.5.8. Security environment in and around the air base.

A3.5.8.1. Depending upon threat levels and existing or planned security capability at the operating location, the AMTF/CRF leadership may be required to develop and execute air base defense operations.

A3.5.8.2. CRFs are trained to integrate security operations and authorized to deploy with organic security forces to protect the aircraft, parking areas and encampment, if required.

A3.5.9. Length of the supported operation.

A3.5.9.1. Missions projected to last over 60 days require sourcing of the follow-on leadership element early on to permit a smooth transition and allow the CRF to handoff control of the mission, redeploy and reconstitute.

A3.5.9.2. Leadership elements for long term deployed air mobility operations are sourced from 9AAXX Unit Type Codes (UTCs); these UTCs are postured at airlift and air refueling wings, groups and squadrons.

A3.5.9.3. Sourcing 9AAXX UTCs requires longer lead time than CRF UTCs and will likely require contributions from multiple wings due to availability of resources; this complicates logistics planning and execution. Additionally, the mission spin-up time for 9AAXX-based capabilities is extended due to their need for team building and lack of familiarity with conducting these functions in an expeditionary environment.

A3.5.10. Simultaneous mission generation.

A3.5.10.1. In the traditional air base opening process for Theater forces, mission generation does not occur until CRF have opened and handed off control of the base to the follow-on or sustainment leadership element (usually after a preponderance of sustainment forces have arrived on station); however, for USTRANSCOM tasked missions the CRF leadership may be required to concurrently generate airlift or air refueling missions during the base opening process due to the need for a compressed deployment timeline and/or logistical constraints (i.e., ability to source/task/deliver additional leadership resources) to meet emergent CCMD requirements.

A3.5.11. Regardless of the above factors, the mobility planner must apply two fundamental principles—unity of command and unity of effort—as they design COMREL for deployed operations.

A3.5.11.1. Unity of command. Unity of command ensures that one commander is responsible for MAF mission accomplishment. At a deployed location, the single CRF or AMTF commander may have small, medium or large force structure with a broad array of functional areas under his/her command. These functional areas may include any or all
of the following: aircrew and associated aircraft, aerial port, maintenance, intelligence, security, as well as command and control. Coordination is best achieved by vesting in a single commander the authority and the capability to direct these functional areas toward common objectives with all functional areas applying their skill and expertise as part of the proper formulae. From initial conception, the planner must ensure unity of command is designed into COMREL for the CRF or AMTF.

A3.5.11.2. Unity of effort. More often than not, deployed air mobility forces are not the sole, or even the lead, organization in the operation at hand. While unity of command is critical for the CRF or AMTF, most contingency operations also demand unity of effort among a wide range of other military forces as well as non-military agencies to ensure all coordinate their resources and focus on the same goal. Unity of effort can best be achieved through consensus building through a shared, detailed understanding of the situation and clear lines of control, coordination, and responsibility. This allows the various organizations, military and non-military, to understand how they can best apply their respective capabilities and measure success. The CRF or AMTF commander at the deployed location must practice this principle in the exercise of his/her responsibilities as well as instill them in those he or she leads. The applicability of this principle to the planner, who designs COMREL, is that they should properly understand, illustrate, and clearly explain roles, responsibilities, and relationships for the larger operation so the CRF or AMTF is more likely to achieve success. As the situation and mission evolve, the 18 AF/CC, CRF or AMTF commander and planner should remained synchronized in their understanding and modify COMREL accordingly. It is a continuous process that merits monitoring.

A3.6. Additional Expected Command Relationship Considerations. USTRANSCOM-assigned CRF or AMTF usually do not CHOP and remain under AMC authority. 18 AF/CC normally retains OPCON and normally delegates TACON of CRFs and AMTFs to 618 AOC/CC for execution. Normally ADCON remains with the parent unit commander; however, an AMTF commander may be afforded specified ADCON in a G-Series order.

A3.6.1. JTF-PO Operations: CDRUSTRANSCOM retains OPCON/TACON as defined by the USTRANSCOM standing JTF-PO EXORD.

A3.6.2. ARC CRF gained by AMC (either through volunteerism or mobilization) usually remains under AMC authority.

A3.6.3. If supporting a domestic response (i.e., Defense Support to Civil Authorities [DSCA]), both Title 10 and Title 32 forces may CHOP to 1 AF (Northern Command [NORTHCOM]). This relationship will be complex and unique, and defined by a FRAGO to the standing DSCA OPORD approved by the SECDEF.

A3.6.4. AMTFs and CRFs extend AMC’s enroute system and therefore are normally led by AMOW or CRF leadership.

A3.6.5. AMTFs are assigned an aircrew stage manager subordinate to the AMTF/CC. This relationship allows the stage manager to focus exclusively on the flying mission.

A3.6.6. AMTF missions are normally planned and executed from 618 AOC.

A3.7. COMREL Tables.
A3.7.1. Considering the guiding principles described above, the following tables, figures, and associated notes outline the planner’s starting point in gathering information, analyzing and determining which organization is best equipped to generate the deployed force command element for both short and long term mission requirements to support AMC’s enroute system.

Table A3.1. Short Term (0-60 days) – Initial Deployed Unit Leadership Element Considerations

<table>
<thead>
<tr>
<th>Increasing Complexity</th>
<th>DECREASING IN PLACE INFRASTRUCTURE</th>
<th>NO AMC PRESENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Deployed MSN Requirement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AMS</td>
<td>AMS</td>
</tr>
<tr>
<td></td>
<td>AMS(PO)</td>
<td>AMS</td>
</tr>
<tr>
<td></td>
<td>AMS (AAMs-Det/OL)</td>
<td>AMS(PO)</td>
</tr>
<tr>
<td></td>
<td>Plus Stage Crews</td>
<td>AMS</td>
</tr>
<tr>
<td></td>
<td>Plus Stage &amp; Assigned Aircraft</td>
<td>AMS(PO)</td>
</tr>
<tr>
<td></td>
<td>JTF-PO</td>
<td>JTF-PO CDR</td>
</tr>
</tbody>
</table>

1. Permanently assigned AMC enroute support unit (AMOW).
2. Existing non-AMC airfield operations infrastructure (i.e., airfield manager and support services).
3. No existing airfield operations infrastructure (i.e., airfield manager and support services). Bare bases are normally opened by a CRG (led by a rated O-6).
4. May require utilization of aircrew Stage Operations UTC.
5. The AMOW/CC, in coordination with 18 AF, has first right of refusal to source the appropriate leadership element from with the AMOW. If the AMOW is unable to meet the mission requirement, then CRF will source the leadership element and the AMS/CC or Det/CC becomes the AMTF/CD. The AMTF/CC must be rated and at least co-equal rank to the aircrew stage manager.
6. CRFs normally provide the initial leadership element due to their rapid response posture, expeditionary training and familiarization with synchronizing C2 and Air Mobility Support functions (e.g., aerial port, aircraft maintenance, comm, etc.). Planners may consider transitioning the leadership element from CRF to AS or ARS (9AXXX UTCs) depending upon the scope of organic flight ops.
7. May include other support elements (e.g., AFE, tactics and mx mitigation team).
8. CRG/CC is dual-hatted as JTF-PO CDR. Other CRFs and/or AMTF may support the same operation as JTF-PO and remain under 18 AF (AFTRANS) control (e.g., Haiti earthquake (OUR)).
Table A3.2. Long Term (60+ days) - Deployed Unit Leadership Element Considerations

1. Permanently assigned AMC enroute support unit (AMOW).
2. Existing non-AMC airfield operations infrastructure (i.e., airfield manager and contract support services).
3. No existing airfield operations infrastructure (i.e., airfield manager and support services). Bare bases are normally opened by a CRG (led by a rated O-6).
4. May require utilization of aircrew Stage Operations UTC.
5. The AMOW/CC, in coordination with 18 AF, has first right of refusal to source the appropriate leadership element from with the AMOW. If the AMOW is unable to meet the mission requirement, then CRF will source the leadership element and the AMS/CC or Det/CC becomes the AMTF/CD. The AMTF/CC must be rated and at least co-equal rank to the aircrew stage manager.
6. CRFs normally provide the initial leadership element due to their rapid response posture, expeditionary training and familiarization with synchronizing C2 and Air Mobility Support functions (e.g., aerial port, aircraft maintenance, comm, etc.). Planners should simultaneously plan/source/task follow-on leadership elements from 9AAXX UTCs.
7. May include other support elements (e.g., AFE, tactics, mx mitigation team).
8. CRG/CC is dual-hatted as JTF-PO CDR. Other CRFs and/or AMTF may support the same Typical Deployed Air Mobility COMREL
FIGURE A3.1. STAND ALONE AEG

18 AF Orders Specifications
1. 18 AF/CC retains OPCON & delegates TACON to 618 AOC (TACC)/CC
2. * AEG & EAS/CCs have Specified ADCON of attached Forces
G-Series Orders required
18 AF Orders Specifications
1. 18 AF/CC retains OPCON & delegates TACON to 618 AOC (TACC)/CC
2. AMS/CC has Specified ADCON of Aircrew Stage
FIGURE A3.3. SHORT TERM

SHORT TERM (<60 DAYS)

18 AF/CC

618 AOC/CC

CRW/CC

MSN/CC (CRW)

CR FORCES

MX FORCES

AIRCREW STAGE

18 AF Orders Specifications
1. 18 AF/CC retains OPCON & delegates TACON to 618 AOC (TACC)/CC
2. MSN/CC Not on G-Series Orders
FIGURE A3.4. SHORT TERM (0-60 DAYS) AMTF ORGANIZATIONAL STRUCTURE (NOTIONAL) GROUP-LEVEL

FIGURE A3.5. LONG TERM (60+ DAYS) AMTF ORGANIZATIONAL STRUCTURE (NOTIONAL)
FIGURE A3.6. LONG TERM (60+ DAYS) AMTF ORGANIZATIONAL STRUCTURE—SQUADRON-LEVEL, NO AEG (NOTIONAL)” SQUADRON-LEVEL (NO AEG)
Attachment 4

RAPID GLOBAL MOBILITY AEROMEDICAL EVACUATION AND MEDICAL CAPABILITIES

A4.1. PURPOSE. The purpose of this attachment is to outline Lead Command responsibilities and major actions required to organize, train, equip (OT&E) and manage forces for the aeromedical evacuation (AE) mission and to outline the responsibilities with regards to the unique partnership between A3 and SG regarding capabilities integral to the Contingency Response GRL teams. This section is intended to guide administration of the AE medical personnel and equipment assigned to AE squadrons within the command. It acknowledges that ongoing coordination between AMC/A3 and AMC/SG is required, at all levels, to successfully fulfill the roles and responsibilities as outlined in AFPD 10-29 and higher headquarters guidance. This AMCI supersedes the original A3-SG MOAs for Medical Support of the CRG, dated August 2014, and for Aeromedical Evacuation, dated March 2011.

A4.2. Contingency Response Global Reach Laydown (GRL) Team

A4.2.1. GENERAL. Each AMC-assigned CRG is comprised of numerous Unit Type Codes (UTCs) including the FFGRL/FFGR1.

A4.2.1.1. AMC/SG will assign two GRL teams to support each of the four AMC CRGs. The objective is for each medical GRL to fully integrate with CRG operations and deploy as a seamless team. In garrison, the GRL is aligned with the Medical Group (MDG) for operations support and specific Air Force Specialty Code (AFSC) training. The GRL will remain affiliated with and render full support to their assigned CRG. Full support includes local training events exercises, on-going mission planning and real world operations. At a minimum, a complete GRL capability will be postured to support the CRG on JTF-PO alert.

A4.2.2. COMMAND AND CONTROL.

A4.2.2.1. During in-garrison planning and coordination GRL team members are assigned to the respective MDG and will remain under ADCON of the MDG/CC. CRG/CC and staff are granted direct liaison authority (DIRLAUTH) with their affiliated GRL team. Requests for FFGRL /FFGR1 participation in local and home station training events an exercises will be made from the CRG/CC to the MDG/CC. This will require close coordination to ensure GRL provider patient schedules are adjusted in a timely manner. AMC/A3C, AMC/SGX, 18 AF/A3, and 618 AOC/XOPM will be included in the coordination process to ensure awareness of potential mission and exercise support requirements. The CRG/CC will coordinate any additional training requests with the MDG/CC and any participation will be agreed upon by the MDG/CC and CRG/CC. The CRG/CC will keep the respective MDG/CC informed of any planning issues that may impact MDG operations for the upcoming calendar year. The CRG/CC and MDG/CC will ensure all training requirements are complete.

A4.2.2.2. During GRL deployment operations with their respective CRG, command and control is IAW the AMC Standing OPORD 14-021 for Rapid Global Mobility. The GRL team chief is the ranking officer/NCO. The GRL equipment packages will be maintained
by the respective MDG logistics office or consolidated storage distribution center depending upon the where the equipment record is maintained.

A4.2.3. TASKING AND EMPLOYMENT.

A4.2.3.1. There are eight GRL teams in AMC. Four of these teams will serve as primary and the remaining four will be considered alternates. Primary and alternate teams will maintain proficiency to support CRG operations. When required, the four primary GRL teams will be tasked to support CRG operations and will be coordinated between the AMC/SG FAM and the respective CRG.

A4.2.3.2. Locally planned and/or home station training events and exercises will be coordinated and agreed upon by both the CRG/CC and MDG/CC.

A4.2.3.3. For formal exercise tasking and real world deployments, the CRW will contact AMC/SGX via 618 AOC/XOPM to request medical support for off-station requirements. Typically, the AMC/SG FAM receives a Manpower and Materiel document which identifies unit preferences for mission execution requirements. The AMC/SG FAM will then validate the medical requirement and nominate one of the CRGs affiliated GRL teams for support. When the affiliated GRL team is non-mission capable, unavailable, or deployed to another Combatant Command, the AMC/SG FAM will ensure an alternate fully mission capable GRL team is tasked. GRL teams are postured in the enabler AEF and considered Global Mobility Forces. IAW AMCI 10-202V4, “contingency response forces have 12 hours (36 for ARC forces) to recall, brief, mobility in garrison manpower through the processing line and deliver materials to the ready line for deployment.”

A4.2.4. FUNDING.

A4.2.4.1. All GRL team members are Defense Health Program (DHP) funded positions.

A4.2.4.2. Exercise participation will be funded via the exercise fund cite. Funding for any training or exercise requirements without Plan identification accounting codes or exercise fund cites will be funded by the CRW to include medical equipment reconstitutions and TDY expenses. Individual equipment items will be funded by non-DHP dollars.

A4.2.4.3. Deployment kit reconstitution will be funded by the using unit. Medical logistics supply/equipment replenishment will use unique Line of the Air Force cost centers/OR ID expense center and Project Funds Management Record or Element of Resource Letter coordinated with the Financial management office to ensure costs can be tied to the specific ESP Code per AFI 65-601, Volume 1 and AFI 41-209, Medical Logistics support, para 13.22.4.3.

A4.2.4.4. GRL members going on alert with an affiliated CRG will be equipped by the supported CRG with any CRG-unique equipment/items equal to its team members.

A4.2.5. EQUIPMENT

A4.2.5.1. GRL teams will deploy (exercises and real world) with the FFGR1, Medical Global Reach Laydown Team equipment set. Exercise and real world taskings will be the unit Line Number (ULN) tasked through the DCAPES.
A4.2.5.2. Given the short employment time for a GRL, the equipment package will not be sold off when deployed to a real world event as the package does not change operational control to the theater.

A4.2.5.3. Medical Logistics will follow guidance in AFI 41-209, section 13 when the equipment packaged is returned from the exercise. A complete list of shortfalls/damages indicated total dollars per line item will be provided to the borrowing unit. Funds will be transferred from the borrowing unit to the loaning MDG based on the completed inventory. The loaning MDG should have replacement supplies and equipment laced on order within 60 days of receiving exercise replacement funding.

A4.3. AEROMEDICAL EVACUATION.

A4.3.1. FUNCTIONAL AREA MANAGEMENT (FAM).

A4.3.1.1. AMC/A3 is the FAM for Line of the AF (LAF) AE personnel and personnel unit type codes (UTC). The AMC/A3 FAM is accountable for management and oversight of all LAF funded AE personnel to support operational planning and execution of the AE mission as well as duties outlined in AFI 90-201

A4.3.1.2. AMC/SG is the FAM for Defense Health Program (DHP) funded AE personnel UTCs which comprise the AE patient staging, and critical care requirements and all AE equipment UTCs. The AMC/SG FAM is accountable for management and oversight of Medical Group assigned medical personnel and all equipment packages supporting AE operational and exercise planning and execution as well as duties outlined in AFI 90-201.

A4.3.1.3. AMC/A6 is the FAM for UTC FFQCR assigned personnel.

A4.3.2. MANPOWER/EQUIPMENT FORCE PACKAGE (MEFPACK) SYSTEM MANAGEMENT.

A4.3.2.1. AMC/SG is the MEFPAK responsible for the management and administration of all AE equipment UTCs and the Patient Movement Items (PMI) program.

A4.3.2.2. All proposed changes to AE UTCs will be coordinated and approved by both AMC/A3 and AMC/SG to assure operational and clinical concerns are considered.

A4.3.2.3. AMC/A3 and AMC/SG will coordinate and approve all recommendations by pilot units to change UTC requirements.

A4.3.3. GUIDANCE.

A4.3.3.1. AMC/A3 will maintain oversight and authority of all operational and aircrew aspects of the mission in the 10 & 11 publications series documents.

A4.3.3.2. AMC/SG will maintain oversight and authority of AE medical/clinical aspects of operations, medical logistics, equipment, and WRM and ensure integration with global patient movement processes in the 4X publication series documents.

A4.3.3.3. AMC/A3 and AMC/SG will ensure complete synchronization and commensurate inclusion of AE throughout the AFMS.

A4.3.4. TACTICS, TECHNIQUES, & PROCEDURES (TTP).
A4.3.4.1. AMC/A3 will maintain responsibility for TTPs pertaining to AE UTCs consistent with FAM responsibilities.

A4.3.4.2. AMC/SG will maintain responsibility for TTPs pertaining to en-route care UTCs (ERPSS/CCATT/TCCET) consistent with FAM responsibilities.

A4.3.4.3. AMC/A3 and AMC/SG will collaborate on TTPs pertaining to AE mission capability, employment, and theater AE system planning.

A4.3.4.4. Responsibilities listed above will be facilitated under the construct of the Aeromedical Evacuation Corporate Oversight structure.

A4.3.5. TRAINING & EXERCISES.

A4.3.5.1. AMC/A3 will ensure continuing clinical and aircrew readiness of LAF AE personnel through management and oversight for AE training and exercises. AMC/A3 will collaborate with AMC/SG to ensure all safety-of-flight; airframe and aircrew flight equipment operations are fully integrated into training curricula and exercise scenarios.

A4.3.5.2. AMC/SG is responsible for AECM clinical training standards and policy. AMC/A3 will ensure AE crews are trained to standards developed by AMC/SG to ensure clinical readiness of assigned medical personnel.

A4.3.5.3. AMC/A3 and AMC/SG will collaborate to ensure all medical operations and clinical training requirements are fully integrated into training curricula and exercises.

A4.3.6. STANDARDIZATION & EVALUATION.

A4.3.6.1. AMC/A3 is responsible for oversight of aircrew Standardization & Evaluation (Stan/Eval). AMC/A3 will collaborate with AMC/SG to ensure AECMs are trained and evaluated according to established clinical standards.

A4.3.6.2. AMC/SG establishes clinical assessment criteria and clinical special interest items. AMC/A3 will ensure AMC/SG clinical criteria are incorporated into the AMC/A3 Stan/Eval process.

A4.3.7. FINANCIAL MANAGEMENT.

A4.3.7.1. AMC/A3 is responsible for Fund Code 30 {Line of the AF (LAF)} unit Operations and Management funding, to include UTC training and exercise participation for AES UTCs.

A4.3.7.2. AMC/SG is responsible for Fund Code 2X {Defense Health Program (DHP)} funds for:

A4.3.7.2.1. All worldwide AE patient movements
A4.3.7.2.2. CONUS patient movements via commercial air ambulance
A4.3.7.2.3. AE-related research, development, testing, and evaluation
A4.3.7.2.4. UTC training and exercise participation for non-AES-assigned medical personnel assigned to the AE mission
A4.3.7.2.5. All AE medical equipment and supplies

A4.3.8. RESEARCH, DEVELOPMENT, TEST, and EVALUATION (RDT&E).
A4.3.8.1. Advancement of operational and clinical mission effectiveness is critical to state-of-the-art patient treatment while ensuring patient and flight safety. RDT&E advances across the DOTMLPF spectrum are a shared responsibility between AMC/A3 and AMC/SG. The AE Corporate Oversight Structure and AF FAM/MEFPAK instructions provide the oversight and process mechanisms to ensure cross-participation, functional emphasis, and full transparency in identifying capability gaps and requirements, research needs, and solutions development. RDT&E is supported by LAF and DHP financial resources. These resources will be managed accordingly by the AE Corporate Oversight bodies.

A4.3.9. HUMAN RESOURCE MANAGEMENT.

A4.3.9.1. AMC/A3 will coordinate with AMC/SG for active component AE manning requirements. Additionally, AMC/A3 will coordinate with the AMC MSC, NC, 4AXXX and 4NXXX functional manager for active duty assignments to the AMC/A3 staff and identification of fellowship candidates.

A4.3.9.2. AMC/SG will coordinate with AMC/A3 and AFPC to optimize AE personnel recruitment, assignment, and training pipeline. AMC/SG will serve as the MAJCOM Career Field Manager for officers and MAJCOM Functional Manager for 4N enlisted personnel.