

**BY ORDER OF THE COMMANDER
AIR MOBILITY COMMAND**

**AIR MOBILITY COMMAND
INSTRUCTION 10-2102 VOLUME 1**

17 JULY 2020

Operations

**ROLES, RESPONSIBILITIES,
RELATIONSHIPS, AND AUTHORITIES**



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This instruction implements Air Force Policy Directive (AFPD) 10-21, *Rapid Global Mobility*. Specifically, it prescribes the fundamental Roles, Responsibilities, Relationships, and Authorities (R3A) used by Air Mobility Command (AMC). It formally establishes the foundational R3A used within the AMC Command and Control (C2) structure, defines authority to direct AMC forces within the unified command structure, and describes AMC's internal C2 R3A in support of peacetime, contingency, and wartime taskings. Volume 1 serves as the basis for subsequent volumes of AMCI 10-212. 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 in accordance with (IAW) Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). 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. Compliance items in this publication are T-2. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor's commander for non-tiered compliance items. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF CHANGES

This document has been re-titled, substantially revised, and must be completely reviewed. Command relationships within AMC have been updated and designation of roles, responsibilities, relationships, and authorities (R3A) have been clarified. This document further solidifies these complex and dynamic relationships to ensure effective and efficient C2 operations.

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Chapter 1

INTRODUCTION

1.1. General.

1.1.1. This document clarifies the roles, responsibilities, relationships, and authorities (R3A) of Headquarters Air Mobility Command (HQ AMC), Eighteenth Air Force (18 AF), the USAF Expeditionary Center (USAF EC), the 618 Air Operations Center (AOC), and associated entities as they apply to the various missions of AMC. 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 HQ AMC, 18 AF, the USAF EC, the 618 AOC, and associated entities as they apply to the various missions of AMC. To enhance the performance of AMC as a MAJCOM; Lead MAJCOM (L-MAJCOM), executing its Service-directed roles and responsibilities; and as a Component MAJCOM (C-MAJCOM), supporting its combatant command (CCMD), United States Transportation Command (USTRANSCOM).

1.2.2. This directive is an authoritative description implementing United States Air Force Policy Directives, doctrine, C2 concepts (including Multi Domain), and other references listed in [Attachment 1](#). Doctrine and policy allow latitude or often do not adequately prescribe command and staff R3A; therefore, this document establishes, codifies, and integrates those concepts.

1.2.3. Desired End State. An AMC organization that excels in its mission to execute Service-directed L-MAJCOM responsibilities and support USTRANSCOM as a C-MAJCOM. 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 organize, understand, plan, decide, direct, and monitor the rapid global mobility (RGM) mission.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. General.

2.1.1. 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. The Unified Command Plan (UCP) establishes the missions, responsibilities of CCDRs and directs the SECDEF to assign forces to them in the SECDEF's Global Force Management Implementation Guidance (GFMIG). The GFMIG assigns all USAF active and reserve air mobility forces stationed in the Continental United States (and select overseas locations) to CDRUSTRANSCOM, with the exception of the USAF EC staff and other forces assigned to Air Education and Training Command (AETC).

2.2. United States Transportation Command (USTRANSCOM).

2.2.1. The Commander of USTRANSCOM (CDRUSTRANSCOM) exercises Combatant Command authority (COCOM) over assigned forces. Title 10 United States Code, Section 164 gives broad powers, duties, and responsibilities to CCDRs over assigned forces. These include: giving authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics; prescribing the chain of command to the commands and forces within the command; organizing commands and forces within that command as necessary to carry out missions assigned to the command; assigning command functions to subordinate commanders; coordinating and approving those aspects of administration and support (including control of resources and equipment, internal organization, and training) and discipline necessary to carry out missions assigned to the command.

2.3. Secretary of the Air Force (SECAF).

2.3.1. The SECAF is responsible for the administration and support of USAF forces. The SECAF fulfills responsibilities by exercising administrative control (ADCON) through the CSAF, who has ADCON of the AMC Commander (AMC/CC), who in turn maintains ADCON of AMC forces. ADCON provides for the "preparation of military forces and their administration and support." The responsibilities and authority exercised by the SECAF are subject by law to the authority provided to CCDRs in their exercise of COCOM over "assigned forces." (Ref: JP 1, *Doctrine for the Armed Forces*, March 2013, page II-11). With respect to CDRUSTRANSCOM, these authorities are described in the previous paragraph.

2.4. Air Mobility Command (AMC).

2.4.1. AMC's mission is to organize, train, and equip combat ready forces in order to provide rapid global airlift, aerial refueling, aeromedical evacuation, and air mobility support.

2.4.2. The SECAF has designated AMC as the L-MAJCOM for the RGM mission area. AMC's L-MAJCOM responsibilities include:

2.4.2.1. Enabling the interoperability of air mobility forces, regardless of their MAJCOM assignment.

2.4.2.2. Maintaining clear, detailed, and measurable standards in the RGM mission area to ensure efficient employment and interoperability of forces.

2.4.3. The GFMIG designates AMC as the Air Force C-MAJCOM to USTRANSCOM. AMC's C-MAJCOM responsibilities and authorities are at the strategic and operational levels.

2.4.3.1. Integration of component activities across all phases of conflict with a primary focus on phases 0 (shape) and 1 (deter).

2.4.3.2. Development of policy, formulating strategic level guidance, conducting administrative management functions, and executing CCDR Title 10 responsibilities to organize and train assigned/attached forces for accomplishment of CCDR assigned missions.

2.4.3.3. Present air mobility forces to execute missions tasked by USTRANSCOM, to include airlift, air refueling, aeromedical evacuation, and air mobility support.

2.4.3.4. 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.

2.4.4. AMC/CC exercises ADCON of assigned forces through 18 AF and the USAF EC, and is designated by CDRUSTRANSCOM as the Commander of Air Force Forces (COMAFFOR) or "lead airman" with authority over all AMC forces and functions.

2.4.5. Air Forces Transportation (AFTRANS). The published 2006 authoritative guidance to implement the Air Force Forces (AFFOR) Enabling Concept established "componency" between a C-MAJCOM and/or Component NAF (C-NAF) and its parent Unified Combatant Command. A CSAF-directed naming convention was used to standardize C-NAF nomenclatures and preserve Air Force heritage. The C-NAF nomenclature selected for 18 AF was AFTRANS, which was removed from 18 AF in 2018 during the AMC Warfighting Headquarters Transformation. Although the nomenclature AFTRANS is not explicitly used to designate AMC as a C-MAJCOM, it is implied that continued reference to AFTRANS now refers to AMC in its C-MAJCOM role as the air component of USTRANSCOM.

2.4.6. On behalf of the COMAFFOR, AMC A3/10 executes operational planning and crisis response tasks. In this role, A3/10 has direct liaison authorized and may task across the entire AMC AFFOR staff. Specific guidance can be found within the AMC Standing Operational Order (OPORD) for RGM.

2.5. Eighteenth Air Force (18 AF).

2.5.1. 18 AF is the only NAF for AMC. The 18 AF commander (18 AF/CC): executes ADCON; has command authority to organize, train, and equip forces; provides installation management to mission partners; provides advocacy to HQ AMC for installation readiness and preparedness of forces; exercises General Court-Martial Convening Authority (GCMCA) over assigned and attached personnel; and performs Senior Rater duties for AMC wings/groups with unit assigned aircraft. More detailed information can be found in AMC Mission Directive (AMCMD) 7-702, *Eighteenth Air Force*.

2.6. USAF Expeditionary Center (USAF EC).

2.6.1. The USAF EC's mission is to train, exercise, and enable expeditionary combat support and mobility Airmen to conduct global en route and contingency response operations, joint

base management, and installation support. The USAF EC commander (USAF EC/CC): executes ADCON; has command authority to organize, train, and equip forces; exercises General Court-Martial Convening Authority (GCMCA) over assigned and attached personnel; and performs senior rater duties for AMC wings/groups without unit assigned aircraft. More detailed information can be found in AMCMD 7-711, *United States Air Force Expeditionary Center*.

2.7. 618 Air Operations Center (AOC).

2.7.1. The 618 AOC is a functional AOC with a global focus and is AMC's primary C2 node. AMC/CC delegates TACON of forces to the 618 AOC commander (618 AOC/CC), as well as C2 authority of ARC forces executing USTRANSCOM missions in other than Title 10 status. Specific guidance can be found within the AMC Standing OPOD for RGM.

2.7.2. In coordination with the AMC AFFOR Staff, and on behalf of the 618 AOC/CC, the personnel within the 618 AOC execute the tasks inherent in TACON as they direct and monitor USTRANSCOM airlift, air refueling, aeromedical evacuation, and air mobility support missions.

2.7.3. The CSAF-approved AMC Component HQ Organizational Change Request, dated 28 Nov 2018, aligns the 618 AOC directly under AMC/CC as a primary subordinate unit authorized to retain its existing numbered designation. Additionally, a 618 AOC Functional Area Manager (FAM) office exists on the MAJCOM staff to coordinate and advocate on behalf of the 618 AOC. Refer to [paragraph 3.4.2](#) for details on the role of a FAM.

2.8. Air Reserve Component (ARC) Forces.

2.8.1. AMC does not exercise C2 of USTRANSCOM-assigned Air Force Reserve Command (AFRC) and Air National Guard (ANG) forces executing non-USTRANSCOM missions. Specific guidance can be found within the AMC Standing OPOD for RGM.

2.8.2. Unless otherwise directed, AMC/CC delegates TACON of USTRANSCOM-assigned ARC forces, when activated, to the 618 AOC/CC. ADCON is retained by AFRC and ANG as appropriate. Specific guidance can be found within the AMC Standing OPOD for RGM.

2.9. AFTRANS Nuclear Execution Force (NEF).

2.9.1. The AMC/CC serves as supporting commander to the United States Strategic Command's (USSTRATCOM) Joint Force Air Component Commander (JFACC). As Commander of the AFTRANS NEF, AMC/CC provides support to USSTRATCOM's mission of strategic deterrence and global strike. AMC/A10N prepares and reconstitutes AFTRANS forces for nuclear assurance, deterrence, and execution.

2.9.2. The mission of the AFTRANS NEF is to conduct strategic deterrence and force employment through responsive and survivable air mobility operations (command and control, airlift, air refueling, and mobile support teams) in order to support USSTRATCOM missions.

2.9.3. SECDEF apportions KC-135s to USSTRATCOM for planning purposes. CJCSI 6811-01 defines the AFTRANS NEF: when in support of the 801X Nuclear Execution Force, the AFTRANS Nuclear Execution Force includes Tankers, Tanker Wing/Unit Command Posts (home and deployed), Tanker Wing/Unit Crisis Action Teams (home and deployed), and Mobile Support Teams (MSTs). CDRUSTRANSCOM will transfer TACON of AFTRANS

generated tanker alert forces to CDRUSSTRATCOM. OPCON of the AFTRANS NEF will remain with CDRUSTRANSCOM, who delegates to the AMC/CC, executed through A3/10.

2.9.4. The AFTRANS Nuclear Operations Cell (NOC) and AMC Command Center activates during periods of heightened tensions, or as directed. When activated, personnel from AMC/A10N form the core of the NOC. The AFTRANS NOC and AMC Command Center support the AMC/CC's effort to lead through Mission Command by providing actionable information, and crafting and promulgating commander's guidance and intent for the AFTRANS NEF. The AFTRANS NOC and AMC Command Center accomplish this through four functional areas of monitor, assess, synchronize and report. The NOC supports the Commander's Battle Staff (CBS) for support of USSTRATCOM specific taskings. The AMC CBS is the primary conduit for AMC/CC to direct all AMC and AMC-gained forces.

Chapter 3

THE AMC HEADQUARTERS STAFF

3.1. Introduction.

3.1.1. This chapter explains the R3A of the HQ AMC staff in general terms as it relates to a MAJCOM's inherent responsibility to organize, train, and equip (OT&E) its assigned forces, as well as the HQ AMC staff's L-MAJCOM and C-MAJCOM responsibilities. Refer to the link at [Attachment 2](#) for a more detailed listing of HQ AMC staff tasks and functions.

3.2. MAJCOM OT&E Responsibility.

3.2.1. A MAJCOM HQ's basic responsibilities include the development of command policies, plans, and programs; establishing requirements; and allocating resources for subordinate organizations, to include organizing, training, and equipping subordinate organizations to maintain an appropriate state of readiness to perform their assigned mission. The HQ AMC staff performs these functions on behalf of the AMC/CC.

3.3. L-MAJCOM and C-MAJCOM Responsibilities.

3.3.1. Depending on the production process, the HQ AMC Staff performs duties as an L-MAJCOM staff and a C-MAJCOM staff.

3.3.2. L-MAJCOM Staff. An Air Force L-MAJCOM is a type of MAJCOM that consolidates responsibilities for a particular function in a single MAJCOM, supporting the entire Air Force as applicable. L-MAJCOM work is Air Force Service work. The HQ AMC Staff does this work for the AMC/CC as the ultimate decision authority. If the production process output is in support of all Air Force organizations performing duties within the RGM mission area, then the HQ AMC Staff is functioning as an L-MAJCOM Staff.

3.3.3. C-MAJCOM Staff. With respect to presentation of forces, the HQ AMC Staff exists to support the AMC/CC's ability to C2 USTRANSCOM-assigned air mobility and air mobility support forces. AMC's C-MAJCOM production process is primarily performed by the AMC AFFOR Staff, which coordinates across HQ AMC, 18 AF, USAF EC, 618 AOC, and USTRANSCOM as required to fulfill the AMC/CC's full range of COMAFFOR responsibilities and to synchronize AMC's overall OT&E staff effort with the COMAFFOR's battle rhythm. If the production process is strategically or operationally scoped and aligned to support CDRUSTRANSCOM and other Combatant Commander objectives, the HQ AMC Staff is functioning as a C-MAJCOM Staff.

3.4. Staff Member Roles.

3.4.1. Air Force policy requires each MAJCOM to adopt an efficient organizational structure that avoids duplication and maximizes utilization of all available personnel, which often requires HQ AMC staff members to perform a variety of OT&E, L-MAJCOM, and C-MAJCOM tasks. The overall effectiveness of the HQ AMC staff is dependent on high degrees of collaboration and communication. Listed below are five duty positions on the HQ AMC staff; they are explained to help clarify AMC-specific R3A, as various authoritative publications define multiple roles for these duty positions. It is not uncommon for a single individual on the HQ AMC staff to perform more than one of these defined roles.

3.4.2. The Action Officer (AO). AO is a grade/rank/status-neutral term to identify a knowledge worker that either individually, or as part of a team, engages in production processes—meetings and staff packages—that produce the critical information necessary for commanders to make good decisions. The AO’s raw materials are data, either from their own information systems or from outside providers. They consume this information, distill it, and provide the Commander with the necessary knowledge and situational awareness to make good decisions after consideration of the associated risks. Per the C2 Joint Capability Area (JCA), a Commander’s ability to “decide” from a set of courses of action (COAs) is central to C2. With respect to AMC-specific R3A, AOs on the HQ AMC Staff exist to support the AMC/CC’s service-level OT&E and L-MAJCOM responsibilities, as well as the CDRUSTRANSCOM-delegated authority to C2 assigned forces. AOs are expected to communicate and collaborate with their peers as an individual, team member, or team leader in order to complete their assigned workload in support of the AMC/CC.

3.4.3. The Functional Area Manager (FAM). On the HQ AMC staff, a FAM is appointed to represent all AMC units or personnel assigned to a specific functional area; FAMs are a functional area’s lead advocate and initial point of entry to the MAJCOM staff. From an OT&E perspective, the FAM engages across the entire spectrum of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy (DOTMLPF-P) to ensure units are organized, trained, and equipped to support their assigned mission(s). From an L-MAJCOM perspective, the FAM becomes the Air Force lead for the functional area to coordinate, manage, and direct concepts, processes, and force structure that ensures the seamless integration and interoperability of all Air Force personnel and equipment within the functional area. From a C-MAJCOM perspective, the FAM participates in AFFOR Staff planning sessions to provide input for their functional area, and in coordination with unit commanders, identifies and tasks units to deploy forces and/or equipment in support of either service-specific or CCMD requirements.

3.4.4. The Functional Manager (FM). On the HQ AMC Staff, functional managers are charged with the specific representation of a process, system, or item of equipment, such as a functional manager for a C2 system. From an OT&E perspective, FMs engage across portions of the DOTMLPF-P spectrum as necessary to participate in all aspects of a process, system, or equipment lifecycle; an FM’s duties include providing a single interface with the user community to define initial and follow-on operational capabilities used in the development of acquisition requirements, approval of user/technical documentation, and the validation/prioritization of programmed upgrades/modifications. From an L-MAJCOM perspective, FMs have a service responsibility to coordinate across the entire Air Force user community, integrating all identified operational priorities into the lifecycle. From a C-MAJCOM perspective, FMs must ensure that CDRUSTRANSCOM operational priorities are fully integrated into the lifecycle, to include inter-system compatibility. The processes, systems, or equipment managed by FMs may be utilized within one or more functional areas; FAMs and FMs collaborate to ensure processes, systems, and equipment are available and sufficient for AMC to execute its assigned mission.

3.4.5. The MAJCOM Functional Manager (MFM). An MFM on the HQ AMC Staff is charged with the specific representation of personnel, usually one or more AFSCs. From an OT&E perspective, MFMs engage across portions of the DOTMLPF-P spectrum to manage personnel and represent AMC interests during the development of Air Force education and training

standards, career progression milestones, and personnel assignments. From an L-MAJCOM perspective, FAMs and system/equipment FMs coordinate with and rely on MFMs to provide subject matter expertise and insight into the knowledge, skills, and abilities of the personnel represented by the MFM. From a C-MAJCOM perspective, MFMs participate in AFFOR Staff planning sessions and in coordination with unit commanders, identify and task personnel in support of either service-level or CCMD requests for a specific AFSC. The personnel managed by MFMs may be assigned to one or more functional areas; FAMs and MFMs collaborate to ensure the most effective and efficient alignment of personnel in order to execute AMC's assigned mission.

3.4.6. The Requirements Manager (RM). Any individual charged with management of the development, delivery, and sustainment of requirements for a capability to meet a user community's operational needs. The RM is responsible for reviewing the need or demand for personnel, equipment, facilities, other resources, or services by specified quantities for specific periods of time, or at a specified time. The RM assists FMs with validating and prioritizing suggested or requested system functions and capabilities before release to an assigned Program Office. With respect to AMC-specific R3A, RMs on the HQ AMC Staff exist to support the service-level OT&E and L-MAJCOM responsibilities of the AMC/CC.

3.5. Specific to AMC A3/10 and AMC/SG.

3.5.1. R3A which addresses the intersections of AMC A3/10 and AMC/SG capabilities, such as the Global Reach Laydown (GRL) team and Aeromedical Evacuation, is outlined in [Attachment 4](#).

3.6. Specific to AMC A3/10 and AMC/A6.

3.6.1. R3A which defines the inter-relationships and processes within AMC A3/10 and AMC/A6, associated with Cyberspace Operations, is outlined in [Attachment 5](#).

Chapter 4

AIR MOBILITY SUPPORT

4.1. Global Air Mobility Support System.

4.1.1. The Global Air Mobility Support System (GAMSS), a subset of air mobility support, is a structure that consists of fixed (CONUS) and en route (OCONUS) locations, as well as deployable forces capable of augmenting fixed/en route locations or establishing temporary operating locations where none exist. In addition to airfield-centric services, GAMSS locations provide an extension of the AMC C2 structure, reporting back to AMC's primary C2 node, the 618 AOC.

4.1.2. En route Structure. The en route 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. Safety within the en route structure is unique at both the wing (AMC/SEO) and squadron level (1-deep 1S0). See [Table 4.1](#) for details. Refer to AMCI 91-205 for additional information.

Table 4.1. En route Structure Organizational Descriptions

Air Mobility Operations Wings (AMOW)	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.
Air Mobility Operations Groups (AMOGs)	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, budget, planning, and resourcing support for the AMSs.

Air Mobility Squadron (AMS)	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 en route 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.
Air Mobility Detachment	Provides inter and intra-theater and contract commercial air mobility support worldwide on a smaller scale than an AMS.
Air Mobility Operating Location (OL)	Provides inter and intra-theater and contract commercial air mobility support worldwide on a smaller scale than a Detachment.
Expeditionary Operations Support Squadron (EOSS) and Expeditionary Air Mobility Squadron (EAMS)	EOSS and EAMS are functionally designed provisional expeditionary units manned by both permanent party and deployed Airmen. Deployed Airmen are from multiple units to include Guard and Reserved forces.

4.1.3. Deployable Forces. Regional contingencies, which include wartime or humanitarian operations, create a temporary surge that stresses the established day-to-day capability of AMC C2 and both the fixed and en route portions of the GAMSS structure. Based on these demands, AMC expands the structure by deploying its forces toward and within an area of responsibility. AMC can either task MAF personnel to establish an Air Mobility Task Force or utilize their Contingency Response Forces, who are postured for a rapid response airbase opening and MAF support. The 618 AOC monitors ongoing air mobility operations to determine if and when augmentation/expansion with Deployable Forces is required. Pre-positioning GAMSS forces at locations supporting sustained airlift or aerial refueling operations should be accomplished ahead of any combat force deployment. Refer to [Table 4.2](#).

Table 4.2. Deployed Organizational Descriptions

Air Mobility Task Force	A provisional air mobility unit composed of deployed aircrews, associated aircraft, and appropriately-sized CRF.
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Contingency Response Element (CRE)	<p>A provisional, pared and tailored, rapidly deployable organization established at locations where air operational support is non-existent or insufficient. A CRE provides initial airfield operations, command and control, and air support. The CRE may also be composed of contingency support elements from various units and deploys in support of Special Assignment Airlift Mission (SAAM), Presidential Support (POTUS), Joint Airborne/Air Transportability Training (JA/ATT), tanker support, or contingency and emergency relief missions on both planned and “no notice” basis.</p> <p>A CRE, when combined with the USA Rapid Port Opening Element, can be tasked to execute Joint Task Force – Port Opening (JTF-PO) operations.</p> <p>A CRE is normally led by an O-6 who can perform Senior Airfield Authority if trained and identified by the JFACC.</p> <p>CDRUSTRANSCOM retains and exercises OPCON/TACON of JTF-PO forces through the Deployment and Distribution Operations Center.</p> <p>MOG of 2 aircraft for 24 hours.</p>
Contingency Response Team (CRT)	<p>Performs the same function as a CRE, but on a smaller scale. CRTs are normally led by and enlisted 7-level member certified as a CRT Chief.</p> <p>MOG of 1 aircraft for 12 hours.</p>

<p>Combat Support Element (CSE)</p>	<p>A small-scale, standalone entity consisting of personnel and equipment that provide a deployed contingency support capability without C2 (aerial port joint inspection, contingency load planning team, in-transit visibility, etc.).</p>
<p>Expeditionary Airlift, Refueling Squadron and Expeditionary Aeromedical Evacuation Squadron (EAS, EARS and EAES)</p>	<p>The EAS, EARS, and 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. The EAS, EARS, and EAES are rainbow units consisting of forces from multiple units (e.g., AMS or CRF & aircrew).</p>

4.2. Other Air Mobility Support Forces.

4.2.1. Air Advisors. Air Advisors are Airmen specifically trained and educated to apply their air-minded subject matter expertise to execute Security Force Assistance and Security Assistance operations. Security Force Assistance (SFA) is a subset of DoD Title 10 overall Security Cooperation (SC) initiatives. Security Assistance (SA) is an authority conveyed through Title 22, with the Department of State (DoS) lead for policy and other execution, but with some portions administered by the Service components, which deals with the transfer of defense articles and services to foreign nations. Air Advisors assigned to AMC’s Mobility Support Advisory Squadrons (MSAS) conduct engagements and operations, including flight and/or jump/airborne operations on Partner Nation (PN) aircraft, in direct support of SC efforts that assess, train, advise, assist and when authorized, equip PN Foreign Security Forces (FSF) in the development, enhancement, and sustainment of an Air Mobility System, as directed by DoS, CDRUSTRANSCOM, or supported CCDR program objectives. An Air Mobility System includes airlift operations, air mobility support, and skill sets for expeditionary agile combat support, with a focus on air mobility operations and aeromedical evacuation.

4.2.2. Air Mobility Liaison Officers (AMLOs). AMLOs are component-level liaisons that serve as AMC/CC’s direct representatives to supported commanders and other authorized air mobility users. AMC employs AMLOs in garrison and at forward deployed locations to inform commanders’ decision-making cycles, coordinate, and improve integration among the respective staffs and agencies during planning phases in order to ensure safe and effective execution of air movement and maneuver, sustainment, and training operations using AMC assigned, gained, or contracted air assets. AMC/A3X coordinates AMLO-AFFOR Staff integration during planning phases, while the 618 AOC coordinates AMLO actions during execution.

4.2.3. Mobility Support Operations Forces. Mobility Support Operations Forces, assigned to AMC's Mobility Support Operations Squadron (MSOS), provide administrative and logistic support to AMLOs embedded with U.S. Army and U.S. Marine Corps commanders and their staffs, both in garrison and at forward deployed locations. The MSOS also provides worldwide deployable Expeditionary Air/Ground Liaison Elements (EAGLE)—teams of selected Career Enlisted Aviators and Air Transportation Specialist who are trained and educated to advise, assist, and accompany Joint, Interagency, Intergovernmental, Multinational (JIIM) airlift users in air movement planning, constructing aircraft airload plans; preparing, documenting, and inspecting unit-assigned passengers, equipment, and cargo using AMC-assigned, gained, and contracted aircraft for air movement operations. USTRANSCOM and AMC employ EAGLEs to assess, monitor, evaluate, report, and support JIIM user compliance to air safety and security guidelines.

MARYANNE MILLER, General
Commander

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

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Prescribed Forms

NA

Adopted Forms

AF 847, Recommendation for Change of Publication

Abbreviations and Acronyms**ADCON**—Administrative Control**AE**—Aeromedical Evacuation**AEF**—Air Expeditionary Force**AETC**—Air Education and Training Command**AFRC**—Air Force Reserve Command**AFSOC**—Air Force Special Operations Command**AFTRANS**—Air Forces Transportation**AMC**—Air Mobility Command**AMLO**—Air Mobility Liaison Officer**AMOG**—Air Mobility Operations Group**AMOW**—Air Mobility Operations Wing**AMS**—Air Mobility Squadron**AMTF**—Air Mobility Task Force**ANG**—Air National Guard**AO**—Action Officer**AOC**—Air Operations Center**C2**—Command and Control**CAF**—Combat Air Forces**CAT**—Crisis Action Team**CBS**—Commander's Battle Staff**CCDR**—Combatant Commander**CCMD**—Combatant Command**CDRUSTRANSCOM**—Commander, United States Transportation Command**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
CONUS—Continental United States
C-NAF—Component Numbered Air Force
C-MAJCOM—Component Major Command
CMF—Cyber Mission Forces
CR—Contingency Response
CRE—Contingency Response Elements
CRF—Contingency Response Force
CRG—Contingency Response Group
CRT—Contingency Response Teams
CRW—Contingency Response Wing
DCO—Defense Cyberspace Operations
DIRLAUTH—Direct Liaison Authorized
DOD—Department of Defense
DoS—Department of State
DSCA—Defense Support to Civil Authorities
EAES—Expeditionary Aeromedical Evacuation Squadron
EAGLE—Expeditionary Air/Ground Liaison Element
EAS—Expeditionary Airlift Squadron
EC—Expeditionary Center
EXORD—Execution Order
FAM—Functional Area Manager
FM—Functional Manager
FSF—Foreign Security Forces
GAMSS—Global Air Mobility Support System
GFM—Global Force Management
GFMIG—Global Force Management Implementation Guidance
I&MS—Installation & Mission Support
JFACC—Joint Force Air Component Commander
JFC—Joint Force Commander
JJIM—Joint, Interagency, Intergovernmental, Multinational

JTF—Joint Task Force
JTF-PO—Joint Task Force–Port Opening
L-MAJCOM—Lead-Major Command
MAF—Mobility Air Forces
MAJCOM—Major Command
MCCC—MAJCOM Communications Coordination Center
MFM—MAJCOM Functional Manager
MRTC—Mission Relevant Terrain-Cyber
MSAS—Mobility Support Advisory Squadron
MSOS—Mobility Support Operations Squadron
MST—Mobile Support Team
NATO—North Atlantic Treaty Organization
NEF—Nuclear Execution Force
NOC—Nuclear Operations Cell
OCONUS—Outside the Continental United States
OL—Operating Location
OPCON—Operational Control
OT&E—Organize, Train, and Equip
PN—Partner Nation
RACI—Responsible, Approve, Collaborate/Coordinate, Inform
RGM—Rapid Global Mobility
RM—Requirements Manager
SA—Security Assistance
SC—Security Cooperation
SECAF—Secretary of the Air Force
SECDEF—Secretary of Defense
SFA—Security Force Assistance
SIB—Safety Investigation Board
TACON—Tactical Control
TCA—Task Critical Asset
TF—Task Force
TTP—Tactics, Techniques and Procedures

UCC—Unified Combatant Command

UCP—Unified Command Plan

USAF—United States Air Force

USC—United States Code

USCYBERCOM—United States Cyber Command

USSTRATCOM—United States Strategic Command

USTRANSCOM—United States Transportation Command

UTC—Unit Type Code

WEPTAC—Weapons and Tactics Conference

Terms

Administrative Control (ADCON)—Direction or exercise of authority over subordinate or other organizations in respect to administration and support. Also called ADCON. (JP 1).

Air Force Forces (AFFOR)—USAF component assigned to a Joint Force Commander (JFC) at the unified, subunified, 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 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 3-30).

Combatant Command (COCOM)—Nontransferable command authority, which cannot be delegated, of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces; assigning tasks; designating objectives; and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Also called COCOM. (JP 1).

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

Component MAJCOM (C-MAJCOM)—A type of Major Command that is the Air Force component to a Combatant Command. For example, Pacific Air Forces is a component Major Command that is the Air Force component to the United States Pacific Command. A component Major Command is commanded by the Commander, Air Force Forces and includes supporting

staff and all assigned and attached forces. A component Major Command may have one or more component Numbered or Named Air Force through which it presents its forces to the Combatant Commander. The component Major Command integrates, at the strategic level, component activities across all phases of conflict. (AFI 38-101).

Direct Liaison Authorized (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. Also called DIRLAUTH. (JP 1).

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 enroute locations or establishing enroute locations where none exist are an integral part of the system. (Annex 3-17, Air Mobility Operations).

Joint Force—A force composed of elements, assigned or attached, of two or more Military Departments operating under a single joint force commander. See also joint force commander. (JP 3-0).

Joint Force Commander (JFC)—A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. Also called JFC. (JP 1).

Lead MAJCOM (L-MAJCOM)—Air Force organizations will use this term to denote a type of Major Command that consolidates responsibilities for a function in a single Major Command, supporting the entire Air Force as applicable. For example, Air Education and Training Command is the lead Major Command 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 Major Command is directly subordinate to Headquarters Air Force. Most Major Commands have the word Command as part of their designation. Major command headquarters have the full range of functional staff (excluding functions that have been centralized elsewhere for Air Force-wide execution). A Major Command can be both a component Major Command and a lead Major Command. (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)—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 necessary to accomplish the mission. Also called OPCON. (JP 1).

TACON—The authority over forces that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. Also called TACON. (JP 1).

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 STAFF

A2.1. Site. For a complete list of tasks and functions, refer to the following EIM SharePoint® site. <https://eim2.amc.af.mil/org/amcedc/RACI/SitePages/Home.aspx>

A2.2. RACI. The tasks and functions of the HQ AMC, 18 AF, and USAF EC staffs, as well as the 618 AOC, are captured in an electronic Responsible, Approve, Coordinate/Collaborate, Inform (eRACI) matrix. A RACI is a common management tool used to identify the various stakeholders in a project, or operating process, and their roles within it.

A2.3. Purpose. The eRACI serves multiple purposes, to include providing a reference for development of checklists, training programs, or process models. It also assists with development and validation of manpower requirements, can be linked to mission essential tasks, and for requirements/needs determination. Additionally, it is the starting point for a fundamental goal of more clearly defining MAF decision nodes, associated decision authorities, the information required for those decisions, and well as the source of that information

Attachment 3

AMC DEPLOYABLE COMREL TTPS AND DECISION METHODOLOGIES GUIDE

A3.1. Summary. The purpose of this attachment is to guide the planner in making a recommendation for the initial deployment concept.

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

A3.3. COMREL Planning Explained. “COMREL” as defined in JP 1 refers to the interrelated responsibilities between commanders, as well as the operational authority exercised by commanders in the chain of command, to include COCOM, OPCON, TACON, or support. COMREL captures key superior and subordinate, as well as supported/supporting relationships. In other words, the lines on a chart that depict COCOM, 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 AFFOR Staff planners conceive 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. AFFOR Staff planners can have a huge impact on mission success by gathering the necessary information to make an informed recommendation to the AMC/CC on the right commander and command element to standup for commencement of air mobility operations. Planners should strive to discern the combination of critical factors that drive 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, 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 Contingency Response (CR) Forces. The distinguishing feature between an AMTF or CR Force is the beddown of airlift and/or air refueling aircraft, the associated crews, and support. For the purposes of this guide, an AMTF includes assigned or attached aircraft and crews while a CR Force does not. Key organizational descriptions relevant to COMREL are described in [Chapter 4](#).

A3.5. Complexity and Guiding Principles. The size, functional makeup, leadership element, and associated COMREL of either a CR Force 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 CR Force support; less existing infrastructure generally necessitates more CR Force support or augmentation from other sources (i.e., AFSOC Special Tactics) and a more senior CR Force commander.

A3.5.1.2. An Air Mobility Operations Wing (AMOW) supports en route operations at designated locations across the globe, whereas CR Forces are designed as an expeditionary rapid response force to provide initial air operations at locations where air operational support is non-existent or insufficient.

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

A3.5.2.1. An AMOW and/or CR Force do not have aircraft assigned on a daily basis, but are trained to provide C2 and stage management for air operations; more detailed information on CR Forces can be found within AFI 10-202.

A3.5.2.2. The AMOW/CC may reposition organic resources in coordination with AMC/A1 to provide appropriate expertise to meet mission leadership requirements.

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/CR Force 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/CR Force leadership may be required to develop and execute air base defense operations.

A3.5.8.2. CR Forces 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 CR Force 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 CR Force 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. In the traditional air base opening process for Theater forces, mission generation does not occur until CR Forces 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 CR Force 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, AFFOR Staff planners 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 CR Force 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, planners must ensure unity of command is designed into COMREL for the CR Force 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 CR Force 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 of 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 CR Force 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 AFFOR Staff planners, who design COMREL, is that they should properly understand, illustrate, and clearly explain roles, responsibilities, relationships, and authorities for the larger operation so the CR Force or AMTF is more likely to achieve success. As the situation and mission evolve, AMC/CC, the CR Force or AMTF commander, and AFFOR Staff planners should remain synchronized in their understanding and modify COMREL accordingly. It is a continuous process that merits monitoring.

A3.6. Additional Expected Command Relationship Considerations. AMC/CC retains OPCON of USTRANSCOM-assigned AMTFs and CR Forces. AMC/CC delegates TACON of CR Forces to 618 AOC/CC for execution. TACON of AMTFs may be transferred to a supported combatant commander IAW Global Force Management policy and procedures. 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 CR Forces gained by AMC (either through volunteerism or mobilization) should remain under AMC/CC authority.

A3.6.3. 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.

A3.6.4. AMTF missions can be planned and executed from the 618 AOC or from a supported command's Geographic AOC.

A3.7. COMREL Tables.

A3.7.1. Considering the guiding principles described above, the following tables, figures, and associated notes outline the AFFOR Staff 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 en route system. Please refer to [Figure A3.1](#) and [Figure A3.2](#).

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

DEPLOYED MSN REQUIREMENT		AMC PRESENCE ¹		NO AMC PRESENCE	
		AMS	AMS DET/OL	ESTABLISHED BASE ²	BARE BASE ³
INCREASING COMPLEXITY ↓	Routine Ops	AMS	DET/OL	CRF	CRF
	Plus Stage Crews	AMS ⁴	AMTF (AMS-Led) ^{4,5}	AMTF (CRF-Led) ^{4,6,7}	AMTF (CRF-Led) ^{4,6,7}
	Plus Stage & Assigned Aircraft	AMS ^{4,5,7}	AMTF (AMS-Led) ^{4,5,7}	AMTF (CRF-Led) ^{4,6,7}	AMTF (CRF-Led) ^{4,6,7}
	JTF-PO	JTF-PO CDR ⁸ (CDRUSTRANSCOM RETAINS OPCON/TACON THROUGH DDOC)			
		LOW RISK	MED RISK	HIGH RISK	

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 (9AAXX 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)).

Figure A3.2. Long Term (60+ days) - Deployed Unit Leadership Element Considerations

		DECREASING IN PLACE INFRASTRUCTURE →			
INCREASING COMPLEXITY ↓	DEPLOYED MSN REQUIREMENT	AMC PRESENCE ¹		NO AMC PRESENCE	
		AMS	AMS DET/OL	ESTABLISHED BASE ²	BARE BASE ³
	Routine Ops	AMS	DET/OL	CRF - AMTF ³	CRF - AMTF ⁵
	Plus Stage Crews	AMS ⁴	AMS - AMTF ^{4,5}	CRF - AMTF ^{4,6}	CRF - AMTF ^{4,6}
	Plus Stage & Assigned Aircraft	AMS ^{4,5,7}	AMS - AMTF ^{4,5,7}	CRF - AMTF ^{4,5,7}	CRF - AMTF ^{4,5,7}
	JTF-PO	JTF-PO CDR ⁸ (CDR USTRANSCOM RETAINS OPCON/TACON THROUGH DDOC)			
		LOW RISK	MED RISK	HIGH RISK	

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 within 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

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 A3/10 and SG regarding capabilities integral to the Contingency Response (CR) 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 A3/10 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 A3/10-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 skills proficiency, 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. AMC/SG will ensure GRLs maintain expeditionary readiness and are worldwide deployable to meet the CR Forces global rapid response requirement. 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 A3/10, AMC/SG, and 618 AOC 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 OPOD 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. Once agreed upon, MDG/CC will ensure highest priority for GRL training and exercise support with AMC CRGs.

A4.2.3.3. For formal exercise tasking and real world deployments, the CRW will contact AMC/SG via 618 AOC 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. Refer to IAW AFI 10-202, Contingency Response Forces, for additional information.

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 sites 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 package 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 placed 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 A3/10 is the FAM for Line of the AF (LAF) AE personnel and personnel unit type codes (UTC). The AMC A3/10 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 (MEFPAK) 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 A3/10 and AMC/SG to assure operational and clinical concerns are considered.

A4.3.2.3. AMC A3/10 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 A3/10 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 A3/10 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 A3/10 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/TC CET) consistent with FAM responsibilities.

A4.3.4.3. AMC A3/10 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 A3/10 will ensure continuing clinical and aircrew readiness of LAF AE personnel through management and oversight for AE training and exercises. AMC A3/10 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 A3/10 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 A3/10 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 A3/10 is responsible for oversight of aircrew Standardization & Evaluation (Stan/Eval). AMC A3/10 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 A3/10 will ensure AMC/SG clinical criteria are incorporated into the AMC A3/10 Stan/Eval process.

A4.3.7. FINANCIAL MANAGEMENT.

A4.3.7.1. AMC A3/10 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. Milair patient movements in EU COM, PACOM, and AFRICOM

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. Operational 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 A3/10 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 A3/10 will coordinate with AMC/SG for active component AE manning requirements. Additionally, AMC A3/10 will coordinate with the AMC Command Administrator (MSC), Command Nurse (NC), and both the 4AXXX and 4NXXX functional managers for active duty assignments to the AMC A3/10 staff and identification of fellowship candidates.

A4.3.9.2. AMC/SG will coordinate with AMC A3/10 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.

Attachment 5

SUPPORT OF CYBERSPACE OPERATIONS

A5.1. PURPOSE. The purpose of this attachment is to outline the A3 and A6 roles and responsibilities in support of Cyberspace Operations. It identifies the inter-relationships, and defines processes to request the necessary cyber effects to operate in a contested environment.

A5.2. SCOPE. This agreement addresses programmatic activities at Headquarters (HQ) AMC staff in its roles as AFFOR and OT&E. AMC does not have authority over any Cyber Mission Forces (CMF). If CMF support is required by an AMC unit, the appropriate request must be submitted to 16 AF (AFCYBER).

A5.3. BACKGROUND. AMC/CC stated, “AMC must compete, deter, and win in contested environments where a competitor or adversary uses kinetic or non-kinetic capabilities in an attempt to disrupt, delay, or deny U.S. operations in any domain.” AMC has recognized cyber dependencies to effectively organize, train, equip, coordinate, plan and execute mobility operations and command and control of those forces. AMC reorganized into a Component-MAJCOM in December 2018 with HQ AMC, staff absorbing functions previously accomplished by 18 AF. Per AMC Rapid Global Mobility (RGM) Operations Order (OPORD) 18-001, the AMC/A6 Director is designated A3/10 Deputy for Cyber Operations. The appointment of the AMC/A6 Director as the Deputy A3/10 for Cyberspace Operations integrates the preponderance of HQ AMC cyber expertise in support of RGM. By operationally focusing this cyber expertise, the risks and challenges posed by our cyber dependencies can be more effectively managed and integrated to achieve mission assurance and interoperable operational capabilities development. Furthermore, AMC’s transformation makes it necessary to clarify and formally define roles with regard to cyberspace operations responsibilities within the HQ.

A5.4. TASKS AND FUNCTIONS.

A5.4.1. AMC/A3/10 will:

A5.4.1.1. Refine strategy, guidance, and planning for key cyber terrain and AMC weapon systems to include coordinating risk assessments and mitigation efforts.

A5.4.1.2. Coordinate cyber effects with USCYBERCOM to increase mission assurance of mobility operations. Identify non-kinetic effects required to establish conditions necessary to achieve Joint Force Air Component Commander’s (JFACC) operational objectives. Coordinate non-kinetic effects requirements with USTRANSCOM/J36 (Joint Fires Division) for validation through the USTRANSCOM Fires and Effects Board and Council.

A5.4.1.3. Prioritize RGM mission sets. This prioritization will inform mission assurance efforts including Task Critical Asset (TCA) identification, Mission Relevant Terrain-Cyber (MRTC) vulnerability/risk mitigation, and incident response.

A5.4.1.4. Provide mission impact and operational risk assessments to cyber vulnerabilities; programming and planning decisions or recommendations under consideration where related to RGM operations mission sets; cyber threat scenarios when requested by A6 or external entities such as aircraft program offices.

A5.4.1.5. Ensure aircrew training requirements address procedures to safely execute missions when primary systems are unavailable (e.g., navigating without GPS).

A5.4.1.6. Participate in relevant A6 cyber activities as needed.

A5.4.2. AMC/A6 will:

A5.4.2.1. Identify potential cyber threats impacting RGM; directing and reporting mitigation and recovery actions within the AOC or at the AMC wings.

A5.4.2.2. Track/report mitigation of cyber vulnerabilities for RGM mission sets and report compliance to USTRANSCOM and 16 AF (AFCYBER).

A5.4.2.3. Coordinate requested Defensive Cyberspace Operations (DCO) activities with USTRANSCOM/J-6 and/or 16 AF/A3, depending on the Area or Responsibility.

A5.4.2.4. Attend Weapons and Tactics Conferences (WEPTAC) as A3/10's cyber representative. WEPTAC events include but are not limited to: Mobility Air Forces (MAF) WEPTAC, Combat Air Forces (CAF) WEPTAC, Installation & Mission Support (I&MS) WEPTAC, Space WEPTAC, etc.).

A5.4.2.5. Ensure wing cybersecurity offices and MAJCOM Communications Coordination Center (MCCC) respond to cyber incidents on RGM weapon systems and mission systems as described in AFI 10-206, *Operational Reporting* and AFI 17-203, *Cyber Incident Handling*.

A5.4.2.6. Provide support and de-confliction for Mission Defense Teams as they reach initial operational capability.

A5.4.2.7. Provide cyber subject matter expertise to the A3/10 Director, as needed.