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AIR FORCE SPECIAL OPERATIONS
COMMAND**

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VOLUME 3**



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**Nuclear, Space, Missile, Command and
Control**

**OPERATIONAL PROCEDURES-
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This supplement implements and extends the guidance of AFMAN13-1AOC, Volume 3, *Operational Procedures-Air Operations Center (AOC)/Operations Center (OC)*. It is incomplete without AFMAN13-1AOCV3. This document covers the Air Force Special Operations Command Operations Center (AFSOC OC) organization, manning, and responsibilities of the unit as well as the processes used by the OC during normal and contingency operations. This supplement applies to HQ AFSOC OC, and to AFSOC-gained Air National Guard and Air Force Reserve units. It does not apply to the United States Space Force. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Management System. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate functional chain of command. Submit requests for waivers through the chain of command to the publication OPR for non-tiered compliance items. This publication may not be supplemented or further implemented or extended.

Chapter 10

LOCAL OPERATING PROCEDURES

10.1. Introduction. The AFSOC OC is the command and control (C2) node for the assigned and attached air and ground assets of the Air Force Special Operations Forces (AFSOF) Component of United States Special Operations Command (USSOCOM). This chapter outlines how the AFSOC OC is organized to provide C2 of AFSOC assigned/gained forces, provide reach back support to off-station forces, provide/augment operational C2/liaison echelons, and operate the AFSOC Operations Center on behalf of Commander, AFSOC (COMAFSOC). The primary lines of effort (LOEs) of the AFSOC OC are the force generation synchronization process (LOE 1), force projection process (LOE 2), and multifunctional combat support and sustainment (LOE 3).

10.1.1. Command and Control. In accordance with USSOCOM Directive (USSCOMD) 10-1, *Organization and Functions (Appendix C)*, the AFSOC Commander "as the Commander of the Air Force Component of USSOCOM, and an Air Force Major Command is responsible for Air Force Special Operations Forces (SOF) within the CONUS. COMAFSOC further delegates authorities to the Director of Operations (AFSOC/A3). The delegation of authorities memorandum does not supersede or delegate combatant command authorities vested in combatant commanders for Outside Continental United States OCONUS-assigned forces. These authorities allow the AFSOC/A3 to fulfill COMAFSOC's responsibilities as a service component commander to provide forces to the combatant commands. The AFSOC/A3 is directed to execute the C2 responsibilities associated with AFSOC's air component role to USSOCOM. As such, the AFSOC/A3 is the tasking authority for allocating, validating apportionment, and sourcing AFSOC resources against all Above Wing Level (AWL) requests. The AFSOC OC is the A3's executive agent for operational C2.

10.1.1.1. All AFSOC missions deploying/redeploying to and from a geographic combatant command are considered AWL missions and will be actively controlled by the AFSOC OC. For all missions flying OCONUS, the AFSOC OC will serve as the primary operational-level controlling agency (this does not include aircraft already chopped to a Geographic Combatant Commander (GCC)). Active C2 commences at initial takeoff and ends at final destination. Aircraft commanders (ACs) or mission commanders (MCs) flying these missions will maintain direct contact with the designated primary C2 node throughout mission execution.

10.2. Mission. The OC leads AFSOC's Force Generation (FORGEN) synchronization process by producing guidance and allocating assets to meet joint force requirements. The OC leads AFSOC's force projection process by sourcing AFSOF to meet Global Force Management (GFM) and contingency requirements, conducting command and control of forces, and executing specified elements of administrative control (ADCON) for AFSOF. The OC maintains global awareness and reporting requirements in support of AFSOC's FORGEN synchronization, force projection, and reach back processes.

10.3. Mission Essential Functions (MEFs). The AFSOC OC accomplishes its mission through the execution of the following seven key MEFs:

10.3.1. MEF #1 - Command assigned Special Operations Forces (SOF): Provide clear, concise, and timely guidance, direction, and decisions to leaders and subordinates.

10.3.2. MEF #2 - C2 of assigned SOF: Provide accurate and timely direction, decision, and crisis support to internal and external C2 nodes, leaders, and subordinates.

10.3.3. MEF #3 - Provide communications: Develop, protect, and make available survivable information and cyber communications systems, networks, data, and support required by SOF.

10.3.4. MEF #4 – Conduct Collection Operations Management and Collection Requirements Management: Collect, analyze, and disseminate critical intelligence information to SOF, national leaders, and international partners to support timely and accurate decision-making processes.

10.3.5. MEF #5 - Protect/secure AFSOF: Plan, develop, and implement protective plans, measures, and techniques, to ensure AFSOF survivability world-wide.

10.3.6. MEF #6 - Provide logistics: Plan, project, manage, maintain, and provide supply inventories, logistics, and spares to ensure supply flow of critical equipment to SOF.

10.3.7. MEF #7 - Provide forces (AFSOF): Provide well-equipped, sufficiently trained, and capable individuals for SOF operations as directed, and as authorized by law, to include, but not limited to, humanitarian operations, stabilization operations, internal/external support, Defense Support of Civil Authorities (if directed by appropriate authority), and war.

10.4. Organization.

10.4.1. **HQ AFSOC.** HQ AFSOC is organized in the standard A-staff configuration with the addition of the OC as a stand-alone subordinate unit to COMAFSOC (reporting through AFSOC A3/9 for day-to-day operations).

10.4.2. **AFSOC OC.** The AFSOC OC is a functional Air Operations Center (AOC) tailored to the special needs and requirements of SOF aviation and ground assets. The OC provides the combatant commander with an operational-level command and control agency (Special Operations Task Group (SOTG)) capable of employing SOF aviation and ground assets as well as the deployment capability to send subject matter experts to the appropriate combatant commander headquarters during all levels of warfare.

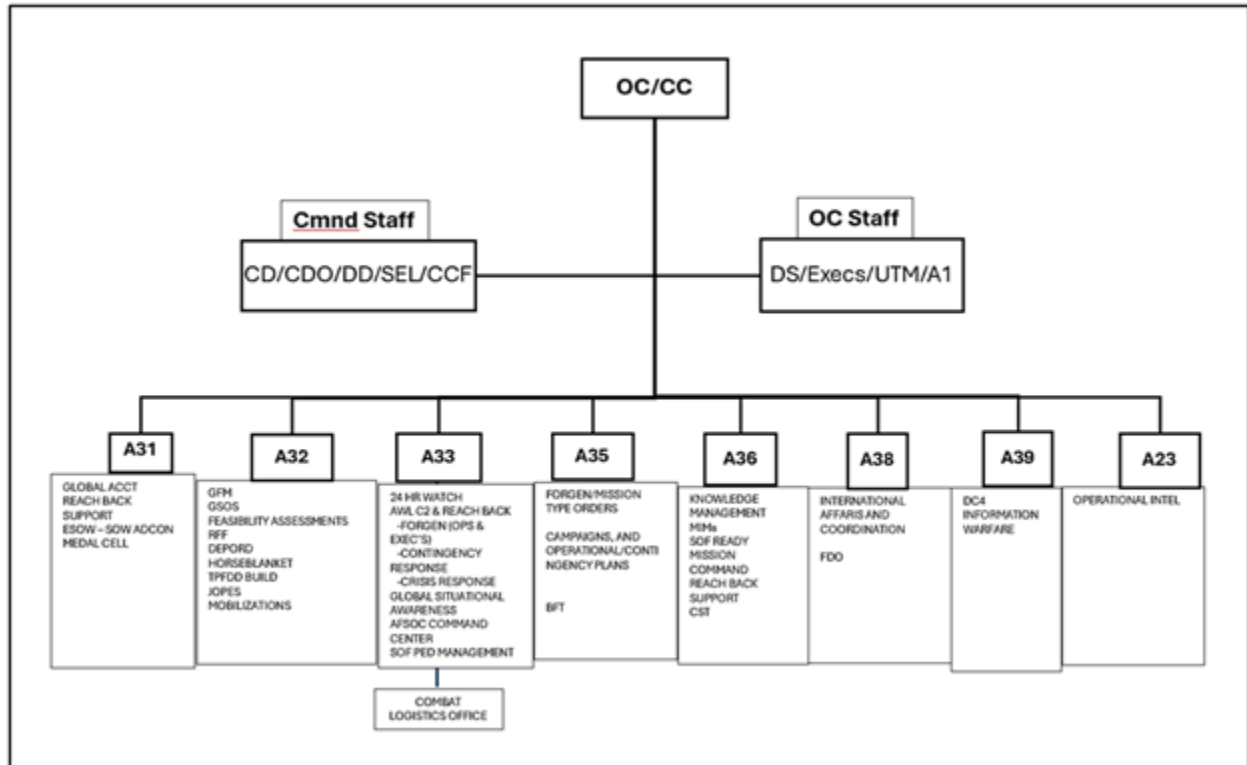
10.4.2.1. The OC serves as AFSOC's fixed facility C2 operations center and reach back node for deployed SOF aviation, ground units, and C2 elements. The primary mission, day-to-day, is to conduct long-range planning of SOF aviation operations in support of USSOCOM plans; C2 deploying and redeploying SOF aviation assets and off station AWL missions; monitor SOF aviation activities; and monitor, protect, integrate, and manage the USAF and joint command networks required by AFSOF.

10.4.2.2. For limited objective, limited duration operations, primary C2 may be conducted directly by the AFSOC OC. During this instance, the AFSOC OC will shift its focus to near-term planning; the monitoring and redirection of SOF aviation assets, as required; and providing direct C2 of Intelligence, surveillance, and reconnaissance (ISR) collection and other assigned/attached assets.

10.4.2.3. The OC serves as the AFSOC/A3 OPR for JCS-directed GFM actions for rotational and emerging forces and provides guidance to AFSOC units to effectively prioritize training, FORGEN, and assessments.

10.4.2.4. The OC consists of permanently assigned operations and support personnel and is organized into seven divisions (aligned with USSOCOM structure vice the AF process). Those divisions are: A31 Personnel, A32 Force Allocation, A33 Current Operations, A35 Future Operations, A36 Knowledge Management and Communications Support, A38 International Affairs, A39 Information Warfare, and A23 Operational Intel. The OC also hosts the AFSOC Director of Logistics (AFSOC/A4) Combat Logistics Operations (AFSOC/A4 CLO) which provides reach back supply assistance for deployed forces.

Figure 10.1. AFSOC OC Organization.



10.4.3. AFSOC OC Commander and Divisions.

10.4.3.1. **OC Commander.** (AFSC: 11S/12S/13B/18X/19Z) (Rank: O6). The OC Commander is charged with conducting AFSOC air and ground operations and establishing the OC battle rhythm. The OC Commander, through the OC division teams, directs processes for force generation synchronization, force projection, and multifunctional combat support and sustainment for AWL taskings based upon AFSOC/A3 guidance. The OC Commander exercises G-series authority and ADCON over Air Force personnel assigned and attached to the OC, oversees support functions within the OC and oversees the execution of operational aspects of the OC. The OC Commander's direct reporting staff includes division leads and support personnel. The OC Commander's responsibilities include:

10.4.3.1.1. Supervise and direct operations of the OC.

10.4.3.1.2. Provide expertise to the AFSOC/A3 to assist in translating A3 guidance into a coherent operations order (OPORD). Provide updates to the order as required.

10.4.3.1.3. Provide the A3 a recommendation that apportions air, ground, and information warfare (IW) capabilities, propose allocation guidance, and prioritizes activities for accomplishing AWL tasks.

10.4.3.1.4. Translate A3 guidance into appropriate resource allocation necessary to develop the weekly allocation plan.

10.4.3.1.5. Direct monitoring, evaluation, and adjustments needed to execute the AWL missions to meet the needs of changing situations.

10.4.3.1.6. Act as the approval authority for prioritization of those communications essential to the OC.

10.4.3.1.7. Ensures continuation of mission essential functions through development and maintenance of a continuity of operations plan (COOP).

10.4.3.1.8. ADCON for all SOTGs and staff.

10.4.3.2. **Deputy Commander.** The Deputy Commander is delegated responsibilities by the AFSOC OC Commander to represent the commander in the OC; and is charged with effectively monitoring air and ground operations. The OC Deputy Commander oversees the processes for force generation synchronization, force projection, and multifunctional combat support and sustainment for AWL and assesses air and ground operations in the AFSOC/CC's span of control based on AFSOC/CC's guidance and coordination. The Deputy Commander is charged with effectively monitoring AFSOC AWL air and ground operations based on AFSOC/CC guidance. Additionally, the Deputy Commander is responsible for ensuring the daily coordination of information between OC divisions and the AFSOC staff.

10.4.3.3. **Deputy Director.** The Deputy Director is delegated responsibilities by the AFSOC OC Commander to represent the commander in the OC; and is charged with organizational and personnel management. The OC Deputy Director oversees the system and training requirements. When required, the Deputy Director will execute duties of Deputy Commander.

10.4.3.4. **A31 Personnel Operations Division.** The A31 executes a sustainment function via the Multifaceted Combat Support and Sustainment Line of Effort from AFSOC to the SOTGs and Special Operations Task Units (SOTUs) by providing prudent planning, comprehensive personnel management, management of AFSOC's AF expeditionary decorations program for SOCOM, and direct support to SOTG/A1s such as G-series order generation and personnel accountability via SOF Ready. The A31 provides ADCON subject matter expertise guidance for deployed command relationships.

10.4.3.5. **A32 Force Allocation Division.** The A32 directs Force Projection by assessing, allocating, and sourcing ready AFSOF to execute AFSOC Strategic Guidance and the National Defense Strategy (NDS).

10.4.3.6. **A33 Current Operations Division.** The A33 executes Force Projection by providing 24/7 orders-based command and control of sourced global AFSOF assets to include providing global situational awareness, crises and contingency planning and execution, and reach back provisions to SOTGs/SOTUs in dynamic environments.

10.4.3.7. **A35 Future Operations Division.** The A35 manages AFSOC's Force Generation Battle Rhythm, provides global contingency and campaign plan support, and manages AFSOC's assigned resources for USSOCOM's Blue Force Tracking (BFT) program. The A35 produces operational orders supporting Combatant Commands (CCMDs) IAW the NDS, Theater Special Operations Command (TSOC) Campaign Plans, and AFSOC Strategic Guidance.

10.4.3.8. **A36 Knowledge Management (KM) and Communications Support Division.** The A36 enables all aspects of Force Generation, Force Projection, and Multifaceted Combat Support and Sustainment by managing exchange of mission information, critical data nodes, networks, and near-real-time communications for the AFSOC enterprise to integrate those functions into intricate whole-of-operations capabilities.

10.4.3.9. **A38 International Affairs Division.** The A38 serves as AFSOCs focal point for managing international engagements within the AFSOC command; manages multiple foreign military exchange members assigned to AFSOC units worldwide; liaises with foreign embassies; and executes AFSOC's Foreign Disclosure Office (FDO) and Foreign Visitor System (FVS) program; manages the technology security/transfer/foreign military sales (FMS) program.

10.4.3.10. **A39 Information Warfare (IW) Division.** The A39 empowers AFFORGEN by synchronizing information capabilities to protect Force Projection; coordinate AFSOC operations in the information environment with other information warfare capabilities and TSOC plans; and maintain awareness of the changing information environment to create a decision advantage.

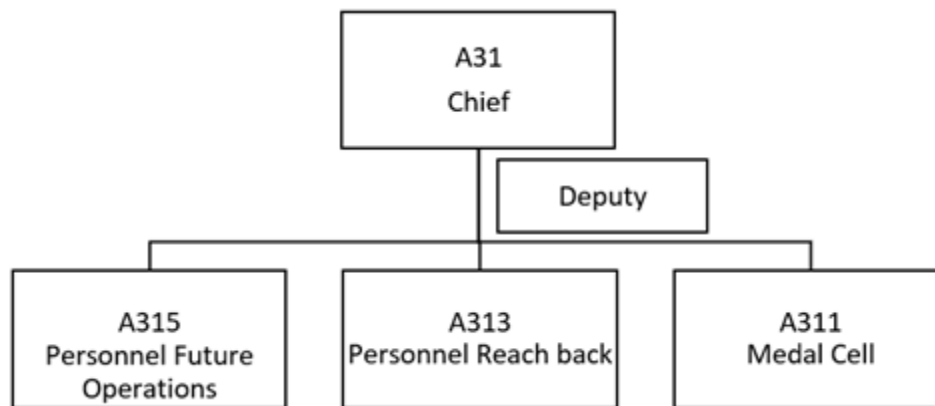
10.4.3.11. **A23 Operational Intel Division.** IAW applicable legal authorities, the A23 provides COMAFSOF, AFSOC OC, and supporting/supported units with predictive and actionable operational intelligence and targeting to support Force Generation, Force Projection, and Multifaceted Combat Support and Sustainment.

10.4.4. **Division organization and core functions.**

10.4.4.1. **A31 Personnel Operations Division.**

10.4.4.1.1. General. The A31 executes a sustainment function via the Multifaceted Combat Support and Sustainment Line of Effort from AFSOC to the SOTGs/SOTUs by providing prudent planning and comprehensive personnel management, managing AFSOC's AF expeditionary decorations program for SOCOM, and direct support to SOTG/A1s such as G-series order generation and personnel accountability via SOF Ready. The A31 provides ADCON subject matter expertise guidance for deployed command relationships.

10.4.4.1.2. Division organization chart.

Figure 10.2. A31 Organization.

10.4.4.1.3. Core Functions.

10.4.4.1.3.1. Assures total force accountability measures for AFSOC deployed forces are implemented and shortfalls are immediately identified, associated risks are assessed and communicated to senior leadership. (A31 – LOE #3, MEF 2)

10.4.4.1.3.2. Total accountability measures encompass Special Operations Air Forces and Air Force Expeditionary Forces taskings.

10.4.4.1.3.3. SOCOM mandated SOF Ready and AF Deliberate Crisis Action Planning and Execution Segment (DCAPES) systems of records are the primary tools utilized by A31 in maintaining total force accountability.

10.4.4.1.3.4. Facilitate/maintain reach back between AFSOC/OC, TSOCs, and SOTGs; serve as the focal point for comprehensive personnel management and requirements (e.g., pre-deployment training, LOEs, G-series orders). (A31 – LOE #3, MEF 2 and MEF 7)

10.4.4.1.3.5. A31 creates and staffs Expeditionary Wing and Group commander G-Series orders for COMFASOC's signature. A31 works directly with AFSOC Director of Manpower, Personnel and Services (AFSOC/A1) and AFSOC Judge Advocate (AFSOC/JA) in the execution of this process.

10.4.4.1.3.6. A31 guides provision unit activation and inactivation in coordination with AFSOC/A1 manpower. A31 works in conjunction with AFSOC Manpower & Organization (AFSOC/A1M) the development of the ADCON command relationship between AFSOC and the command's provision organizations.

10.4.4.1.3.7. A31 works in conjunction with 2 AF Advanced Readiness Training (2 AF/A3X) to identify AFSOC AFSCs exempt from pre-deployment Airman Readiness Training – Combat (ART-C) and Airman Readiness Training – Outside the Wire (ART-OTW) requirements in accordance with TSOC guidance.

10.4.4.1.3.8. A31 staffs and tracks all pre-deployment training requirements waivers to the appropriate approval authorities with the AFSOC/A3 and TSOC/J3.

10.4.4.1.3.9. Conduct AFSOC force availability for feasibility assessments informing the Global Force Management Allocation Plan. (A31 – LOE #1, MEF 7)

10.4.4.1.3.10. Manages all USSOCOM AF operational decorations for COMAFSOC. (A31 – LOE #3)

10.4.4.1.3.11. A31 is the action office for AFSOC Expeditionary Decorations Board for high level operational awards.

10.4.4.1.3.12. A31 works in conjunction with the AFSOC Chief of Staff and Senior Administrative Secretariate in identifying a board president and members.

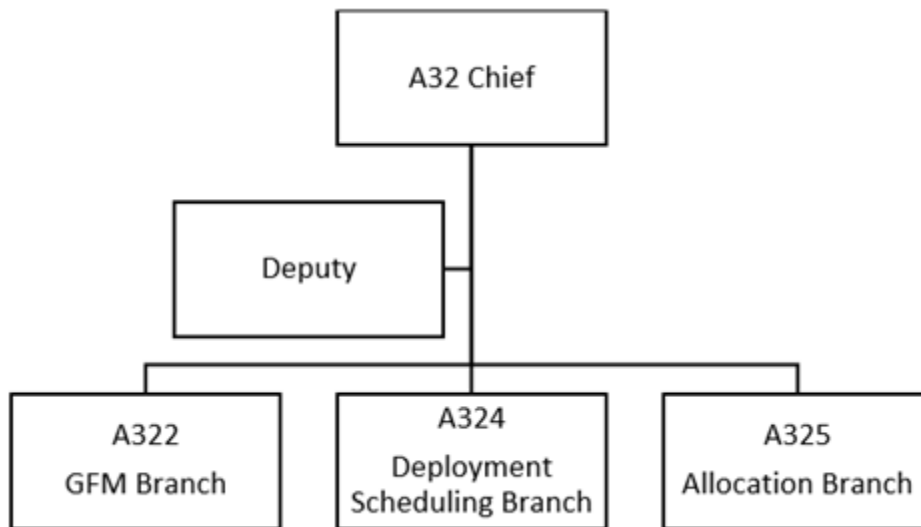
10.4.4.1.3.13. A31 schedules all boards, executes the board, and staffs all results for COMAFSOC's approval.

10.4.4.2. A32 Force Allocation Division.

10.4.4.2.1. General. The A32 directs Force Projection via the FORGEN process by assessing, allocating, and sourcing ready AFSOF to execute AFSOC Strategic Guidance and the NDS. The A32 consists of 3 branches: Global Force Management (GFM) Branch (A322), Deployment Scheduling Branch (A324), and Allocation Branch (A325).

10.4.4.2.2. Division organization chart.

Figure 10.3. A32 Organization.



10.4.4.2.3. Core Functions.

10.4.4.2.3.1. Coordinate with HHQ and AFSOC subordinate units to plan, coordinate, and direct force management via official guidance. (A32 – LOE #1, MEF 1)

10.4.4.2.3.2. Assess, apportion, allocate, and source ready AFSOC (including Total Force Integration (TFI)) forces on a predictable and sustainable FORGEN cycle (via GFM, Global Special Operations Synchronization (GSOS), and Joint Operation Planning and Execution System (JOPES)). (A32/A35 – LOE #1, MEF 7)

10.4.4.2.3.3. Create and manage deployment Unit Line Numbers (ULNs), rotators, theater SOF augmentation, and Air Reserve Component mobilizations. (A32 – LOE #2, MEF 2)

10.4.4.2.3.4. Receive, validate, and prioritize air support requests (including Organize, Train, and Equip (OT&E) and exercise support); develop & publish guidance (allocation plan/OPORD), and assess execution. (A32 – LOE #1, MEF 7)

10.4.4.2.4. A322. GFM branch. The A322's primary function is as the AFSOC/A3 OPR for JCS-directed global force management actions for rotational and emergent forces as well as mobilization of Guard and Reserve forces. The force management team is responsible for assisting the AFSOC/CC in the overall development of operational force employment and synchronization. The team continuously assesses force sourcing risks and addresses mitigation options and enables global sourcing on an enduring basis. The team coordinates with SOCOM/J3 and other agencies for handling all combatant command requests for forces. Operational-level requests for support are validated and coordinated for allocation then approved by the AFSOC/A3. A322 also coordinates AFSOC deployment order (DEPOD) base orders and modifications. The GFM branch continuously monitors the status of designated alert forces to ensure constant readiness. Working with GFM and JOPES, the Mobilization Cell builds involuntary mobilization packages supporting AFSOC mission requirements.

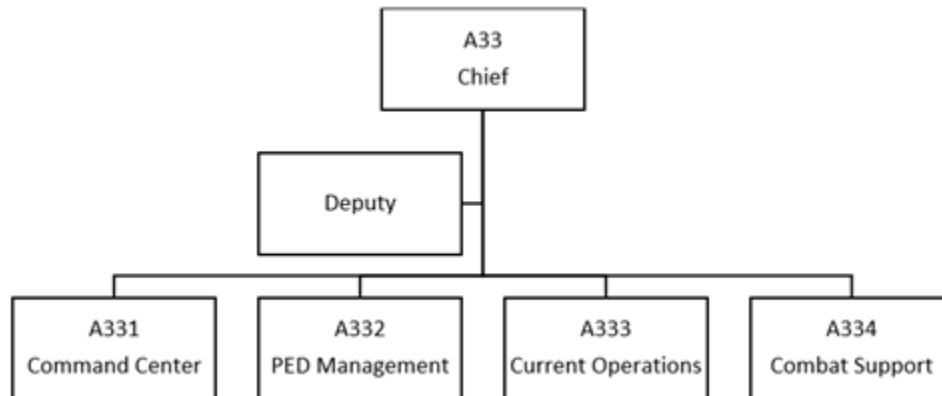
10.4.4.2.5. A324. Deployment scheduling branch. This branch manages and schedules AFSOC and AFSOC-gained forces to fulfill Headquarters Air Force Force Generation (AFFORGEN) and AFSOC SOF AFFORGEN deployment taskings using the JOPES/DCAPES integrated systems. SOF deployment taskings, whether rotational, sustainment, or emergent will be built using JOPES/DCAPES platforms and are based upon AFSOC DEPOD guidance translated from Global Force Management Implementation Guidance (GFMIG). A324 coordinates with USTRANSCOM to procure strategic airlift and sealift. A324 coordinates directly with AFSOC/A4 directorate and SOW A4 staffs to manage logistics requirements for a particular movement. A324 is responsible for disseminating ULN validation messages, cross-communication with USSOCOM/J33, AFSOC/AFSOC-supported agencies; as well as, assisting deployed commanders with force changes within the Area of Responsibility (AOR). A324 also manages the C2 horse blanket, working with wings to fill requirements for ad hoc, SOTG, and Air Force Special Operations Task Force requirements.

10.4.4.2.6. A325. Allocation branch. The A325 is responsible for coordinating with USSOCOM components, other AWL organizations, and AFSOC assigned and gained units as well as conventional forces for the allocation and tasking of AFSOC assets against valid air support requests (ASR). The branch develops the weekly allocation plan for supported/unsupported requests during a seven-day period; conducts the command validation of AFSOC tanker and special assignment airlift mission (SAAM) requests to USTRANSCOM and Air Mobility Command (AMC); monitors SOW deployment, redeployment, and tail-swap planning; and seeks support from Air Combat Command (ACC) rescue or AFSOC organic assets for aircraft that require follow-on rescue support during deployment/redeployment (known as DUCKBUTT).

10.4.4.3. **A33 Current Operations Division.** The A33 executes C2 by providing 24/7 orders-based command and control of sourced global AFSOF assets to include providing global situational awareness, crises and contingency planning and execution. A33 also provides reach back to SOTG/SOTUs in dynamic and resource constrained environments.

10.4.4.3.1. Division Organization chart.

Figure 10.4. A33 Organization.



10.4.4.3.2. Core functions.

10.4.4.3.2.1. Submitting and updating Operational Reports; the Commander's Critical Information Requirements (CCIR) IAW HQ AFSOC Event/Incident Reporting (OPREP-3)/CCIR Handbook; and Situation Reports (SITREPs). Oversee and mitigate risk to force for ongoing ops. (A33 – LOE #2, MEF 1)

10.4.4.3.2.2. Maintain global awareness of AFSOF forces and track real-time current ops; exercise strategic C2 of AWL missions and specified ADCON; and facilitate emergency air support, reach back, and global logistic support. (A33 – LOE #2, MEF 1)

10.4.4.3.2.3. Facilitate COOP (i.e., Hurricane Evacuation (HUREVAC) or emergency movement) and quick-notice external taskers. (A33 – LOE #2, MEF 1)

10.4.4.3.2.4. Delegated SOCOM geospatial intelligence (GEOINT) processing, exploitation, and dissemination (PED) tasking authority for national or theater level SOF: determine PED capability based on user input, capacity, and outages; prioritize full motion video (FMV) PED requirements; track ISR operations; maintain metrics and trends to ID corrective action; and report on operational information and significant events. (A33 – LOE #2, MEF 2)

10.4.4.3.3. A331. Command Center branch. The Command Center enforces procedures for OPREP-3 and AFSOC/SOCOM CCIR reports IAW AFMAN 10-206, Operational Reports (as supplemented), and relays time-critical reports to AFSOC leaders; and advises senior leaders on all significant events and AFSOC incidents that warrant higher level visibility. Duties also include tracking/monitoring above-wing-level air taskings and disseminating information that may impact Air Tasking Order (ATO) missions to subordinate AFSOC units.

10.4.4.3.4. A332. PED management branch. USSOCOMD 10-1 designated AFSOC as the lead SOF component responsible for oversight and tasking of ISR PED operations supporting SOF and for coordinating support from conventional PED nodes when SOF PED requirements exceed organic capacity to satisfy. A332 publishes a daily PED tasking order (PTO) to task the SOF Geospatial-intelligence Imagery PED (SGIP) enterprise based on customer requirements.

10.4.4.3.5. A333. Current operations branch. The A333 consists of an Ops Watch with the Senior Duty Officer (SDO), Operations Duty Officer (ODO), and the Operations NCO (Ops NCO).

10.4.4.3.5.1. SDO overview. The SDO manages and directs the activities of the AFSOC operations floor; and serves as an AFSOC operations manager and coordinator for the Commander, AFSOC OC. The SDO manages and directs the activities of the AFSOC operations floor; and serves as an AFSOC operations manager, coordinator, and briefer for the Commander, AFSOC OC. The SDO oversees and coordinates the activities of the operations center; and applies SOF operational experience to forecast, plan, organize, direct, and coordinate requirements, policies, plans and courses of action, and implementation rationale and criteria to provide command and control oversight to deliberate, contingency, exercise, combined/joint training, and 24/7 worldwide overseas operations. The SDO is responsible for coordinating with the on-duty Emergency Action (EA) Controller regarding OPREPs and CCIRs to provide guidance when reporting to AFSOC leadership. The SDO is responsible for managing orders generations via Automated Message Handling System (AMHS) for the Command.

10.4.4.3.5.2. The ODO is responsible for the administrative operations of the AFSOC OC combat operations floor; assists with SDO responsibilities; performs as the key AFSOC operations specialist during contingency operations and all other operations and crisis deployments and training involving USAF Special Operations Forces; and supervises all execution aspects of the AFSOC COOP to include recall, deployment, stand-up, connectivity with rear detachment for handoff, daily operations, stand-down, and redeployment of the AFSOC CCs, A-staffs, and time-sensitive planning capability in support of the COOP. The ODO also tasks, monitors, reviews, and recommends approval responses to all operational requests for information (RFI) regarding operations, crisis management, deployed forces, training, and all other aspects of Air Force special operations worldwide; and synchronizes and directs the Crisis Action Team (CAT) in time-sensitive planning events and execution of duties and tasks. The SDO supervises CAT in absence of commanders and is the command's subject matter expert on reach back/technology procedures, crisis management, and deployment support. The ODO is responsible for managing orders generations via AMHS for the Command.

10.4.4.3.5.3. Ops NCO. The Ops NCO position serves as a limited extension of power on behalf of the SDO for the AFSOC combat operations floor and reports directly to the SDO for all operation and duty related topics. It is the Ops NCO's duty and responsibility to coordinate, process, and alter diplomatic clearances via Aircraft Personnel Automated Clearance System (APACS) for designated AFSOC OCONUS deploying and redeploying aircraft "cradle-to-grave"; monitor aircraft

status for all AWL taskings; and compile and process SITREPs into the mission tracker.; and manage orders generation via AHMS.

10.4.4.3.6. A334. The operations support branch. This branch consists of Logistics Program Analysts.

10.4.4.3.6.1. The operations support branch is responsible for providing flexible, responsive Combat Service Support to AFSOC worldwide C2 organizations. Logistics Program Analysts facilitate communications to reduce barriers and friction between Air Force Special Operations Forces, functional experts and the SOTUs, SOTGs, TSOCs, AFSOC HQ and other supported/supporting activities.

10.4.4.3.6.2. A334 coordinates, synchronizes, and executes logistics, civil engineering, and security forces support.

10.4.4.3.6.3. A334 conducts logistic analysis and coordination for strategic theater posturing of aircraft, personnel, and equipment.

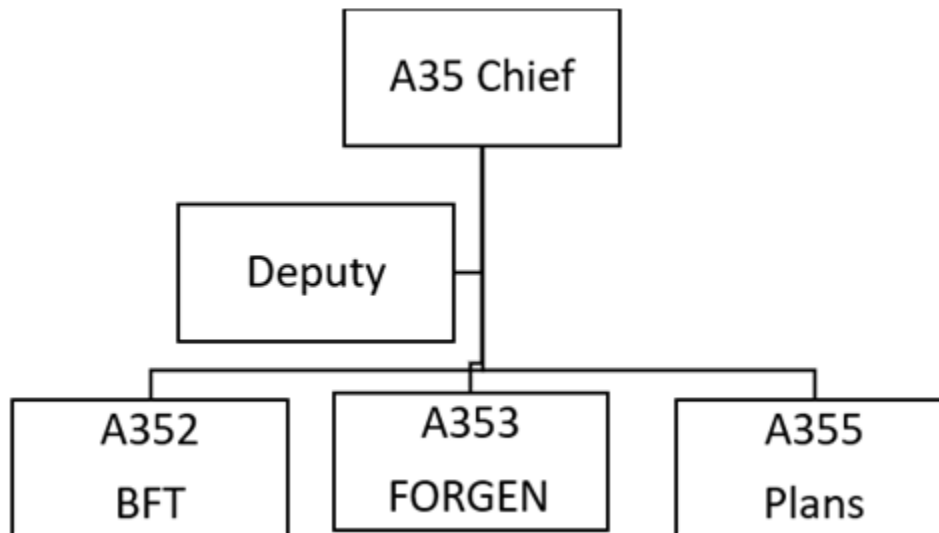
10.4.4.3.6.4. Assist, coordinate and execute Pre-deployment Site Surveys (PDSS) and conduct Staff Assistance Visits as requested.

10.4.4.3.6.5. Provide pre-deployment education and awareness training to rotating A4s and A4 staff personnel.

10.4.4.4. **A35 Future Operations Division.** The A35 manages AFSOC's Force Generation Battle Rhythm, provides global contingency and campaign plan support, and manages AFSOC's assigned resources for USSOCOM's BFT program. The A35 produces operational orders supporting CCMDs IAW the NDS, TSOC Campaign Plans, and AFSOC Strategic Guidance.

10.4.4.4.1. Division Organization chart.

Figure 10.5. A35 Organization.



10.4.4.4.2. Future Operations Branches.

10.4.4.4.2.1. A352 BFT. This office serves as the MAJCOM lead to organize, train, and equip AFSOC with BFT capability and program management to include operations, maintenance, sustainment, funding, reach back, and logistics ensuring 24/7/365, worldwide tracking capability of all approved operational AFSOC air and ground forces.

10.4.4.4.2.1.1. Manage all aspects of the AFSOC BFT program to include Higher Headquarters (HHQ) program guidance and oversight; contract management; establishing requirements; lifecycle management (fund, procure, test, field, integrate, program, upgrade, track inventory, ensure interoperability, sustain, and disposal); provide training and reach back support; coordinate with external agencies; and ensure compliance with guidance. (A35 – LOE #1, MEF 2)

10.4.4.4.2.2. A353 FORGEN. Coordinate with SOCOM, TSOCs, HQ AFSOC, other OC divisions, Wings, and SOTGs/SOTUs to produce readiness reports; generate AFFORGEN Mission Type Orders (OPORDER, WARNORD, PLANORD, etc.) including waiver/approval authorities; planning guidance; Command Relationship structures; force protection measures (using Joint Planning Process (JPP)/Joint Operation Planning Process (JOPP)); execute the FORGEN Battle Rhythm; provide education (via briefs, roadshows, and augmenting formal training) on the AFSOC AFFORGEN process to AFSOC leadership at HQ, Wings, and Squadrons; and assess the effectiveness of the AFFORGEN Battle Rhythm to operationalize FORGEN in order to meet Joint Force steady-state and contingency requirements. (A35 – LOE #1, MEF 2)

10.4.4.4.2.2.1. Coordinate with HAF/A3OD to develop HAF's AFFORGEN processes and guidance. (A35 – LOE #1)

10.4.4.4.2.2.2. Manage Command Readiness reporting for all AFSOC expeditionary units (SOTU, SOTG HQ, JTF HQ). Provide monthly reports on Force element readiness in addition to tracking completion of JTF, SOTG HQ, and SOTU training events during the Certification, Verification and Validation process.

10.4.4.4.2.3. A355. PLANS. Plans team is the focal point for maintaining and providing input for AFSOF forces into theater campaign plans; operations plans (OPLANS), contingency plans (CONPLANS), and functional plans.

10.4.4.4.2.3.1. Coordinate with SOCOM, TSOCs, HQ AFSOC, other OC divisions, Wings, and SOTGs/SOTUs to understand strategic guidance; competition, crises, and contingency (CONPLANS and OPLANS) planning, to provide SOF specific support to TSOC/SOTG planning.

10.4.4.4.2.3.2. Serves as the command's focal point for synchronization and review of theater plans from a trans-regional perspective to provide alignment with HHQ guidance and planned IW (in coordination with the Information Warfare Working Group (IWWG)). This process ensures coordinated use of AFSOF and IW capabilities with MAJCOM operations, activities, and investments (OAI) including sensitive activities.

10.4.4.4.2.3.3. Integrate contingency plan requirements into HQ AFSOC processes (man, train, and equip), brief/train AFSOC personnel on requirements, and complete SOCOM-directed products (Time Phased Force Deployment Data (TPFDD), Apportionment Tables, etc.). (A35 – LOE #1, MEF 2).

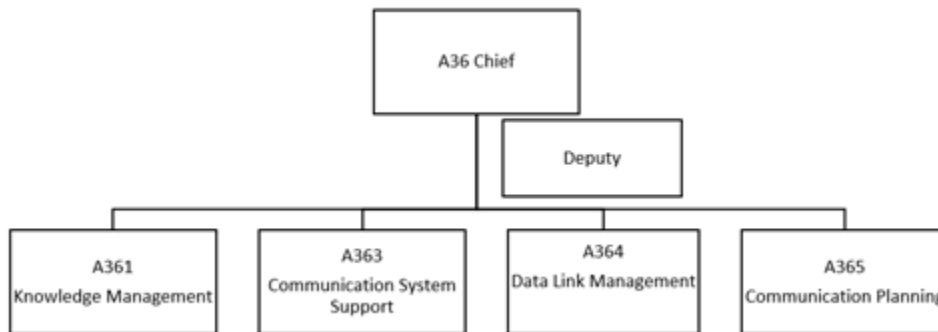
10.4.4.4.2.3.4. Provides input to Air Force and USSOCOM publications maintained by AFSOC in support of Theater Campaign/Global Campaign/Contingency plans. Plan and develop programs, policies, and procedures that are consistent with command objectives and appropriate and statutory guidance. (A35 – LOE #1, MEF 2).

10.4.4.4.2.3.5. Apportion forces (including TFI) on a predictable and sustainable FORGEN cycle (via GFM, GSOS, JOPES). (A32 – LOE #1, MEF 7)

10.4.4.5. A36 Knowledge Management and Communications Support Division.

10.4.4.5.1. Division Organization chart.

Figure 10.6. A36 Organization.



10.4.4.5.2. Core functions.

10.4.4.5.2.1. Manage critical data nodes, networks, and communications to support force generation and force projection. Provide Knowledge Management and quantitative data analytics for OC and reach back support for deployed forces (Dashboard Integration, SOF Ready, SharePoint, SOFNET-U; SOFNET-S, tech support, etc.). (A36 – LOE #3, MEF 3). A36 Chief Deputy is designated as Weapons System Manager (WSM) for the AFSOC OC within the AOC enterprise. This branch is responsible to for maintaining system COOP and PACE plans.

10.4.4.5.2.2. This branch is responsible for knowledge management; architectural design and data sharing; readiness integration; coordination of Tier 1 workstation support; information management; domain and infrastructure support; frequency management and comm planning; and operations research analysis.

10.4.4.5.2.3. A361 Knowledge Management (KM). KM team develops, governs, and monitors processes, technologies, and practices that support organizations to identify, capture, organize, and employ information in both fixed and deployed

environments. These information assets comprise of raw data, documents, Dashboards, practices, policies, and individual expertise.

10.4.4.5.2.4. A363 Communication System Support. Communication System Support Team (CSST) is responsible for ensuring operation of all OC associated systems used within the OC are operational. This includes initial touch maintenance, coordination of transport sustainment, logistical support, and installation of and lifecycle replacement actions.

10.4.4.5.2.4.1. CSST is responsible for maintaining any dedicated servers and/or application to support OC operations.

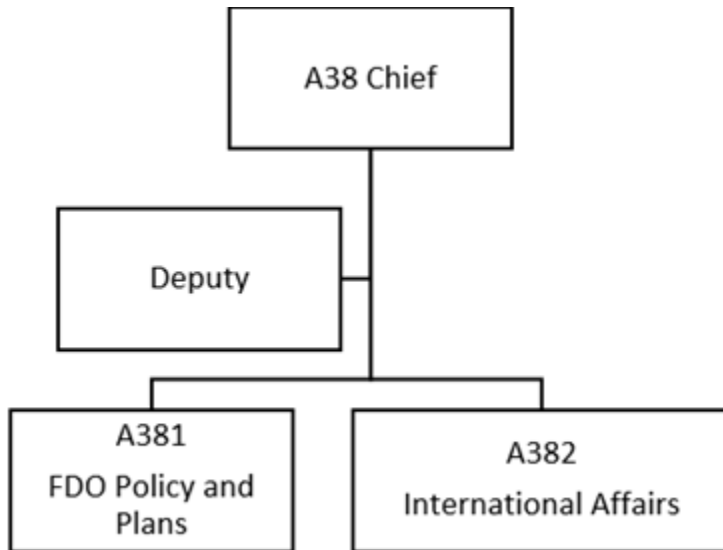
10.4.4.5.2.4.2. CSST is responsible for maintaining all voice communication systems to include but not limited to Secure and non-secure VOIP devices, Line of Sight and Beyond Line-of-Sight radio systems to include IP based system access systems, and data display systems and secure and non-secure VTC systems.

10.4.4.5.2.5. A364 Data Link Management. Data link management team is responsible for effecting planning and management of the joint tactical data link network in support of AFSOF. This support includes OC data link requirements, coordination with deployed AFSOF to coordinate requirements with theaters as part of reach back functions and directed responsibilities by USSOCOM.

10.4.4.5.2.6. A365 Communication Planning. The Communication Planning Team is tasked with doing planning activities in support of OC operations. These planning activities include but not limited to system requirements, technology refresh, and future requirements. Additionally, the team is tasked with managing, coordination of and publishing tactical communication plans of mission under AFSOC OC authorities and supporting deployed forces as part of reach back function.

10.4.4.6. **A38 International Affairs Division.** The A38 serves as AFSOCs focal point for managing international engagements within the AFSOC command.

10.4.4.6.1. Division Organization Chart

Figure 10.7. A38 Organization.

10.4.4.6.2. Core Functions.

10.4.4.6.2.1. Advise AFSOC leadership and command teams on key leader engagements (KLE) and action officer level engagements; produce read-ahead materials and reviews international correspondence for the command team; liaises with interagency, SAF/IA, GCCs, and foreign partners on behalf of HQ AFSOC; ensures AFSOC allies and partners initiatives align with NDS and DAF International Engagements Plan.

10.4.4.6.2.2. Assist AFSOC leadership team as content OPR for foreign DV visits involving HQ AFSOC; coordinates with the appropriate TSOC and US Embassy Defense Attaché Office (DAO) or Security Cooperation Office (SCO) for liaising with partner nation military leadership.

10.4.4.6.2.3. Communicates COMAFSOC intent to allies and partner nation militaries regarding AFSOCs allies and partners program actions; briefs command team and directorates on international affairs initiatives and progress; resolves conflict between MAJCOMs, HQ Directorates, AFSOC units and allies and partners initiatives to ensure commander's intent is satisfied.

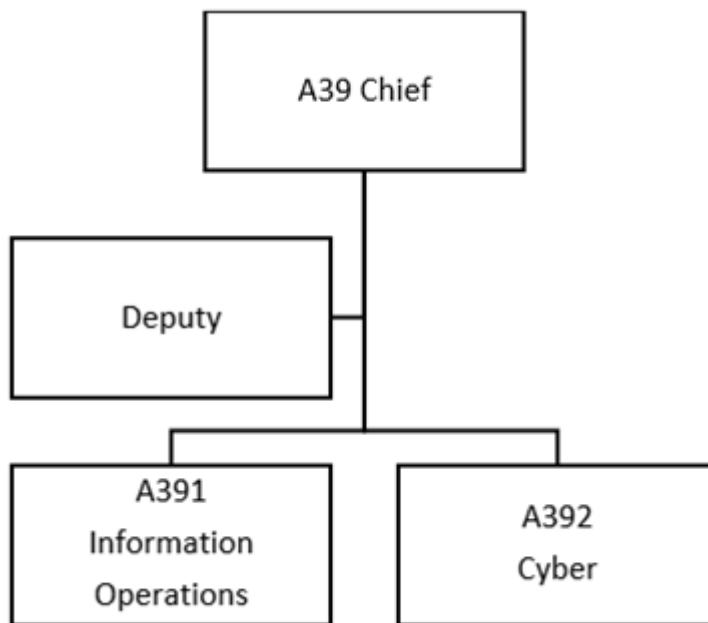
10.4.4.6.2.4. Manages multiple foreign military exchange members assigned to AFSOC units worldwide; liaise with foreign embassies, SAF/IA, and foreign militaries for SITREPs/issues concerning their military members; collect after-action reports (AARs) from A/PN and AFSOC members on Military Personnel Exchange Program (MPEP)/ Foreign Liaison Office/Officer (FLO tours); formulates future MPEP/FLO requests for AFSOC.

10.4.4.6.2.5. Executes AFSOC's FDO and FVS program; manages the technology security; transfer; FMS, international trafficking in Arms (ITAR) waivers; educates command on Foreign Disclosure (FD) policy and establishes FD functions at all levels within AFSOC.

10.4.4.7. **A39. Information Warfare (IW) Division.** The A39 serves as an administrative grouping of non-kinetic and IW capability subject matter experts and provides the core membership of the IWWG, which serves as the command's focal point for synchronization and review from a trans-regional perspective and planned non-kinetic operations and IW. The IWWG ensures coordinated use of non-kinetic and IW capabilities with kinetic capabilities and sensitive activities; ensures comprehensive planning of influence activities against desired audiences; and helps ensure the congruence of words and actions. The IWWG accomplishes this by integrating expertise; capabilities; and reach back via the SOTGs and other SMEs into CCMD competition planning efforts. The A39 division includes strategy, planning, execution, and assessment capabilities in electronic warfare, military information support operations (MISO), operations security, deception activities, space, and Public Affairs. The A39 (via the Director of Cyberspace Forces (DIRCYBERFOR/DC4)) coordinates with AFCYBER and 616 OC (service authorities) and MARFORCYBER (USSOCOM authorities) for cyberspace operations and mutually supporting activities. The A39 coordinates with the Space Force Liaison Officer (LNO) for space awareness, control, and other space effects and the 23 SOWS for weather support to IW. In addition, the A39 serves as Information Operations (IO), IW capabilities, and non-kinetic operations capability specialists for the AFFOR staff and empowers AFFORGEN by synchronizing information capabilities to protect force projection via signature management; coordinates AFSOC OAI in the information environment with TSOC and HHQ plans; and maintains awareness of the changing information environment to create expected behavioral effects and operationally desirable conditions.

10.4.4.7.1. Division Organization chart.

Figure 10.8. A39 Organization.



10.4.4.7.2. Core functions.

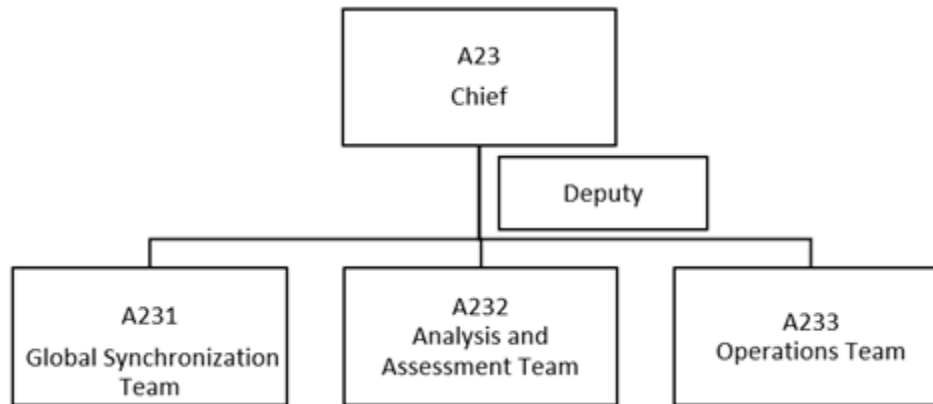
10.4.4.7.2.1. Monitor current ops, intel, the information environment, and CCMD/TSOC plans to provide information-related capabilities (electromagnetic spectrum operations (EMSO), cyber, Signature Management, Space, Special Technical Operations (STO), and influence messaging) support for TSOC/SOTG planning to create a decision advantage. Support guidance to Wings, exercise integration, future concept integration (T-AOS, CITRUS, A3X, A3F), and TTP development. (i.e., WEPTAC). (A39 – LOE #1, MEF 2)

10.4.4.8. A23 Operational Intel Division.

10.4.4.8.1. General. Posture COMAFSOF, AFSOC OC, and supporting/supported units with full spectrum awareness to facilitate training, planning, executing, and assessing effectiveness of AFSOF in support of joint all-domain operations across the competition continuum.

10.4.4.8.2. Division organization chart.

Figure 10.9. A23 Organization.



10.4.4.8.3. Core Functions.

10.4.4.8.3.1. Provide Full Spectrum and Transregional Awareness.

10.4.4.8.3.1.1. Synchronize AFSOF ISR operations with joint strategy, planning, and operations assessments. (All LOEs, MEF 4)

10.4.4.8.3.1.2. Manage Priority Intelligence Requirements, Requests for Information, intelligence reporting, and analytical support from national, theater, and component intelligence. (All LOEs, MEF 4)

10.4.4.8.3.1.3. Coordinate reach back and federated architectures for analysis, collection, order-of-battle, target development, combat assessment, and other intelligence reporting responsibilities and processes with the Joint Force Commander (JFC), components, and other intelligence organizations. (All LOEs, MEF 4)

10.4.4.8.3.2. Support the Planning of Operations.

10.4.4.8.3.2.1. Describe the operational environment. (All LOEs, MEF 4)

10.4.4.8.3.2.2. Provide estimates of adversary capabilities, intentions, and courses of action. (All LOEs, MEF 4)

10.4.4.8.3.2.3. Analyze target systems and identify their vulnerabilities. (All LOEs, MEF 4)

10.4.4.8.3.2.4. Identify, define, and nominate objectives. (All LOEs, MEF 4)

10.4.4.8.3.3. Support the Execution of Operations.

10.4.4.8.3.3.1. Monitor the Operational and Information Environment. (All LOEs, MEF 4)

10.4.4.8.3.3.2. Provide warning. (All LOEs, MEF 4)

10.4.4.8.3.3.3. Enable lethal and non-lethal engagement against designated targets. (All LOEs, MEF 4)

10.4.4.8.3.3.4. Manage unit intelligence support. (All LOEs, MEF 4)

10.4.4.8.3.3.5. Plan and manage collection and PED operations. (All LOEs, MEF 4)

10.4.4.8.3.4. Assess the Effectiveness of Operations.

10.4.4.8.3.4.1. Perform assessment. (All LOEs, MEF 4)

10.4.4.8.3.4.2. Measure changes to adversary capabilities, system behavior, and the operational environment. (All LOEs, MEF 4)

10.4.5. Support.

10.4.5.1. The Special Operations Advanced Capabilities Squadron (SOACS) develops, integrates, and ensures interoperability of command, control and mission information processes, and systems (C2MIPS) for global AFSOF. This includes ensuring joint, service, special operations and other processes, systems, and applications have operational- and tactical-level interoperability and integration. This also includes providing support for AFSOC's instance of the tailored "Falconer" AOC Weapon System (WS) in meeting special operations requirements and needs. The division develops, coordinates, and executes strategies, plans, and standards at all AFSOC wings, groups, and special operations air components, to include task-organized detachments and elements. SOACS works closely with the AFSOC OC to ensure communications systems and links remain operational and meet the needs of the operations center.

10.4.5.1.1. Mission Information Managers (MIM). MIMs provide critical capabilities in support of both in-garrison and deployed operations. They serve as the commander's and users' subject matter expert on all mission and C2 applications, systems, and processes. They provide associated A6 a single representative for operational mission needs and priorities. They are the primary AFSOF source for situational display, BFT, mission planning and C2 applications, and file taxonomy expertise. They provide on-site/on-the-spot gap support and actual workflow integration for command and service released technologies and applications. They bridge limited services provided by contracts and incomplete concepts to accomplish mission. Additionally, they test and implement new higher headquarters approved technologies and applications into

workflows. Examples include high performance waveform (HPW), AI/MS, Joint Battlespace Viewer (JBV), Battlefield Airman Operations (BAO), Predator Tool, Viper, Joint Automated Deep Operations Coordination System (JADOCS), and others. They provide tailored and mission focused on-site/on-the-spot applications and process training to high turnover staffers, operators, and support personnel; training not limited to specific tool, time, or location. They integrate systems and processes across divisions and specialty teams; bridging “tribal” gaps. They engineer and execute immediate solutions for “time critical” process and information needs. They gather and pass “ground truth” to higher headquarters and requirements points of contact on processes, systems, and capability gaps; a feeder to help guide higher headquarters long-term solutions. Finally, they maintain mission, mission support, and C2 systems and applications situational awareness; stay aware of the plethora of systems for AFSOF use, integration, and interoperability.

10.4.5.2. Operations Security/Communications Security (OPSEC/COMSEC). AFSOC OC has the responsibility to protect sensitive information, critical information, and their indicators and ensures the effectiveness of OPSEC/COMSEC measures taken. Further, each individual has the responsibility to understand how his/her actions affect the overall mission and to protect information that may reveal sensitive operations across multiple levels of classification.

10.4.5.3. Continuity of Operations Plan (COOP). The AFSOC COOP has been developed in accordance with guidance in Executive Order 12656, Assignment of Emergency Responsibilities; National Security Presidential Directive – 51/Homeland Security Presidential Directive – 20, National Continuity Policy; Homeland Security council, National Continuity Policy Implementation Plan; Federal Continuity Directive 1. Federal Executive Branch National Continuity Program and Requirements, February 2008; AFI-208, Continuity of Operations; AFI 10-208, Continuity of operations, AFSOC SUP; and related Directives and guidance. The AFSOC OC’s primary, alternate, contingency and emergency (PACE) plan is also contained within the COOP.

KENNETH J. DANIELS, Col, USAF
Director of Operations

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

AFMAN13-1AOCV3, *Operational Procedures-Air Operations Center (AOC)/Operations Center (OC)*, 25 June 2024

USSOCOMD 10-1, *Organization and Functions (Appendix C)*, 4 Jan 2023

Prescribed Forms

None

Abbreviations and Acronyms

AC—Aircraft commander

AFSOC OC—Air Force Special Operations Command Operations Center

AFSOC—Air Force Special Operations Command

AFSOF—Air Force Special Operations Forces

AMHS—Automated Message Handling System

APACS—Aircraft Personnel Automated Clearance System

ART-C—Airman Readiness Training – Combat

ART-OTW—Airman Readiness Training – Outside the Wire

ASR—air support requests

AWL—Above Wing Level

BAO—Battlefield Airman Operations

BFT—Blue Force Tracking

CAT—Crisis Action Team

CLO—Combat Logistics Operations

CONPLANS—contingency plans

CONUS—Continental United States

COOP—continuity of operations plan

CSST—Communication System Support Team

DAO—Defense Attaché Office

DCAPES—Deliberate Crisis Action Planning and Execution Segment

DEPORD—deployment order

EA—Emergency Action

EMSO—electromagnetic spectrum operations

FD—Foreign Disclosure
FDO—Foreign Disclosure Office
FLO—Foreign Liaison Office/Officer
FMS—foreign military sales (FMS)
FMV—full motion video
FORGEN—Force Generation
FVS—Foreign Visitor System
GCC—Geographic Combatant Commander
GEOINT—geospatial intelligence
GFM—Global Force Management
GFMIG—Global Force Management Implementation Guidance
GSOS—Global Special Operations Synchronization
HPW—high performance wave
HUREVAC—Hurricane Evacuation
ITAR—international trafficking in arms
IWWG—Information Warfare Working Group
JADOCS—Joint Automated Deep Operations Coordination System
JBV—Joint Battlespace Viewer
JOPEs—Joint Operation Planning and Execution System
JOPP—Joint Operation Planning Process
JPP—Joint Planning Process
KLE—key leader engagements
KM—Knowledge Management
LOE—lines of effort
MC—Mission commanders
MEF—Mission Essential Functions
MIM—Mission Information Managers
MPEP—Military Personnel Exchange Program
NDS—National Defense Strategy
OAI—operations, activities, and investments
OCONUS—Outside the Continental United States
ODO—Operations Duty Officer

OPORD—operations order
OPREP-3—Event/Incident Reporting
Ops NCO—Operations NCO
OT&E—Organize, Train, and Equip
PACE—primary, alternate, contingency and emergency
PDSS—Pre-deployment Site Surveys
PED—processing, exploitation, and dissemination
PTO—PED tasking order
RPA—remotely piloted aircraft
SCO—Security Cooperation Office
SDO—Senior Duty Officer
SITREPS—Situation Reports
SOACS—Special Operations Advanced Capabilities Squadron
SOF—Special Operations Forces
SOTG—Special Operations Task Group
SOTU—Special Operations Task Units
STO—Special Technical Operations
TFI—Total Force Integration
TPFDD—Time Phased Force Deployment Data
TSOC—Theater Special Operations Command
ULN—Unit Line Numbers
USSOCOM—United States Special Operations Command
USTRANSCOM—US Transportation Command

Office Symbols

2 AF/A3X—2 AF Advanced Readiness Training
AFSOC/A1—AFSOC Director of Manpower, Personnel and Services
AFSOC/A1M—AFSOC Manpower & Organization
AFSOC/A3—AFSOC Director of Operations
AFSOC/A4—AFSOC Director of Logistics
AFSOC/A4 CLO—Combat Logistics Operations
AFSOC/CC—Commander, AFSOC
AFSOC/JA—AFSOC Judge Advocate
COMAFSOC—Commander, AFSOC