

JOINT FUNCTIONAL COMPONENT COMMAND



SPACE and GLOBAL STRIKE

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JFCC SGS CONCEPT OF OPERATIONS

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JOINT FUNCTIONAL COMPONENT COMMAND - SPACE AND GLOBAL STRIKE

CONCEPT OF OPERATIONS

References: See Annex A

1. Situation:

a. Commander US Strategic Command (CDR USSTRATCOM) established the Joint Functional Component Command for Space and Global Strike (JFCC SGS) to optimize planning, execution, and force management of the assigned missions of deterring attacks against the United States, its territories, possessions and bases, employing appropriate forces should deterrence fail, and conducting global strike operations, space operations and activities of the Joint Information Operations Center (JIOC) that support those operations. JFCC SGS has been designated the lead integrating JFCC for USSTRATCOM. This responsibility spans Phase 0, day-to-day activities; including deliberate/adaptive planning, providing integrated situational awareness to crisis action/time sensitive planning (TSP) and integrated execution capability when USSTRATCOM is designated supported command for execution.

b. The following authorities were granted to CDR JFCC SGS:

- (1) Coordinating authority for planning and execution of space and global strike missions.
- (2) Operational Control (OPCON) or Tactical Control (TACON) of designated space, missile warning, and global strike forces as directed.
- (3) TACON of JIOC functions that enable space and global strike mission planning and execution when USSTRATCOM is conducting operations as a supported commander and when JIOC supporting functions must be integrated with other USSTRATCOM global capabilities.
- (4) Direct Liaison Authority (DIRLAUTH) between JFCC SGS and other joint functional and service components, combatant commanders and agencies, while keeping HQ USSTRATCOM informed.

c. The Unified Command Plan (UCP) defines conducting space operations and global strike missions as follows:

- (1) Conduct Space Operations: Encompasses “force enhancement, space control and space support, including spacelift and on-orbit operations, and force application.”
- (2) Global Strike: Defined as “providing integrated global strike planning and command and control support to deliver rapid, extended range, precision kinetic (nuclear and conventional) and non-kinetic (elements of space and information operations) effects in support of theater and national objectives.”

d. USSTRATCOM defines Phase 0 as day-to-day activities required to support its global missions. Phase 0 activities include providing global situational awareness, predictive analysis, and a continuous joint planning process that enables rapid response timelines.

e. This CONOPS describes baseline operational capabilities and requirements of the JFCC SGS. It also charts baseline organization for space and global strike planning and execution, defines how the JFCC SGS leads integration of USSTRATCOM operational capabilities, and supports Phase 0, day-to-day activities within USSTRATCOM. Finally, the CONOPS describes the expertise required for preparation of companion CONOPS, standard operating procedures, space and global strike annexes, implementation plans, and tactics, techniques and procedures.

2. JFCC SGS Mission Statement: The JFCC SGS will provide integrated Space and Global Strike capabilities to deter and dissuade aggressors and when directed, defeat adversaries through decisive joint global effects in support of USSTRATCOM global missions.

3. JFCC Commander's Intent:

a. Purpose: Gain and maintain both global and theater space superiority and deliver tailored, integrated, full-spectrum space support to the theater commander, while maintaining a robust defensive global counter-space posture. Lead day-to-day planning and integration efforts, and deliver joint global strike effects through deliberate, adaptive, and crisis planning, force integration, and robust command and control (C2) to support global deterrence, theater and national objectives. These capabilities are presented to the CDR USSTRATCOM or to other combatant commanders in support of national and theater objectives.

b. Method: I intend to establish a Joint Functional Component Command at Offutt AFB, NE supporting CDR USSTRATCOM UCP-assigned missions to conduct space operations, support global deterrence, and lead the integration of all USSTRATCOM military capabilities into executable global strike courses of action (COAs). I will create effects in support of CDR USSTRATCOM or other combatant commanders, and I will be prepared to act in a supporting role or as the Joint Force Commander executing approved COAs. Continuous operations will be accomplished through a Space and Global Strike Operations Center (SGSOC) that leverages Service component capabilities, directs DoD space operations, leads crisis planning integrating all JFCC and Service component capabilities for presentation to CDR USSTRATCOM, and supports execution of approved COAs.

(1) I will perform staff functions and operations functions by conducting two separate board processes. The Joint Coordination Board process will be used to formulate JFCC SGS response to higher HQ queries and staff tasks. A Joint Integration Board process will be used to respond to adaptive planning, crisis action/time sensitive planning (TSP), and other operational tasks.

(2) Through these Joint Coordination Board (JCB) and Joint Integration Board (JIB) processes, I will set the JFCC SGS battle rhythm. Using the Global Operations Center (GOC) as USSTRATCOM's situation awareness clearing house I will have daily interface with HQ USSTRATCOM, other JFCCs and service component elements to ensure a collaborative environment.

(3) Interim Steps: In order to ensure space and global strike capabilities are effectively delivered, CDR JFCC SGS will establish an SGSOC composed the of the 8AF Air Operations Center (AOC), the 14AF-led Joint Space Operations Center (JSpOC) and the JFCC SGS Global Integration Cell (GIC), which contains selected elements of the JFCC SGS and USSTRATCOM staffs. The efforts of these elements provide the core operational planning and execution expertise necessary for mission accomplishment.

(4) Key tasks for the SGSOC are:

- (a) Serve as the conduit for CDR SGS execution of Global Space Coordinating Authority through the JSpOC.
- (b) Provide day-to-day C2 of all assigned and attached space forces.
- (c) Provide worldwide Space Situational Awareness (SSA) including status of crews/operations.
- (d) Integrate operations and operational and tactical planning for all DoD space capabilities.
- (e) In collaboration with other JFCCs, other agencies as needed, and theater Operations Centers, provide planning expertise to develop fully integrated global strike COAs across the spectrum of joint operations crisis action/TSP situations.
- (f) Provide operational and tactical execution capability on short notice with the ability to operate 24/7 as defined in the Global Strike Interim Capability Operations Order and fulfill relevant execution responsibilities under USSTRATCOM OPLAN 8044.

c. End State: JFCC SGS conducts space operations, contributes to global deterrence and delivers integrated effects supporting national and theater objectives. JFCC SGS directs operations of DoD space systems, and supports fully integrated deliberate planning across the spectrum of USSTRATCOM-assigned mission areas. JFCC SGS leads integrated crisis action planning among USSTRATCOM components and executes approved COAs when directed, utilizing space and global strike assets as assigned or attached.

4. Specified Tasks: The following tasks are extracted from the JFCC implementing directives.

- a. Act as the lead integrating JFCC in direct support of the Commander, USSTRATCOM to develop crisis response COAs, provide integrated analysis of the Command's global mission capabilities, provide execution recommendations for supported and supporting mission tasks, and through a JFCC SGS managed GOC, integrate inputs of all components and Service task forces, in order to provide HQ USSTRATCOM situational awareness for all operational responsibilities. Other USSTRATCOM JFCCs and Service components will provide direct support to JFCC SGS for planning activities and COA development. Execute Global Strike missions when directed.
- b. Assume operational (OPCON) or tactical (TACON) control of space and missile warning forces for day-to-day and crisis space operations, as directed by HQ USSTRATCOM.
- c. Provide continuous space situational awareness and warning and assessment of space attack.
- d. Execute space campaign planning as the Global Space Coordinating Authority with direct support to other Combatant Commands through the JSpOC.
- e. Execute North American Aerospace Defense Command (NORAD) mission support responsibilities.
- f. Support USSTRATCOM mission of providing missile attack warning to other combatant commanders.
- g. Provide continuous situational awareness of assigned forces engaged in ongoing Space and Global Strike operations.

- h. Provide coordinated tasking from the HQ USSTRATCOM to other joint components and service task forces, as necessary, for the synchronization of all USSTRATCOM operational and tactical mission planning and execution needs.
 - i. Support the coordination of operational logistical requirements of USSTRATCOM supported plans, to include operational logistic support to nuclear forces.
 - j. Integrate capabilities, via the GOC, to support HQ USSTRATCOM responsibilities for nuclear force command and control and nuclear force execution.
 - k. Coordinate and maintain intelligence, as necessary, to support the operational needs of space and global strike components. Provide priority intelligence requirements (PIR), requests for intelligence (RFI), intelligence production requirements, and intelligence collection requirements to USSTRATCOM Joint Intelligence Center (STRATJIC) for tasking, deconfliction and accomplishment.
 - l. Establish a relationship with mission area experts in the applicable regional commanders' Standing Joint Force Headquarters (SJFHQ) to provide operational support for space and global strike capabilities. This relationship will include the training of space and global strike support in SJFHQs, as required.
 - m. Support USSTRATCOM-led efforts to create and maintain strategic-level OPLANs. Support development and coordination of OPLANs, CONPLANs, FUNCPLANs, and SUPPLANs as directed by HQ USSTRATCOM. Support other combatant commands with space and global strike operational planning and execution, as directed by HQ USSTRATCOM.
 - n. Assume OPCON or TACON of global strike forces (kinetic and non-kinetic), as directed. This includes monitoring the status and readiness of nuclear forces through existing Service task forces via the GOC.
 - o. Report operational readiness assessment of assigned mission areas, as required by HQ USSTRATCOM.
 - p. Maintain coordination with geographic and functional combatant commanders to support ongoing and future operational requirements for USSTRATCOM Space and Global Strike capabilities.
 - q. Provide support for HQ USSTRATCOM and other geographic and functional combatant commanders' exercise, wargame and experimentation requirements. Integrate and synchronize efforts with USSTRATCOM Joint Exercise and Training Division (J37).
 - r. Support HQ USSTRATCOM development of space and global strike mission research, and development and advocacy of capability needs for the Joint Capabilities Integration and Development System (JCIDS) process.
5. Assumptions:
- a. The rapid stand-up of JFCC SGS necessitated creation of a CONOPS that will require future updates to adequately capture the evolution of a new command charged to bring together and integrate diverse elements of our nation's military power.
 - b. All processes, procedures and reporting requirements that build situational awareness for USSTRATCOM and currently flow through the USSTRATCOM GOC will continue

unchanged and uninterrupted unless changed, rescinded, or superseded by JFCC SGS or higher headquarters.

c. All USSTRATCOM plans, EXORDs, OPORDs, etc. will remain in effect unless rescinded by the office of primary responsibility.

d. Approved and established processes in effect between mission partners, external organizations, offices/entities (boards, groups, etc) that effect SGS missions, authorities or operations, remain in effect until rescinded, changed, or superseded by the CDR JFCC SGS or higher headquarters. Existing policies, procedures, Letters of Agreement, and Memorandums of Agreement/Understanding (MOAs/MOUs) between organizations and units that form the JFCC SGS will remain in effect pending review. Mission partners may request a review of MOAs/MOUs with USSTRATCOM to update requirements and codify relationships with JFCC SGS.

6. Operational Overview:

a. Organizational Concept: The JFCC SGS will execute its assigned mission by providing USSTRATCOM a functional command headquarters element, situation awareness through the GOC, and operational planning and operations execution capability through the SGSOC. The focus of the JFCC SGS will be to provide operational to tactical level planning, produce fully integrated, approved COAs and plans, facilitate full spectrum operations integration, provide command and control for the space and global strike missions and when directed, other USSTRATCOM assigned missions. For operational and execution matters, the JFCC SGS will serve as the lead integrating JFCC for HQ USSTRATCOM. As lead integrator for adaptive planning and time sensitive planning, JFCC SGS acting through the SGSOC will harmonize and synchronize multiple JFCC and/or Service component inputs to conduct space operations, provide adaptive planning materials, and serve as the chief executing element for CDR USSTRATCOM. To support TSP requirements, the CDR JFCC SGS will establish a Joint Integration Board (JIB) consisting of, as a minimum, the Commander or Deputy Commander JFCC SGS, Commander Joint Space Operations, other JFCC commanders or their designated representative, the JIOC Commander and affected service component commanders. The CDR JFCC SGS will chair the JIB. The JIB will provide guidance and objectives to the SGSOC to establish JFCC SGS TSP priorities. A subordinate Joint Effects Working Group (JEWG) leads overall JFCC SGS operational, planning, and execution integration efforts and sets the battle rhythm for JFCC SGS planning efforts, cross-component integration, and operations.

b. Staffing Concept: The JFCC SGS staff will integrate staff inputs in response to Higher Headquarters staff tasks when integration is required. The JFCC SGS staff will harmonize and synchronize staff inputs by establishing a Joint Coordination Board (JCB) consisting of, as a minimum, the JFCC SGS Staff Directors, SGSOC, 14AF, 8AF, JIOC, CMSAs, DDMS and other staff elements as required. Representatives from the other JFCCs, Service Components, and other agencies will also be invited to attend as required. The CDR JFCC SGS or his designated representative will chair the JCB. The JCB will provide guidance and objectives to the staff to establish phase 0, day-to-day JFCC SGS priorities. A subordinate Joint Staff Working Group (JSWG) leads action officer level efforts when an integrated recommendation to the senior staff and leadership is required.

c. **Structure:** The JFCC SGS fulfills implementation directive tasks for Joint Space Operations, Mission Integration and Synchronization, and Global Strike planning and operations through the following organizational and process constructs:

(1) Day-to-day Command and Control: The SGSOC will monitor day-to-day situational awareness and will provide operational control of SGS assets and other USSTRATCOM assets as required, and execute SGS missions when directed.

(2) Operations Integration and Synchronization: The Joint Coordination Board (JCB) will focus on operationalizing SGS actions in support of, near term (0 hrs to 2 weeks), theater and global priorities through an effects based, systematic approach that integrates all elements of global power.

(3) Time Sensitive Planning: As the lead integrating JFCC, SGS will orchestrate development of fully integrated (across JFCCs and Service components) crisis response/TSP COAs through the SGSOC's JEWG/JIB process.

(4) Deliberate/Adaptive Planning: The JFCC SGS J5 will plan, coordinate, and synchronize long range planning efforts (planning requirements beyond 2 weeks) through a collaborative process integrating expertise from all JFCCs, Service component elements, and affected combatant commands.

d. **Organization:** To accomplish these ends, the JFCC SGS is comprised of a J-coded structure as illustrated in **Figure 1**, comprised of a joint SGSOC and assigned/attached space and global strike forces. In addition, JFCC SGS will staff and operate CDR USSTRATCOM's GOC.

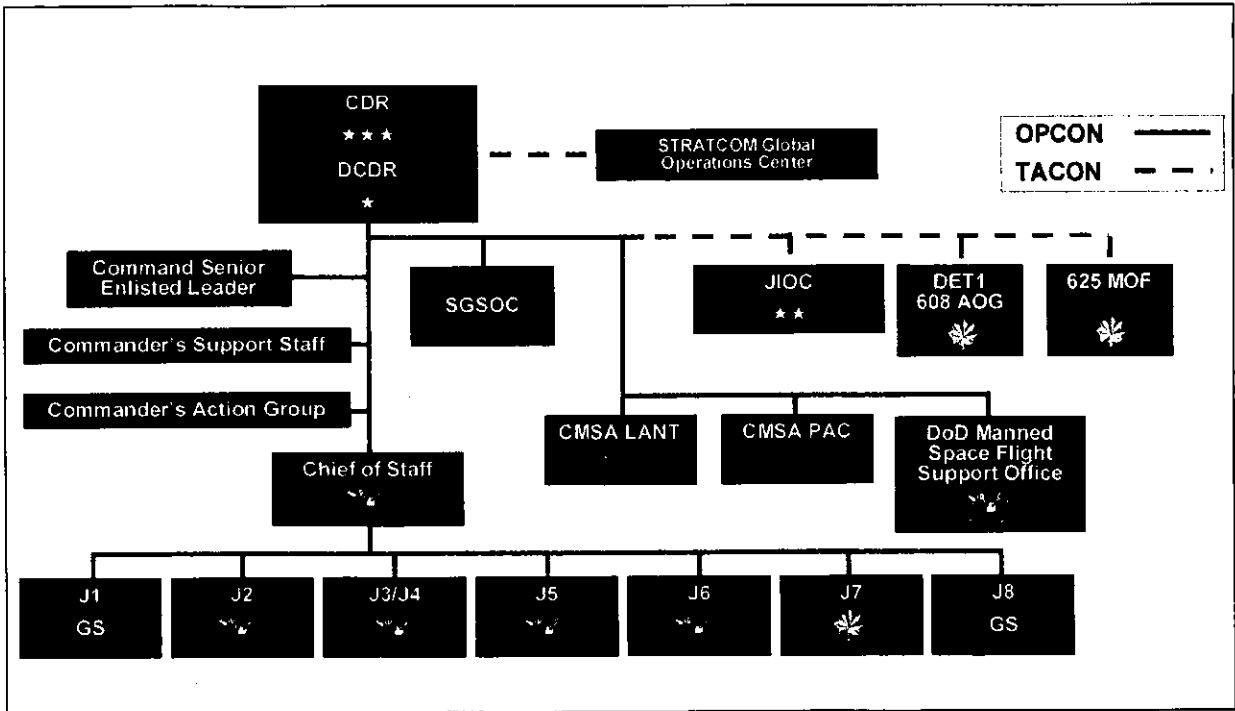


Figure 1 – JFCC SGS Organizational Structure

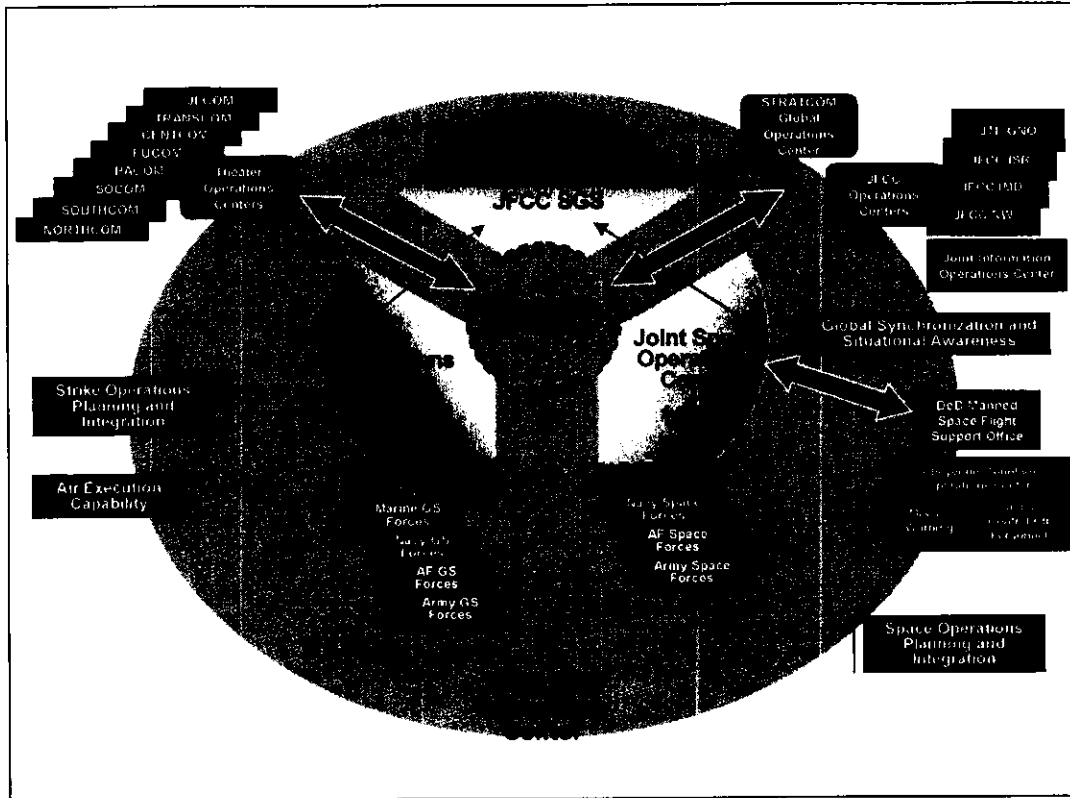


Figure 2 – JFCC SGS Distributed Operations

- (1) The JFCC SGS staff will:
 - (a) Interface with the USSTRATCOM staff and maintain working relationships with external organizations/agencies, as required.
 - (b) Conduct deliberate planning and provide mission/operations analysis.
 - (c) Conduct the JSWG/JCB process to establish day-to-day battle-rhythm, JFCC integration, and staff priorities.
 - (d) Augment the SGSOC as required.
- (2) The Space and Global Strike Operations Center (SGSOC), see **Figure 2**, will:
 - (a) Provide/conduct HQ USSTRATCOM's primary C2 with supported/supporting combatant commander and national agency operations centers.
 - (b) Lead adaptive/crisis/time sensitive planning and executable plans through the JEWG/JIB process, to include leading the USSTRATCOM battlestaff during crisis activities, as directed.
 - (c) Provide operational force tasking and execution.
 - (d) Provide operational assessments for space and global strike operations.
- (3) The JFCC SGS commander reports directly to CDR USSTRATCOM and exercises TACON/OPCON of forces and capabilities made available from USSTRATCOM and in collaboration with other mission partners through the SGSOC, as depicted in **Figure 3**. As a minimum, the JFCC SGS coordinates with the operations centers listed in Annex J, Appendix 1 when employing forces or planning operations.
- (4) When JFCC SGS is the supported command for execution, Commander, US Joint Forces Command (USJFCOM) and other combatant commands, as directed by the President or Secretary of Defense, will provide augmenting forces.
- (5) Mission Partners: Significant support from non-USSTRATCOM organizations is essential to accomplish assigned missions. In accordance with the establishing directive, DIRLAUTH between JFCC SGS and other joint functional and Service components, combatant commanders, and agencies, while keeping HQ USSTRATCOM informed, is authorized. A list of mission partners is available in Annex J, Appendix 2

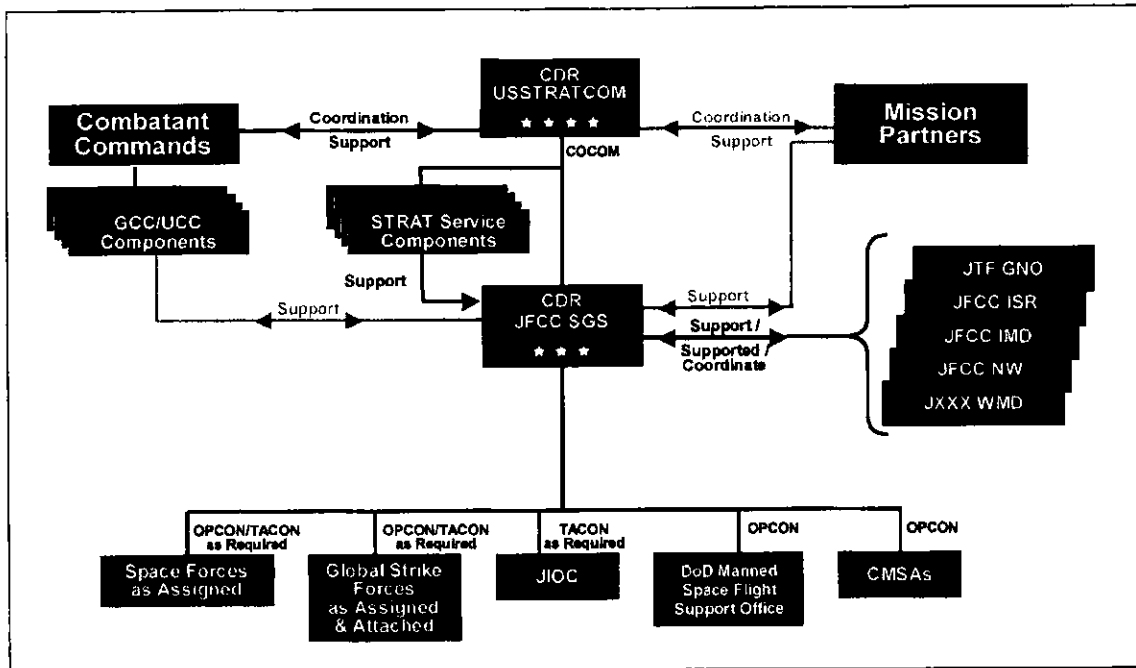


Figure 3 - JFCC SGS External Relationships

7. Execution Construct:

a. **General:** JFCC SGS executes USSTRATCOM assigned missions on a 24/7 basis through the SGSOC. JFCC SGS will integrate operations and plans for CDR USSTRATCOM via a collaborative process. The process will follow the Joint Effects Working Group/ Joint Integration Board construct (JEWG/JIB) process as currently outlined in Joint Doctrine.

b. **Integration Mission:** JFCC SGS is USSTRATCOM's lead integrating JFCC during adaptive and time sensitive planning and execution. When more than one JFCC, Service component, or the interagency is involved, JFCC SGS will coordinate with other JFCCs, Service components, combatant commands, and coalition partners' planning and execution elements to generate integrated courses of action for consideration/approval by the CDR USSTRATCOM. Mission partners must be prepared to support planning efforts across the spectrum of conflict and through a collaborative environment.

(1) For crisis planning, the SGSOC will lead integrated planning. This includes leading TSP efforts in support of the Global Strike mission. The JEWG/JIB process will support crisis action planning as required. The output of this effort will be integrated COAs for CDR USSTRATCOM approval.

(2) For deliberate/adaptive planning, JFCC SGS J5 will lead a fully integrated planning effort across the JFCCs, Service components, and combatant commanders. The output of this effort is fully integrated adaptive planning documents and annexes, and Phase 0 planning materials (ex. Global Strike Support Documents (GSSD)) for CDR USSTRATCOM approval.

(3) In the case of a USSTRATCOM-directed independent planning and execution effort by another JFCC, JFCC SGS requires the appropriate level of visibility into that effort and

will maintain cognizance of it via the GOC in order to provide the CDR, USSTRATCOM with full-spectrum situational awareness.

c. Space Missions: JFCC SGS provides space control, space force enhancement, space force support, and space force application planning and execution to include space and missile Integrated Tactical Warning Attack Assessment (ITWAA) as directed by USSTRATCOM. JFCC SGS will exercise Operational Control (OPCON) of designated space control, space support, space force enhancement, and space force application assets as directed. JFCC SGS will ensure direct support from missile warning assets to JFCC for Integrated Missile Defense (IMD) during increased readiness levels, in accordance with pre-planned missile engagement responses. Finally, JFCC SGS supports NORAD by providing missile warning and space surveillance necessary to fulfill the U.S. commitment to the NORAD agreement.

d. Global Strike Missions: JFCC SGS uses the JEWG/JIB process to establish command priorities and lead-turn, TSP activities through an effects based analysis of current events, Essential Elements of Information, Commander's Critical Information Requirements, Priority Intelligence Requirements, and other indicators. This enables development of comprehensive, integrated courses of action that span the full space, information operations, and global strike capability set (kinetic and non-kinetic) within desired response timelines. When required, COAs will be integrated with other JFCCs' inputs, and assigned or attached service elements' inputs into a coherent range of response options and submitted to CDR USSTRATCOM. Should USSTRATCOM be selected as supported command for execution, Commander, JFCC SGS will be designated the Joint Task Force Commander and execute the directed mission with assigned and attached forces. JFCC SGS will coordinate operational and tactical details with affected combatant commands' and task forces' operations centers.

e. Relationship with the Joint Information Operations Center (JIOC): JFCC SGS will exercise TACON of JIOC functions that enable the space and global strike mission planning and execution when USSTRATCOM is conducting operations as a supported commander and when JIOC supporting functions must be integrated with other USSTRATCOM global capabilities. The JIOC will provide specialized (Electronic Warfare (EW), Psychological Operations (PSYOP), Military Deception (MILDEC), and Operational Security (OPSEC)) planning and execution expertise that achieves or enhances desired mission objectives.

8. Organizational Duties and Responsibilities: JFCC SGS organizational duties and responsibilities are detailed below by J-Code.

9. SGS Operations Center (SGSOC): The SGSOC is an operational-level-of-war focused operations center supporting the CDR JFCC SGS. The SGSOC is made up of, as a minimum, three distributed facilities collaboratively and virtually linked: the round-the-clock SGS Global Integration Center at Offutt AFB; the SGS Air Operations Center (AOC) at Barksdale AFB; and the round-the-clock SGS Joint Space Operations Center (JSpOC) at Vandenberg AFB. The SGSOC Director is dual-hatted as the JFCC SGS Deputy Commander.

a. SGSOC Director and Global Integration Cell (GIC): The SGSOC Director leads TSP efforts within the SGSOC in collaboration with the AOC, JSpOC, other mission partners, and the GIC. The GIC consists of selected SGS staff members who are mission area experts and form the working level core of the SGS JEWG/JIB processes.

b. SGS Air Operations Center (AOC): This doctrinal Air Force C2 capability provided through 8AF is tailored and augmented by multi-service capabilities to provide planning

expertise to develop fully integrated Global Strike COAs across the spectrum of joint operations for Phase 0, day-to-day operations and TSP. Additionally, the AOC provides an operational and tactical execution capability on short notice with the ability to operate 24/7 as defined in the Global Strike Interim Capability Operations Order and fulfills relevant execution responsibilities under USSTRATCOM OPLAN 8044.

c. **Joint Space Operations Center (JSpOC):** Is established around core elements of 14AF and augmented by multi-service capabilities. It serves as the conduit for CDR SGS execution of Global Space Coordinating Authority, provides day-to-day C2 of all assigned and attached space forces, provides worldwide Space Situational Awareness, and integrates operations and operational and tactical planning for all DoD space capabilities.

10. JFCC SGS J1 Personnel:

a. **Purpose:** The JFCC SGS J1 is directly responsible to the CDR JFCC SGS for the administration and personnel support to those individuals assigned to the JFCC SGS staff. The JFCC SGS J1 also serves as the primary interface with HQ USSTRATCOM J1. Finally, JFCC SGS J1 develops and provides JFCC specific plans, policies, and services for joint manpower, personnel and administration in support of the mission including serving as personnel representative to the JCB.

b. Responsibilities:

(1) JFCC SGS J1 acts as the conduit for managing JFCC SGS specific manpower, organizational, and readiness issues in direct support of all joint military and civilian positions to HQ USSTRATCOM J1. Additionally, JFCC SGS J1 develops and defends manpower requirements to justify military and civilian manpower required to achieve the mission. JFCC SGS J1 ensures manning requirements are based on the mission, concept of operations, commander guidance, and the staff expertise needed to support planning and execution.

(2) JFCC SGS J1 formulates and staffs personnel program policies, advises JFCC SGS senior leadership on all personnel program issues, and provides the primary interface to HQ USSTRATCOM J1.

(3) Further information on JFCC SGS J1 organization, functions and tasks is in Annex E.

11. JFCC SGS J2 Intelligence:

a. **Purpose:** The primary function of the JFCC SGS J2 is to present a clear, accurate, predictive, and timely analysis of the situation to aid the Commander and staff in their planning and decision-making processes. The JFCC SGS J2 provides guidance and direction on all intelligence resources available to the staff.

b. **Responsibilities:** JFCC SGS J2 is responsible for planning, implementing and supervising mission related intelligence activities. As such, JFCC SGS J2 articulates JFCC SGS collection, processing and exploitation, production (including target materials), dissemination and intelligence integration requirements to the USSTRATCOM J2 and STRATJIC.

c. More detail on JFCC SGS J2 organization, functions and tasks is in Annex B.

12. JFCC SGS J3/4 Operations/Logistics:

a. Purpose: Provide policy and staffing activity supporting space and non-nuclear global strike assets in support of assigned missions. Coordinate external agency/mission partner support to operations. Support the coordination of operational logistics requirements for USSTRATCOM supported plans, to include operational logistic support to nuclear forces. Integrate capabilities, via the GOC, to support HQ USSTRATCOM responsibilities for nuclear force command and control and nuclear force execution. Provide selected members of the J3/J4 staff to the SGSOC during adaptive/crises action/time-sensitive planning events and exercises.

b. Responsibilities:

(1) JFCC SGS J3/4 is responsible for establishing and maintaining the operational environment through which CDR USSTRATCOM and CDR JFCC SGS exercises C2 of selected global strike missions when directed to do so by the President or the Secretary of Defense. The operational environment must be capable of employing assigned and attached forces, providing support to other combatant commanders and agencies, and supporting the DoD Manager for Manned Space Flight Support Operations.

(2) JFCC SGS J3/4 is responsible for the Phase 0, day-to-day operation of the Global Operations Center, providing global mission-area situational awareness to the CDR USSTRATCOM, and advising senior leadership on all operational issues. JFCC SGS J3/4 establishes the battle rhythm for using the JCB.

c. More detail on JFCC SGS J3/4 organization, functions/tasks is in Annex C, Appendix 3.

13. JFCC SGS J5 Plans and Integration:

a. Purpose: The JFCC SGS J5 provides planning products and planning support to USSTRATCOM deliberate/adaptive planning efforts and other component planning efforts for national and theater level objectives. USSTRATCOM Plans Division (J53) will, in collaboration with the JFCC SGS, provide the strategic guidance and strategic portions (to include CDR USSTRATCOM's guidance, intent and estimate) of the base plan to the CDR JFCC SGS, who will in-turn develop the appropriate operational/tactical inputs to the base plan and annexes, as directed.

b. Responsibilities: JFCC SGS J5 provides and organizes cross-functional staff expertise to develop, maintain and update deliberate and adaptive plans in collaboration with others as required. JFCC SGS J5 will develop, synchronize and integrate SUPPLANs, as directed by USSTRATCOM; integrating inputs from other JFCCs, Service components, and mission partners as required. JFCC SGS J5 also supports the JFCC SGS crisis action planning process by supplying appropriate SMEs to the SGSOC. At CDR USSTRATCOM direction, develops and maintains assigned portions of OPLAN/CONPLANs and provides specialized target planning and support for CDR USSTRATCOM and other combatant commanders in collaboration with USSTRATCOM J5. JFCC SGS J5 augments the SGSOC during adaptive/crisis planning to assist in planning space and global strike missions and perform operational and campaign planning for space operations. This may include synchronizing and coordinating events and actions of the component commands to achieve the desired operational effects.

c. More detail on JFCC SGS J5 organization, functions and tasks is in Annex C, Appendix 4.

14. JFCC SGS J6 Communications:

a. Purpose: The JFCC SGS J6 primary purpose is to be answerable to the SGS commander for function, maintenance, and sustainment of operational command and control systems to include near term improvements. The JFCC SGS J6 directs subordinate units to implement appropriate global command, control, communications and computer (C4) systems. JFCC SGS J6 ensures reliability of those C4 systems supporting assigned forces across the spectrum of conflict and participates in the USSTRATCOM led C4 requirements process to ensure battlefield interoperability with U.S., allied and coalition forces. The SGS J6 will provide SME support to the GIC.

b. Responsibilities: JFCC SGS J6 is responsible for ensuring the following USSTRATCOM actions listed in the Unified Command Plan are achievable through operational and tactical application and support of C4 systems as they pertain to assigned SGS missions.

- (1) Employ assigned and attached C4 forces as directed.
- (2) Establish requirements for and maintain situational awareness of global secure C2 capabilities in conjunction with USSTRATCOM J6.
- (3) Provide Space and Global Strike C4 support.
- (4) Support C4ISR tasking as it applies to JFCC SGS.
- (5) Coordinate and synchronize emerging C4 requirements with JTF GNO to ensure full and timely integration into the Global Information Grid (GIG) architecture.

c. More information on JFCC SGS J6 organization, functions and tasks is in Annex K.

15. JFCC SGS J7 Exercises:

a. Purpose: JFCC SGS J7 functions as the lead integrating organization for JFCC SGS exercises, wargaming support, readiness and training in direct support of the CDR JFCC SGS. JFCC SGS J7 ensures effective and efficient training integration, synchronization and capability requirements for missions of Space, Global Strike and Information Operations are captured. As the JFCC lead integrator, JFCC SGS J7 provides training requirements, objectives and Joint Mission Essential Task List (JMETL) support for Space, Global Strike and other assigned missions. JFCC SGS J7 supports HQ USSTRATCOM J37 for all USSTRATCOM directed joint exercises.

b. Responsibilities: JFCC SGS J7 is responsible for monitoring apportioned forces' preparedness and non-apportioned forces' readiness through the Service components' training and readiness processes. This includes visibility of forces that could be assigned to carry out assigned missions and other JFCCs as they integrate to conduct Space, Global Strike or Information Operations.

c. More information on JFCC SGS J7 organization, functions and tasks is in Annex T.

16. JFCC SGS J8 Resources:

a. Purpose: Principal resource and financial management (FM) advisor for JFCC SGS.

b. Responsibilities: JFCC SGS J8 is responsible for planning, programming, budgeting and executing the JFCC SGS annual budget. This requires close collaboration with

USSTRATCOM J8 for financial matters. Support to USSTRATCOM capabilities development will be provided through JFCC SGS subject matter experts, as required and available, to USSTRATCOM J8 led processes.

c. More information on JFCC SGS J8 organization, functions and tasks is in Annex G.

17. Special Staff: JFCC SGS Special Staff includes key staff support elements that leverage USSTRATCOM special staff functions enabled by collocating the command at Offutt AFB. JFCC SGS Special Staff includes Public Affairs, Protocol, and a Commander's Action Group. The Staff Judge Advocate will not be assigned to the JFCC; USSTRATCOM SJA will provide direct support. More information on Special Staff organization, functions and tasks is found in Annex F.

18. Functional Integration:

a. The following supporting tasks are common to all JFCCs:

(1) Identify and advise SGS leadership as to availability of supporting functions that will enhance space and global strike planning, COA development, and when directed, execution of SGS missions. Support COA development by providing specific functional area inputs and expertise for integration efforts required to meet mission objectives and planning requirements.

(2) Provide embedded mission area expertise to support JFCC SGS responsibilities to maintain common situational awareness for the CDR USSTRATCOM. Organizations not having a physical presence at HQ USSTRATCOM, will be supported through distributed/collaborative mechanisms and tools (e.g. DCTS and SKIWeb).

(3) Synchronize functional area capabilities with SGS operations as directed.

(4) To the extent possible, provide a functional area common operating picture to the GIC to enhance situational awareness.

(5) In coordination with the JFCC SGS, integrate functional capabilities into operational and tactical level plans to synchronize functional area support of strategic and global operations by USSTRATCOM and other combatant commanders.

b. Additional support from on-station organizational representatives, or through a distributed, collaborative environment will be needed to derive optimal/integrated COAs and appropriate execution capabilities. JFCC SGS will work with mission partners to define appropriate levels of representation (distributed or on-site). Coordination, integration and support will be required, as a minimum from the following organizations:

(1) The Joint Information Operations Center (JIOC) will:

(a) In coordination with the JFCC SGS, develop Information Operations campaign plan inputs (less CNO, which is provided by JFCC NW in collaboration with JTF GNO, NAVNETWARCOM and all other CNO planning elements) to support USSTRATCOM and other combatant commanders' mission objectives, to include integration recommendations for supporting operational and tactical level plans.

(b) Develop COA recommendations for Information Operations (less CNO, which is provided by JFCC NW in collaboration with JTF GNO, NAVNETWARCOM and all other CNO planning elements) in support of USSTRATCOM and national strategic

objectives. Support the JFCC SGS for the integration of Information Operations (less CNO, which is provided by JFCC NW in collaboration with JTF GNO, NAVNETWARCOM and all other CNO planning elements) into USSTRATCOM space and global strike COAs.

(c) Submit network warfare planning inputs through JFCC NW, as stated in the JFCC NW implementing directive, to ensure a fully synchronized network warfare solution for integration by JFCC SGS into appropriate plans and subsequent orders.

(d) Participate in comprehensive integration of Information Operations (including CNO, in coordination with JFCC NW) into all aspects of USSTRATCOM and national strategic plans.

(e) Participate in the JFCC SGS JSWG/JCB staffing process and the JFCC SGS JEWG/JIB operational planning process as required.

(2) The Cruise Missile Support Activities, Atlantic and Pacific (CMSA LANT and CMSA PAC) will:

(a) Support JFCC SGS with Tomahawk Land Attack Missile (TLAM) planning and coordination expertise for deliberate, adaptive and crisis action planning.

(b) If directed, CMSAs will support execution of JFCC SGS missions.

(3) The Detachment (Det) 1, 608th Air Operations Group (AOG) will:

(a) Support JFCC SGS with conventional missile planning and coordination expertise for deliberate, adaptive and crisis action planning.

(b) If directed, Det 1, 608th AOG will support execution of JFCC SGS missions.

(4) The STRATAF will:

(a) Provide the core SGSOC to support SGS operations. Provide supporting CONOPS for Space and Global Strike operations within 30 days of the publication of this document that addresses:

1) Providing planning expertise to develop fully integrated Global Strike COAs across the spectrum of joint operations for both Phase 0, day-to-day operations and under crisis action/TSP.

2) Providing operational and tactical execution capability on short notice with the ability to operate 24/7 as defined in the Global Strike Interim Capability Operations Order and fulfill relevant execution responsibilities under USSTRATCOM OPLAN 8044.

3) Providing planning expertise and pre-identified hardware, software and training for interaction with JFCC SGS TSP collaborative tools.

4) Defining a standing relationship with JFCC SGS mission area experts that permit day-to-day coordination for development of GS mission materials to ensure a responsive capability.

5) Providing planning expertise that is proficient in the TSP process.

6) Providing execution expertise within the SGSOC to coordinate with other required external agencies.

7) Ensuring the GOC has access to worldwide force bed-down, including status of crews/operations in order to provide situational awareness for the CDR STRATCOM. Matching global strike tasking to existing prepare-to-deploy orders as appropriate.

8) Providing planning and integration support for all COAs to the supported commander to enable effects on target within desired timelines.

9) Participation in USSTRATCOM-sponsored joint exercises as appropriate in order to refine the processes for rapid planning and execution of space and global strike missions.

(b) Integrated within the SGSOC, provide a JSpOC to support JFCC SGS Global Space Coordinating Authority. Provide supporting CONOPS for Space and Global Strike operations within 30 days of the publication of this document that addresses:

1) Serving as the conduit for CDR SGS execution of Global Space Coordinating Authority.

2) Providing day-to-day C2 of all assigned and attached space forces.

3) Providing worldwide SSA including status of crews/operations.

4) Integrating operations and operational and tactical planning for all DoD space capabilities.

5) During execution, serving as the single point of contact for joint space capabilities.

6) Providing planning expertise and pre-identified hardware, software and training for interaction with USSTRATCOM's TSP collaborative tools.

7) Providing planning expertise that is proficient in the TSP process.

8) Fostering a standing relationship with JFCC SGS mission area experts that permits day-to-day coordination for development of space mission materials to ensure a responsive capability.

9) Ensuring the GOC has access to worldwide SSA including status of crews/operations.

10) Matching space tasking to existing prepare-to-deploy orders as appropriate.

11) Participation in USSTRATCOM-sponsored joint exercises as appropriate in order to refine the processes for rapid planning and execution of GS missions.

(5) MARFORSTRAT will:

(a) As directed by USSTRATCOM, participate in JFCC SGS led planning and exercise activities.

(b) Provide planning expertise on the full range of Marine capabilities to the SGSOC, as appropriate.

(6) SMDC/ARSTRAT will:

- (a) As directed by USSTRATCOM, participate in JFCC SGS led planning and exercise activities.
- (b) Provide planning expertise on the full range of Army capabilities.
- (c) Participate in SGS operations by providing execution capabilities to the GOC/SGSOC, as appropriate.

(7) Navy Service Component to USSTRATCOM will:

- (a) As directed by USSTRATCOM, participate in JFCC SGS led planning and exercise activities.
- (b) Participate in meetings of the JCB.
- (c) Support development of OPLANS, CONPLANS, FUNCPLANS, and SUPPLANS for Space and Global Strike missions.

(8) NAVNETWARCOM will:

- (a) Participate in JFCC SGS led planning and exercise activities.
- (b) Provide execution planning and C2 for Navy Space and IO capabilities to the SGSOC, as appropriate.
- (c) Collaborate with JFCC NW, JIOC, JTF GNO and other Service component IO providers as necessary to support JFCC NW's requirement to provide an integrated CNO solution to the SGSOC for incorporation/integration into full spectrum COAs and plans.

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ANNEX A to JFCC SGS CONCEPT OF OPERATIONS

REFERENCES (U)

- a. Unified Command Plan 2004, 1 Mar 05 (S)
- b. Strategic Planning Guidance, March 04 (S)
- c. Defense Planning Guidance, May 02 (S)
- d. Terms of Reference (TOR) for Implementing Change 2 to UCP 02 (S)
- e. National Security Strategy of the United States of America, Sep 02 (U)
- f. National Military Strategy of the United States of America, 1997 (U)
- g. National Military Strategy – Draft (U)
- h. Overarching U.S. STRATCOM Operational Concept, 15 Apr 03 (FOUO)
- i. Nuclear Posture Review (NPR), 8 Jan 02 (S/FRD)
- j. National Security Space Plan, DoD Executive Agent for Space, April 04 (S/NF)
- k. Forces for Unified Commands FY2004, Current (S)
- l. SecDef, Transformation Planning Guidance, April 03 (U)
- m. Quadrennial Defense Review Report, 30 Sep 01 (U)
- n. Contingency Planning Guidance, 28 Jun 02 (S)
- o. Department of Defense Information Operations Road Map, 30 Oct 2003 (S)
- p. Joint Pub 1-02, 12 Apr 01, The DOD Dictionary of Military and Associated Terms (As amended through 9 Jan 03) (U)
- q. Joint Pub 3-0, 10 Sep 01, Doctrine for Joint Operations (U)
- r. Joint Pub 3-13, 9 Oct 98, Joint Doctrine for Information Operations (IO) (U)
- s. Joint Publication 3-14, 9 Aug 02, Joint Doctrine for Space Operations (U)
- t. Joint Pub 5-00.1 13 Jan 99, Joint Doctrine for Campaign Planning (U)
- u. CJCSI 3121.01A, 15 Jan 00, Standing Rules of Engagement for United States Forces (S)
- v. CJCSI 3170.01D, 12 Mar 04, Joint Capabilities Integration and Development System (U)
- w. CJCSI 6250.01B, 28 May 04, Satellite Communications (S)
- x. CJCSI 6510.01C, 1 May 01, Information Assurance and Computer Network Defense (U)
- y. CJCSM 3122.01 Joint Operation Planning and Execution System (JOPES), Volume 1, Planning Policies and Procedures, 14 Jul 00, Change 1, 25 May 01 (U)

- z. CJCSM 3122.03A Series, 31 Dec 99, Joint Operation Planning and Execution System, Vol. II (Planning and Execution Formats and Guidance) (U)
- aa. CJCSM 3500.04C-01, Classified Supplement to the Universal Joint Task List (UJTL) (S)
- bb. DODD S-3600.1, 9 Dec 96, Information Operations (S)
- cc. DODI S-3100.15, 19 Jan 01, Space Control (S)
- dd. DODD 3020.26, Defense Continuity Program, 9 Aug 2004 (S)
- ee. CDR USSTRATCOM JFCC/Space and Global Strike (SGS) Implementing Directive, 18 Jan 05 (U)
- ff. CDR USSTRATCOM JFCC/Network Warfare (NW) Implementing Directive, 20 Jan 05 (U)
- gg. CDR USSTRATCOM JFCC/Integrated Missile Defense (IMD) Implementing Directive, 20 Jan 05 (U)
- hh. Global Strike Interim Capability OPORD, 17 Aug 04 (S)
- ii. USSTRATCOM Directive 538-1, Ballistic Missile Defense System Description And Asset Management, 23 Aug 04 (S)

Annex B to JFCC SGS CONCEPT OF OPERATIONS

INTELLIGENCE

1. **Purpose:** The primary function of the JFCC SGS J2 Intelligence Directorate, is to present a clear, accurate, predictive, and timely analysis of the situation to aid the Commander and staff in their planning and decision-making processes. The JFCC SGS J2 provides guidance and direction on all intelligence resources available to the staff. A key tenet of JFCC SGS J2 operations is to leverage existing capabilities inherent in the USSTRATCOM J2 staff and USSTRATCOM Joint Intelligence Center (STRATJIC) to ensure SGS mission support requirements are met.

2. **Responsibilities:** JFCC SGS J2 plans, implements, and supervises JFCC SGS mission-related intelligence activities and collaborates with USSTRATCOM/J2, STRATJIC, assigned or attached SGS components and other JFCC intelligence elements to support SGS missions. JFCC SGS J2 identifies intelligence requirements, capabilities, and shortfalls specific to JFCC SGS missions and coordinates with USSTRATCOM J2 for resolution. Additional responsibilities are listed below:

- a. Submits JFCC SGS collection, processing and exploitation, production, dissemination and intelligence fusion requirements and priorities to USSTRATCOM/J2 and/or the STRATJIC.
- b. Coordinates with the USSTRATCOM J2, STRATJIC, and the SGS J3/J5 staff to support development of global situational awareness and predictive battlespace awareness for mission analysis and COA development.
- c. Ensures intelligence knowledge is shared and understood by participants and decision makers associated with JFCC SGS missions.
- d. Collaborates with USSTRATCOM/J2 and other JFCCs to support development of an integrated HQ USSTRATCOM ISR plan to reduce redundant intelligence efforts, ensure efficient utilization of high demand/low density national and theater intelligence assets, and assist in integrated intelligence planning at all levels.
- e. Provide selected staff to augment intelligence capabilities within the SGS OC for adaptive/crises action/time sensitive planning

3. **Organization:** The JFCC SGS J2 is designed to make maximum use of the collocated STRATJIC and associated Global Assessments Center, while providing CDR JFCC SGS effective organic intelligence support for planning and operations. **Figure B-1** represents the JFCC SGS J2 organization.

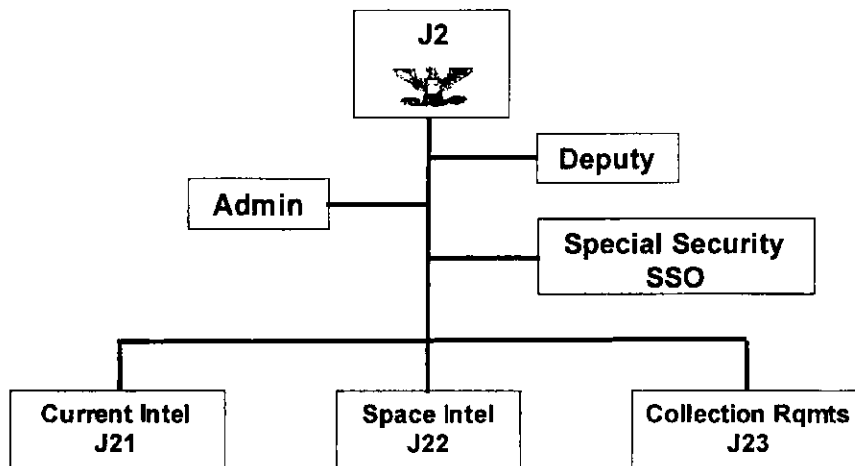


Figure B-1: JFCC SGS J2 Organizational Structure

a. **Special Security Office (SSO):** Provides full spectrum SSO services for JFCC SGS. Serves as the primary interface to SSO USSTRATCOM for all SCI-related administrative functions (e.g., travel-related SSO clearance information). Performs related SSO archives maintenance, SCI vault access certification and is the Program Manager for the JFCC SGS security program.

b. **Current Intel (JFCC SGS J21):** Develops and maintains the JFCC SGS threat assessment for battlespace situational awareness and predictive analysis support to the CDR JFCC SGS, SGS staff, and assigned/attached forces. Draws on the full intelligence and production capabilities of USSTRATCOM J2, the STRATJIC, and the Intelligence Community, tailoring finished products as required to meet mission needs or requesting STRATJIC support to meet specific/unique JFCC SGS mission requirements.

c. **Space Intel (JFCC SGS J22):** Engages the STRATJIC and through USSTRATCOM/J2, the Intelligence Community, to articulate SGS requirements for red/gray Space Order of Battle maintenance, Satellite Overflight Warning, Regional Space Products, Space Intelligence Preparation of the Environment, and Space Object/Event Identification. Tailors Space Intelligence Assessments and/or requests component intelligence elements or STRATJIC assistance to support the SGS Commander, SGS staff, and assigned forces. Serves as the primary intelligence point of contact for SGS space components.

d. **Collection Requirements (JFCC SGS J23):** Articulates and monitors the status of SGS collection requirements. Develops and coordinates synchronized collection plans in support of global kinetic and non-kinetic targeting and space intelligence. Serve as SGS Request For Information (RFI) manager, Production Manager, and Dissemination Manager.

4. **Tasks/Functions:** JFCC SGS J2 articulates requirements and advocates for appropriate application and tasking of intelligence resources to support assigned missions, to include indications and warning, all source analysis and fusion, support to operational planning and

integration and target materials production to support approved COAs for kinetic and non-kinetic strike. The JFCC SGS J2 tracks, monitors and assesses the current intelligence situation and ensures the appropriate information is passed to the JFCC SGS staff and supporting components including the Joint Information Operations Center (JIOC) and other combatant commands, as required. When intelligence resources are attached or assigned, the JFCC SGS J2 staff works with USSTRATCOM/J2 to integrate JFCC SGS capabilities into intelligence plans and operations to ensure full spectrum support including air breathing platforms and future space-based systems (e.g. Space Based Radar and Space Based Infrared Systems). JFCC SGS J2 staff coordinates mission related intelligence activities and participates in exercises as resources allow. Specific JFCC SGS tasks and functions include, but are not limited to:

- a. Represent JFCC SGS in all intelligence matters.
- b. Provide intelligence support to deliberate and TSP, including Annex B development. Coordinate with the USSTRATCOM J2 and STRATJIC for additional support as needed.
- c. Articulate JFCC SGS intelligence concept of operations, identify external support requirements to USSTRATCOM/J2 and identify intelligence capabilities required to support the SGS mission.
- d. Articulate and set priorities for intelligence production supporting the JFCC SGS mission and monitor intelligence production related to:
 - (1) Time sensitive targeting of relocatable targets and fixed targets.
 - (2) Space Order of Battle; Satellite Overflight Warning; Space Object/Event Identification.
 - (3) Regional Space Products and Space Intelligence Preparation of the Environment.
 - (4) Support of electronic warfare, psychological operations, military deception, and operations security.
- e. Prepare tailored assessments and briefings for CDR JFCC SGS and staff.
- f. Review and coordinate intelligence for mission plans and staff actions.
- g. Coordinate intelligence support for assigned/attached forces.
- h. Develop Essential Elements of Information (EEI), Priority Intelligence Requirements (PIR), the intelligence input to the Commanders Critical Information Requirements (CCIR), in collaboration with the JFCC SGS staff.
- i. Manage intelligence billets within JFCC SGS.
- j. Provide POC for facility SCIF areas and security programs.
- k. In collaboration with JFCC SGS J3/J5, identify measures for mission related combat assessment and ensure requirements are satisfied.
- l. Provide subject matter expertise to the USSTRATCOM/ J8 Mission Capability Teams as required and available.

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ANNEX C to JFCC SGS CONCEPT OF OPERATIONS
OPERATIONS

1. Purpose. The purpose of this annex is to provide details on operations procedures and staff organizations established to accomplish the planning, integrating, coordinating, and executing of JFCC SGS assigned missions.

2. General. Attached appendices provide a list of published plans and key resource documents that have immediate relevance to the SGS mission. The following two appendices present an in-depth overview of the JFCC SGS J3/4 Operations/Logistical directorate and the JFCC SGS J5, Plans and Integration directorates. The key documents presented in the first appendix are not deemed to be exclusive and may be supplemented as conditions warrant.

Appendices:

1. Authoritative Procedural Guidance
2. JFCC SGS Operations Center
3. JFCC SGS J3/4 Operations and Logistics Directorate
4. JFCC SGS J5 Plans and Integration Directorate

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Appendix 1 to Annex C to JFCC SGS CONCEPT OF OPERATIONS

AUTHORITATIVE PROCEDURAL GUIDANCE

1. The following are key resource documents that outline essential operations procedures and CONOPS for Space and Global Strike.

- a. OPLAN 8044-98 <https://www.stratcom.smil.mil/st/st14/CommandPlans.htm>.
- b. Global Strike Interim Capabilities (GS IC) OPORD, dated 17 Aug 04
- c. Joint Functional Component Command for Space and Global Strike (JFCC SGS) Implementing Directive, dated 18 Jan 05
- d. Joint Functional Component Command for Integrated Missile Defense (JFCC IMD) Implementing Directive, dated 21 Jan 05
- e. Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance (JFCC ISR) Implementing Directive, dated 24 Jan 05
- f. Joint Functional Component Command for Network Warfare (JFCC NW) Implementing Directive, dated 24 Jan 05
- g. JFCC SGS Tasks and Functions (S/NF), dated 10 Jan 05
- h. CJCS Global Strike ALERTORD, dated 30 Jun 04

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Appendix 2 to Annex C to JFCC SGS CONCEPT OF OPERATIONS

JFCC SGS OPERATIONS CENTER (SGSOC)

1. **Purpose:** The SGSOC is an operational-level focused operations center supporting the CDR JFCC SGS. The SGSOC is made up of a minimum of three distributed facilities collaboratively and virtually linked; the round-the-clock SGS Global Integration Cell at Offutt AFB, the SGS Air Operations Center (AOC) at Barksdale AFB, and the round-the-clock SGS Joint Space Operations Center (JSpOC) at Vandenberg AFB.

2. **Responsibilities:** The SGSOC supports the CDR JFCC SGS by providing 24/7 operations watch and execution capability with the capacity to rapidly expand to meet crisis planning and execution requirements. The SGSOC informs CDR USSTRATCOM's Global Operations Center in order to assist maintenance of CDR USSTRATCOM's situational awareness (SA) and maintains links with all mission partners to facilitate collaborative planning and execution as directed.

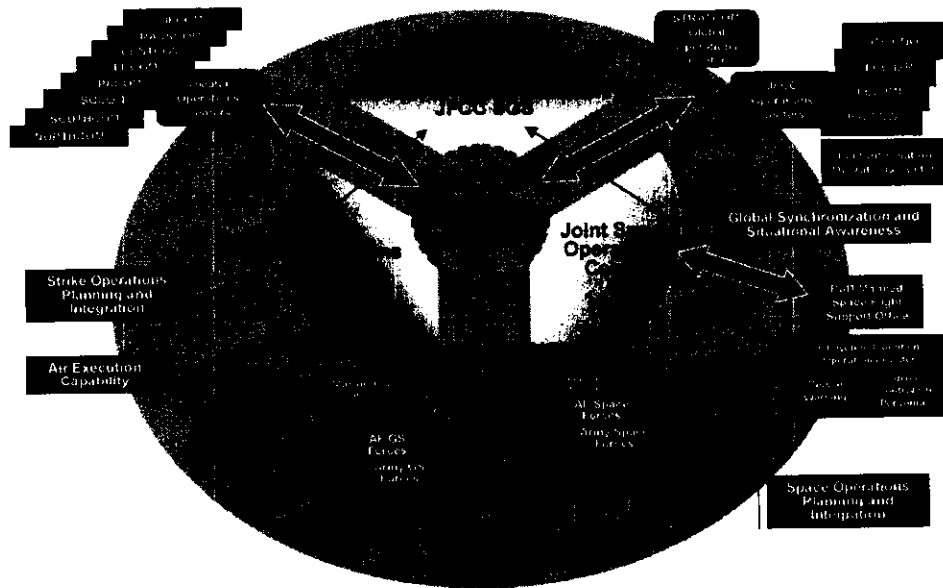


Figure C-2-1: SGSOC Relationships

3. **Organization:** The DCDR JFCC SGS serves as the Director, SGSOC. The SGS J3 is dual-hatted as the SGSOC Deputy Director. The SGSOC Director oversees, integrates, and directs the efforts of the AOC led by the AOC Director, the JSpOC led by the JSpOC Director, and the Global Integration Cell led by the GIC Director. The Director, SGSOC will designate lead and supporting relationships among the components of the SGSOC based upon mission requirements.

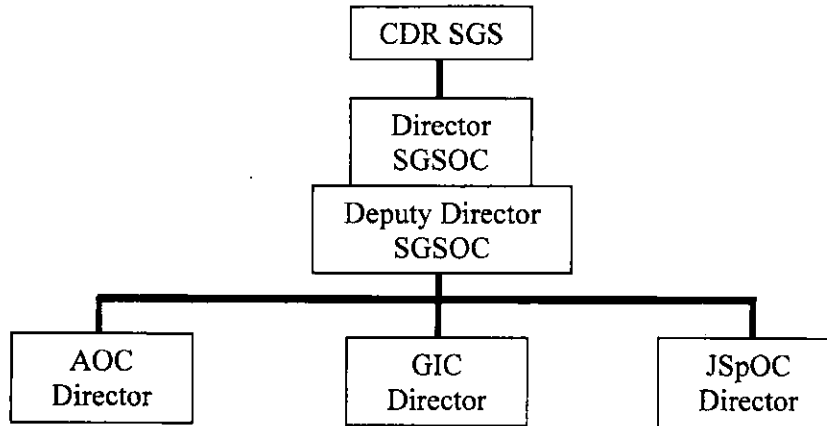


Figure C-2-2: SGSOC

- a. The SGSOC will receive information operations (IO) support from JIOC, JTF-GNO, JFCC NW, and GIC IO, JSpOC, and AOC Information Warfare flights.
- b. All three components of the SGSOC (SGS AOC, SGS GIC, JSpOC) are organized into divisions as appropriate to their tasks; Strategy, Combat Plans, Combat Operations, Space Forces, Intelligence, Surveillance, Reconnaissance (ISR), and Mobility. Specialty teams, as required, interface across the divisions providing weapons system, IO, legal, weather, Special Operations, and C4 expertise. Agile Combat Support across the divisions includes collaborative tools, administration and facility support.

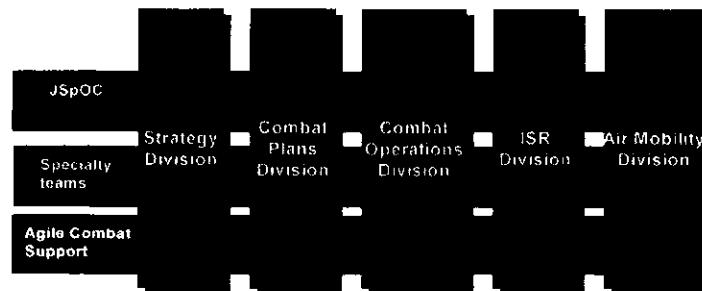


Figure C-2-3: SGSOC Divisions

c. Strategy Division develops, refines, disseminates, and assesses the progress of the JFCC’s operations strategy. It is comprised of the GIC Strategy Division, the AOC Strategy Division and the JSpOC Strategy Division.

d. Combat Plans Division is responsible for the near-term (inside 48-hour) planning function. It plans for the application of integrated kinetic and non-kinetic strike, space and information operations resources based on guidance received from the commander. It is comprised of the GIC Combat Plans Division, the AOC Combat Plans Division and the JSpOC Combat Plans Division.

e. Combat Operations Division executes an integrated tasking order. Combat Operations analyzes and prioritizes current operations and makes real-time recommendations to the CDR SGS to redirect assets. It is comprised of the GIC Combat Operations Division, the AOC Combat Operations Division and the JSpOC Combat Operations Division (Space Coordinating Authority).

f. Mobility Division plans, coordinates, tasks, and executes the mobility mission to provide for integration and support for all ground, sea and airlift, tanker and medical lift support. It is comprised of the GIC Mobility Division and the AOC Mobility Division.

g. Intelligence, Surveillance, and Reconnaissance Division (ISRD) provides predictive and actionable intelligence, ISR operations, and targeting integral to the operations tasking. The ISRD performs integration of intelligence preparation of the battlespace, target development, ISR strategy, planning and employment and assessment. The ISRD is made up of the GIC ISRD (link to JFCC ISR), the AOC ISRD and the JSpOC ISRD.

h. Space Forces support is provided by the JSpOC.

i. Specialty Teams:

(1) Missile Defense support will be provided through the GIC (link to JFCC IMD) and the AOC Combat Operations Division Area Air Defense (Missile Defense) team.

(2) Special Operations interface will be provided by Special Operations liaison as required.

(3) The GIC METOC, AOC Weather team and JSpOC weather team will provide weather support to SGSOC with assistance from Air Force Weather Agency.

(4) HQ USSTRATCOM and AOC legal team will provide Law of Armed Conflict and Rules of Engagement support for assigned missions.

j. Global Integration Cell (GIC): The GIC stands 24/7 operations watch and is made up of, and augmented as required by personnel drawn from the SGS and HQ USSTRATCOM staffs. The GIC is designed to rapidly expand to provide additional expertise round-the-clock during crisis operations. The GIC is the primary SGSOC link to the USSTRATCOM GOC providing support to the GOC watch mission and the point of entry for operational tasking to SGS. The GIC focuses on support for TSP. The GIC Director oversees and directs the efforts of the GIC and is dual-hatted as the USSTRATCOM GOC Battle Watch Commander.

k. 8 AF Air Operations Center (AOC): The AOC stands up as necessary to support the CDR SGS. The Air Operations Center will integrate its organization into the SGSOC and its organizational structure. The SGS AOC provides integral support to TSP, conventional OPLAN execution, and SA during operations.

l. Joint Space Operations Center (JSpOC): The JSpOC operates 24/7. The JSpOC will adapt existing processes and, where necessary develop new processes to accomplish those tasks defined in the base document of this CONOPS. JSpOC provides day-to-day space operations

support and space situational awareness. The JSpOC will develop strategy in support of global space missions and development of applicable portions of the Joint Space Operations Plan, develop detailed operational level plans in support of global and theater space missions, support global space support, space control and space force enhancement missions. They will maintain the Joint Single Integrated Space Picture (SISP) through joint situational awareness, monitoring of space forces/status and operational space intelligence monitoring to support global space missions. Additionally, the JSpOC will apply intelligence from USSTRATCOM and the intelligence community on near-real time ISR operations to provide direct input to Space Intelligence Preparation of the Environment (SIPE) in support of the space mission areas (space support, space control, space force enhancement).

Appendix 3 to Annex C to JFCC SGS CONCEPT OF OPERATIONS

OPERATIONS AND LOGISTICS

1. **Purpose:** The JFCC SGS J3/4 Operations and Logistics Directorate provides policy and planning for all space and non-nuclear global strike assets in support of assigned missions. Additionally, through the GOC, they will maintain continuous global situational awareness of space and global events and day-to-day management of nuclear forces. Supports the coordination of operational logistical requirements of USSTRATCOM supported plans, to include operational logistic support to nuclear forces. Integrates capabilities, via the GOC, to support HQ USSTRATCOM responsibilities for nuclear force C2 and CDR USSTRATCOM nuclear force execution.
2. **Responsibilities:** JFCC SGS J3/4 is responsible for establishing and maintaining the operational environment through which CDR USSTRATCOM and CDR JFCC SGS exercises C2 of selected global strike missions when directed to do so by the President or the Secretary of Defense. The operational environment must be capable of employing assigned and attached forces, providing support to other combatant commanders, agencies, and supporting the DoD Manager for Manned Space Flight Support Operations. Additionally, JFCC SGS J3/4 must develop and formalize relationships with various communities to accomplish stated space objectives and combine space data or information into a single repository or database to minimize stovepiped data streams that inhibit effective collaboration and integration.
 - a. JFCC SGS J3/4 is also responsible for the day-to-day operation of the Global Operations Center (GOC), providing global mission-area situational awareness to the commander.
 - b. JFCC SGS J3/4 establishes the SGS battle rhythm by using the Joint Integration Board (JIB) to analyze the daily global situation in order to prepare fully integrated space and global strike (to include both kinetic and non-kinetic) options for CDR USSTRATCOM and other combatant commanders.
3. **Organization:** JFCC SGS J3/4 is organized based on mission requirements, the Space and Global Strike concept of operations, Commander's guidance, and staff expertise as depicted in **Figure C-3-1**.
 - a. Current Ops Division (JFCC SGS J31): Consists of day-to-day GOC personnel responsible for maintaining situational awareness for the Commander and staff. JFCC SGS J31 ensures 24/7 flow of information, provides situational updates, and transmits HQ USSTRATCOM orders (e.g. DoD space mission FRAGOs) and taskings to components. The division also provides atmospheric, oceanic, and space environment planning and operational support for JFCC SGS and HQ USSTRATCOM fixed and mobile command center elements through the GOC. Additionally, this division is responsible for providing the ability to link the status of critical infrastructure and assets to USSTRATCOM operational capability; analyze the potential consequences of global events; and assess potential impacts to critical infrastructure/assets supporting USSTRATCOM missions; and report results IAW established procedures. Further detail on JFCC SGS J31 can be found in para 4. Tasks/Functions.

(1) Global Operations Center: Provides a 24/7 focal point for JFCC and HQ USSTRATCOM situational awareness and Nuclear command and control. The Battle Watch Commander, a battle watch certified O6, will be dual-hatted as the NC2 chief while on duty.

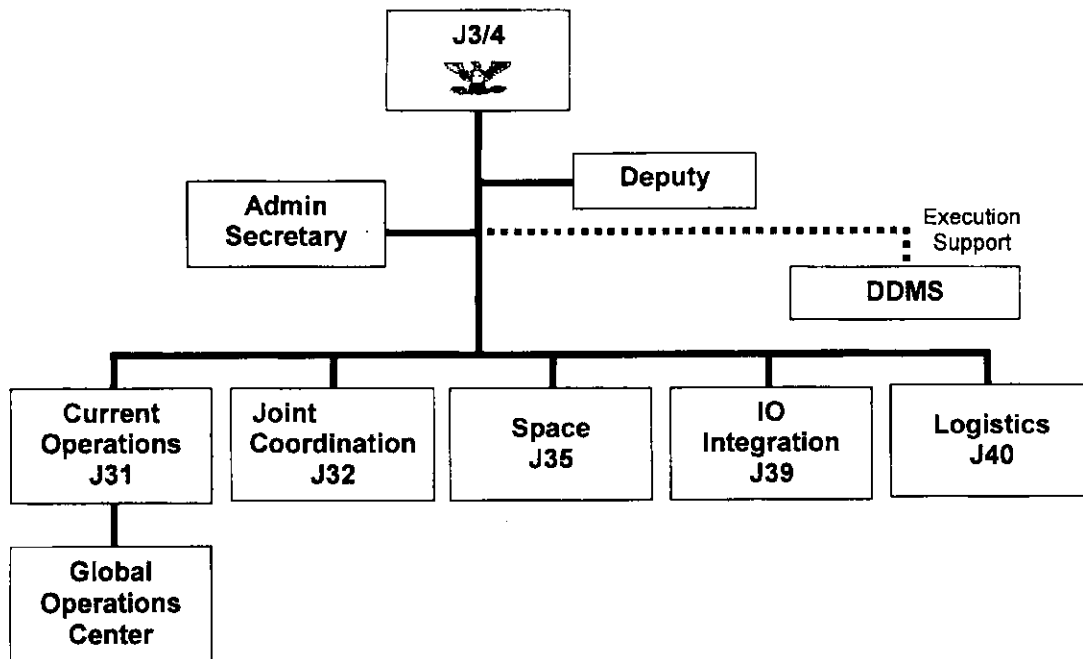


Figure C-3-1: JFCC SGS J3/4 Organizational Structure

b. Joint Coordination Division (JFCC SGS J32): Consists of a team of one officer, one warrant officer, two enlisted Effects Based Operations (EBO) MAEs, and one enlisted Administrative Specialist who are responsible for preparing documentation for, coordinating, and conducting the JSWG meeting and the JCB. Upon completion of the JCB, the JCD publishes the results and coordinates preparation and publication of FRAGOs and directives, as needed. J32 also supplies manpower to the JEWG under the SGSOC.

c. Space Division (JFCC SGS J35): Responsible for staffing policy, planning and operations issues on all aspects of assigned Joint Space Operations. Serves as the operations lead and subject matter experts for current space and warning systems (both terrestrial and space-based), with the exception of National Missile Defense, Information Operations, Communications Spacecraft, and manned space flight support. Coordinates with other divisions on satellite communications issues to ensure integrated application of space systems and support to the USSTRATCOM DDMS mission. DDMS provides direct support to JFCC SGS J3/4 for manned spaceflight support issues. Additionally, serves as a member of the JCB. Works in concert with the JSpOC.

d. IO Integration Division (JFCC SGS J39): Responsible for working issues resulting from the planning, coordinating and integrating of IO into space and global strike operations. Liaises with JIOC and Service components IO staff activities. Works with other combatant commanders, JFCCs and Service components to resolve issues when space control negotiation operations, IO planning, targeting, and STO capabilities are being provided by the SGSOC.

This division supports JFCC SGS J31 and JFCC SGS J32 for IO integration issues, JFCC SGS J5 for elements of deliberate planning, and JFCC SGS J7 for training and exercise requirements. Coordinates with combatant command staffs to resolve issues and facilitate collaborative environment when space control negation operations planning and targeting support is being provided by the SGSOC as directed.

e. Logistics Division (JFCC SGS J40): Monitors day-to-day logistics capability to support forces and provide logistics expertise during time-sensitive, adaptive, and deliberate planning efforts. JFCC SGS J40, working in close concert with HQ USSTRATCOM J4, will plan, coordinate, direct, and execute operational joint logistics functions for mobility, readiness and sustainment of forces in support of assigned missions. Serves as a member of the JCB.

(1) Provides near real-time status of weapons, aircraft and space sustainment for global situational awareness.

(2) Augments with HQ USSTRATCOM J4 staff to provide around the clock support of time sensitive or short notice planning support for weapons, aircraft and space sustainment issues through the logistics readiness center.

(3) As requested by HQ USSTRATCOM or JFCC SGS J5, provides logistics inputs to deliberate planning including Annex D development.

(4) Coordinates with HQ USSTRATCOM J4 on long-term weapons, aircraft, and space sustainment issues.

(5) Provides one logistics mission area expert (MAE), who will provide and maintain daily logistics sustainability of weapon systems assigned and apportioned for planning, and assigned space ground systems status.

(6) Works in concert with HQ USSTRATCOM J4 in the logistics readiness cell (LRC) during crisis and exercises.

4. Tasks/Functions: The JFCC SGS J3/4 provisions and staffs the USSTRATCOM Global Operations Center to:

a. Execute USSTRATCOM Nuclear Command and Control.

b. Provide current integrated global Common Operating Picture (COP) for full situational awareness and visibility of all currently assigned/attached and potential USSTRATCOM assets. Coordinates regularly with STRATCOM components, combatant commands, assigned and/or attached Service component elements, and other agencies as appropriate to ensure the COP is relevant and complete. This information will be provided to CDR USSTRATCOM via SKIweb or other designated tools.

c. Provides continuous coordination with other JFCC operation centers and other combatant commands.

d. Report indicators/information that meets criteria of CCIR, PIR, and EEs to the CDR STRATCOM.

e. Issues appropriate orders to support day-to-day and crisis activities and tasks associated with assigned missions in accordance with JOPES.

- f. Executes validated TPFDDs via HQ USSTRATCOM J4, in accordance with JOPES. Monitors force flow supporting STRATCOM OPLANs and STRATCOM support of other combatant command OPLANs.
- g. Reports maintenance and logistic status of operating forces including significant shortfalls to HQ USSTRATCOM.
- h. Determines facility physical, hardware, and software requirements to support operations center activities.
- i. Serves as liaison with the METOC elements of the Joint Staff, unified commands, service staffs and federal civil agencies.
- j. Provides Consequence of Execution (COE) analysis support for pre-OPLAN 8044 activities.
- k. Provides Consequence Management (CM) for trans- and post-OPLAN 8044 activities.
- l. When directed, leads an augmented GOC in direct support of the USSTRATCOM HQ Battlestaff.

Appendix 4 to Annex C to JFCC SGS CONCEPT OF OPERATIONS

PLANS AND INTEGRATION

1. **Purpose:** The JFCC SGS J5 Plans and Integration Directorate provides planning products and planning support to USSTRATCOM and other component planning efforts for national and theater level objectives. CDR USSTRATCOM has overall lead and approval authority for deliberate planning. USSTRATCOM Plans Division (J53) will, in collaboration with the JFCCs, provide the strategic guidance and strategic portions of the base plan to the CDR JFCC SGS, who will in-turn develop the appropriate operational/tactical inputs to the base plan and annexes. JFCC SGS J5 provides and organizes cross-functional staff expertise to develop, maintain and update deliberate plans in collaboration with others as required. JFCC SGS J5 integrates SGS, and other JFCCs plans and annexes, into other combatant command plans and supports as directed. JFCC SGS J5 also provides members to augment the SGSOC for adaptive planning/crisis action planning/time sensitive planning.

2. **Responsibilities:** At CDR USSTRATCOM direction, develops and maintains assigned portions of OPLANS/CONPLANS and provides specialized target planning and support for CDR USSTRATCOM and other combatant commanders. JFCC SGS J5 supports USSTRATCOM J8 advocacy requirements by providing Mission Area Experts, as required.

3. **Organization:** The JFCC SGS J5 is organized with a directorate structure consisting of a director and seven divisions. The divisions include: Plans, Target Selection, Weaponneering, Applications, Metrics & Assessments, Plans Support, and Plans Integration. The CMSAs, 625 MOF, JIOC, and Det 1, 608 AOG also support the directorate. **Figure C-4-1** represents the JFCC SGS J5 organization.

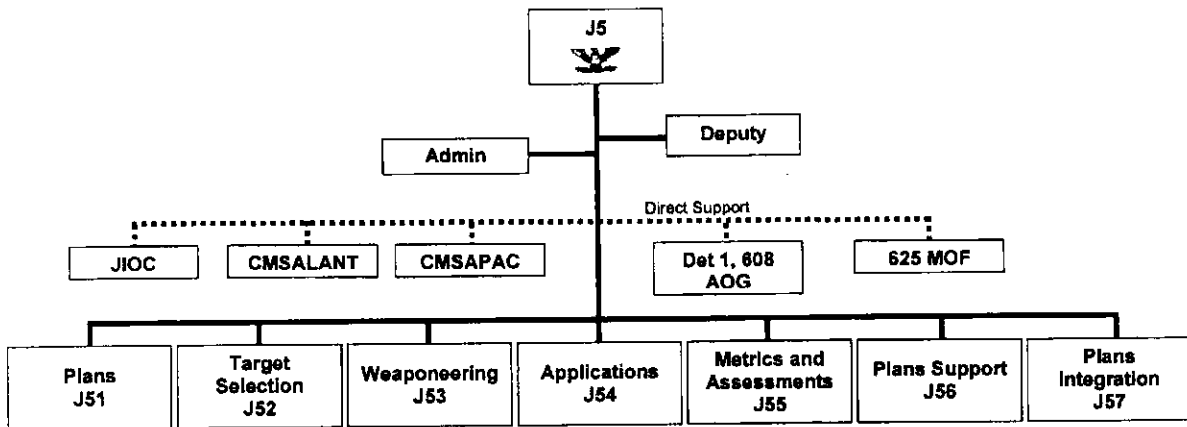


Figure C-4-1: JFCC SGS J5 Organizational Structure

a. Plans Division (JFCC SGS J51): Manages the Revision production and maintenance process ensuring selected targets are matched against USSTRATCOM guidance and are captured within the Enterprise Database. The division also manages the Division Crisis

Teams (fixed and mobile) and runs JFCC SGS J5 training efforts during exercises to include after action reviews. The division attends USSTRATCOM exercise and training conferences and liaises with JFCC SGS J7 for exercise support and development.

b. Target Selection Division (JFCC SGS J52): Develops operational and tactical targeting solutions for the OPLAN 8044 Revision process. Target nominations may be solicited from the STRATJIC, other JFCCs, Service components, and other combatant commanders as appropriate.

c. Weaponing Division (JFCC SGS J53): Produces and maintains Global Strike Support Documents (GSSDs) to the SGSOC in collaboration with other combatant commands, JFCCs, and service components. Produces full-spectrum target materials support to SGSOC and other STRATCOM JFCCs as required, including kinetic and non-kinetic target materials. Utilizes precision mensurated imagery, related graphics products, tailored Geo-spatial Information & Services (GI&S), and Hard and Deeply Buried Target (HDBT) analysis to support for weaponing solutions for GS. The division also coordinates target related activities for OPLANS, CONPLANS, FUNCPLANS, and SUPPLANS and ensures the targeting database satisfies targeting requirements within the targeting cycle for all space and global strike operations. Finally this division supports SGSOC to resolve targeting issues in coordination with STRATJIC and DIA/J2-T.

d. Applications Division (JFCC SGS J54): Conducts level 4 OPLAN 8044 Revision process and GS planning and integration, producing and maintaining the 8044 Revision and GS targeting.

e. Metrics and Assessments Division (JFCC SGS J55): Provides tactics and threat review for level 3 and 4 planning supporting kinetic and non-kinetic effects and analyzes OPLAN 8044. Supports SGSOC with assessments of crisis action COAs through the JEWG. Supports and maintains operational models (e.g., Extended Air Defense Simulations (EADSIM)) and provides consequence of execution support.

f. Plans Support Division (JFCC SGS J56): Provides and supports net-centric planning and analysis tools for the Command, other components and HQ USSTRATCOM. JFCC SGS J56 provides system management of Integrated Strategic Planning Analysis Network (ISPAN) including collection/management of needed capabilities and information technology problem management. JFCC SGS J56 provides ISPAN infrastructure management, new technology experimentation, and produces/maintains the ISPAN Enterprise Data Base (EDB). JFCC SGS J56 coordinates and collaborates with USSTRATCOM on ISPAN future capabilities advocacy. JFCC SGS J56 provides ISPAN tool testing, training, and implementation. Additionally, provides ISPAN production support in the loading and moving of critical data.

g. Plans Integration Division (JFCC SGS J57): Supports specialized Space, STO, GS deliberate/adaptive planning, and supports JFCC SGSOC adaptive, crisis action, and time sensitive planning. JFCC SGS J57 also coordinates and reviews Theater Annexes for Space (N) and STO (S) and supports JFCC SGS J3/4 crisis action planning in conjunction with other internal and external mission partners across the full spectrum of USSTRATCOM missions.

h. Direct supporting units (CMSAs, 625 MOF and Det 1, 608 AOG): Perform TLAM mission planning, ICBM target analysis, and CALCM targeting respectively. 625 MOF provides its support through a memorandum of understanding between USSTRATCOM and

AFSPC. These organizations also support adaptive/crisis planning when JFCC SGS J5 augments the SGSOC.

4. Tasks/Functions: The JFCC SGS J5 performs the following key tasks/functions:
- a. Conducts GS, Space, and STO deliberate planning in accordance with USSTRATCOM direction (e.g. OPLANS, CONPLANS, FUNCPLANS and SUPPLANS).
 - b. Assists USSTRATCOM with plan approval through the Chairman of the Joint Chiefs of Staff and the Secretary of Defense.
 - c. Provides targeting support to USSTRATCOM and other combatant commands as requested.
 - d. Assists the JSpOC in developing CONOPS for Space Operations/Space Support Activity and Missile Warning operations.
 - e. Supports JFCC SGS J39 in providing oversight and integration for development of Joint OPSEC & MILDEC CONPLANS and combatant commands EW planning through the JIOC.
 - f. Collaborates with SOCOM Joint PSYOP Support Team for PSYOP deliberate planning.
 - g. Integrates CNO deliberate planning in coordination with JFCC Network Warfare (NW). JFCC NW will integrate all CNO inputs from JTF GNO, Service components and JIOC for presentation to JFCC SGS and will provide support to SGSOC when required for integrated operations planning and execution.
 - h. Maintains current revision to the nation's strategic war plan; plan and implement future revisions.
 - i. Coordinates, manages, and conducts JFCC SGS J5 training efforts, exercise planning, and after action review with JFCC SGS J7.
 - j. Provides IT planning and analysis capabilities, collects/prioritizes IT requirements, and manages the ISPAN program.
 - k. Identifies to JFCC SGS J2 ISR requirements to support planning and mission analysis of OPLAN 8044.
 - l. Assists USSTRATCOM J5 in coordinating with combatant commanders for deliberate/adaptive planning requirements, to include targeting and execution support.
 - m. Provides Phase 0 planning products for assigned missions and integrated Phase 4 execution support through JFCC SGS J3/4. Products address the full range of Command capabilities and provide a path to return to Phase 0, day-to-day end state. This includes any support requested by the POLAD concerning Strategic Communications.
 - n. Sustains required manning to support USSTRATCOM's C2, execution, and planning elements (fixed and mobile).
 - o. Coordinates as required with other JFCCs, joint and Service components, combatant commanders, and DOD agencies; this includes MODUK, CTFs, and operational units.
 - p. Coordinates space operations efforts with national space stakeholders when required.

5. Deliverables:

- a. The 8044 Revision plan and required updates in coordination with the Joint Staff, OSD, and HQ USSTRATCOM.
- b. Data updates to the Chairman of the Joint Chiefs of Staff Nuclear Decision Handbook for the President, in coordination with HQ USSTRATCOM J38.
- c. GS target materials including Global Strike Support Documents (GSSDs), GS targeting databases, and target folders across full spectrum of options based on politico-military environment. Develops intelligence indicators in coordination with JFCC SGS J2 and JFCC SGS J3/4 to be monitored by the GOC to enhance crisis action responsibilities.
- d. The National Target Base, repository for all global strike targets.
- e. Recommended target lists for OPLAN 8044, to HQ USSTRATCOM Joint Targeting Coordination Board for approval as directed.
- f. JFCC SGS integrated input to USSTRATCOM's Strategic Support Plan.
- g. Integrated planning annexes and materials, as required.

ANNEX E to JFCC SGS CONCEPT OF OPERATIONS

MANPOWER AND PERSONNEL

1. Purpose: The JFCC SGS J1, Manpower and Personnel directorate is advises the CDR JFCC SGS on administration and personnel support to those individuals assigned to the JFCC SGS staff. The JFCC SGS J1 is the primary interface with HQ USSTRATCOM J1. Finally, JFCC SGS J1 develops and provides JFCC specific plans, policies, and services for joint manpower, personnel, and administration in support of the mission including serving as the personnel representative to the JCB.

2. Responsibilities:

a. JFCC SGS J1 acts as the conduit for managing JFCC SGS specific manpower, organizational, and readiness issues in direct support of all joint military and civilian positions to HQ USSTRATCOM J1. Additionally, JFCC SGS J1 develops and defends manpower requirements to justify military and civilian manpower required to achieve the mission. JFCC SGS J1 ensures manning requirements are based on the mission, concept of operations, commander guidance, and the staff expertise needed to support planning and execution.

b. JFCC SGS J1 formulates and staffs personnel program policies, advises JFCC SGS senior leadership on all personnel program issues, and provides the primary interface to HQ USSTRATCOM J1.

3. Organization: JFCC SGS J1 is organized based on mission requirements, the space and global strike concept of operations, JFCC SGS guidance, and staff expertise. JFCC SGS J1 will leverage existing HQ USSTRATCOM J1 centralized functions to include service element support, while providing personnel issue visibility to the commander.

4. Tasks/Functions: The personnel specialist will coordinate with USSTRATCOM J1 and JFCC directorates to ensure the following key tasks/functions are accomplished for all JFCC personnel:

- a. Administer personnel programs to include the Personnel Reliability Program.
- b. Participate in planning, mission analysis and COA development.
- c. Compile staff requirements for personnel augmentation required.
- d. Advise the Commander on personnel replacement and augmentation.
- e. Provide performance report, fitness report, awards, and decorations monitoring and coordinates with USSTRATCOM J1 for required processing.
- f. Provide leadership on all personnel program issues.
- g. Ensure components are kept informed of personnel actions.
- h. Advise JFCC and staff on the Joint Management Document and personnel replacements' status.
- i. Review/validate organizational and manpower requirements.

j. Ensure attached and assigned service capability manning requirements are appropriately addressed.

ANNEX F to JFCC SGS CONCEPT OF OPERATIONS

STAFF SUPPORT

1. Staff Support: JFCC SGS Special Staff includes key staff support elements that leverage USSTRATCOM special staff functions as outlined below and are enabled by collocating the command at Offutt. JFCC SGS Special Staff includes Public Affairs Office, Protocol, Command Action Group, and a Command Surgeon. The Staff Judge Advocate will not be assigned to the JFCC, but will provide support as described below.

2. Public Affairs Office (PAO):

a. Purpose: The JFCC SGS PAO is a member of the special staff and supports the JFCC SGS by providing the full spectrum of public affairs services. The office consists of two public affairs officers. The PAO will provide timely, accurate, and relevant information to internal and external publics, locally, nationally and globally through print and electronic media and supports contingency and wartime efforts by providing media advice and PA planning to the commander and senior staff.

b. Responsibilities: The commander, joint task force (CJTF) PA program includes responsibilities for conducting media relations, internal or command information, PA planning, and community relations. Each of these functions has a part to play in a joint operation, though their roles will vary with each mission. Additionally, serves on the JCB.

c. Tasks/Functions:

(1) Media relations: Identifies and analyzes key issues, develops messages, conducts media training, targets specific audiences, recommends methods of delivery, and measures and evaluates results. Works daily with local, national and international media to cover Command operations. Develops media strategies to keep publics apprised of vital policies and activities.

(2) Internal Information: Conducts an active internal information program to ensure the internal (JFCC SGS members, civilians and contractor) audiences are kept aware of Command mission areas and programs. Disseminates news items via internal DoD, USAF, Army and Navy publications.

(3) Coordinates PA's deliberate and crisis action planning and incorporates PA annexes into Command operational plans. Coordinates, synchronizes and integrates with IO planners for objectives, themes, and messages.

(4) Community Relations: Develops, plans, coordinates and implements community relations events that foster increased cooperation between JFCC SGS and civilian opinion leaders on local, national, and international levels.

3. Protocol:

a. Purpose: Provide protocol services and events management in support of the commander and JFCC SGS staff. Provide timely, useful guidance on protocol matters to JFCC directorates. Consists of two protocol officers and is designed to leverage HQ USSTRATCOM protocol office.

b. Responsibilities:

- (1) Interface with HQ USSTRATCOM protocol to ensure visits/events are appropriately coordinated.
- (2) Maintain visibility into HQ USSTRATCOM events requiring JFCC participation.
- (3) Provide full-spectrum protocol services to the commander.

c. Tasks/Functions:

- (1) Maintain command protocol calendar.
- (2) Support command visits.
- (3) Support command senior officer trips.

4. Commander's Action Group:

a. Purpose: Provide the commander a single source for briefing support, command staffing, and command positions.

b. Responsibilities:

- (1) Provide clearinghouse and standardization for all briefings leaving the command.
- (2) Maintain command standards for the staff process.
- (3) Builds and maintains the command brief.

c. Organization: Consists of three officers, one GS employee for continuity, and contract support staff.

d. Tasks/Functions:

- (1) Building briefings and speeches for the commander and deputy commander.
- (2) Oversee the command calendar and coordinate with protocol and commander's secretary as necessary.
- (3) Oversee special projects.
- (4) Manages suspenses and tasks for the COS.
- (5) GO/FO travel support--bring slides and expertise.
- (6) Special visitor support in coordination with USSTRATCOM Protocol.
- (7) Maintains and present Command Brief/library of "canned" briefs.
- (8) Keeper of the "staff" process--help JFCC directors and Action Officers (AOs).
- (9) Provide assistance to directorates on briefings/products going outside the JFCC (formatting, editing, vetting as necessary).

(10) Build and maintain AO training through JFCC SGS J7.

(11) JFCC conference leads--prepare books, etc.

(12) Oversee command website content.

5. Command Surgeon:

a. Purpose: The JFCC SGS Command Surgeon will provide health service and support planning and advice to all aspects of the Space and Global Strike missions. This individual will leverage expertise from the USSTRATCOM Command Surgeon and staff.

b. Responsibilities: Provide advice to CDR JFCC SGS on all issues affecting health and readiness (Force Health Protection) of assigned or attached forces. Additionally, serves on the JCB.

6. Staff Judge Advocate (SJA):

a. Purpose: The JFCC SGS will receive legal support from the USSTRATCOM SJA and his staff. The USSTRATCOM SJA will provide the full spectrum of legal services to the JFCC.

b. Responsibilities:

(1) Provide legal advice to the JFCC.

(2) Serve as a single point of contact, with component SJAs, for legal matters affecting forces under operational control of JFCC SGS.

(3) Ensure all plans, rules of engagement (ROE), policies, and directives are consistent with the Department of Defense (DOD) law of armed conflict (law of war) program and domestic and international law.

(4) Monitor foreign claims activities resulting from JFCC operations by coordinating with the relevant foreign claims commission.

(5) Monitor foreign criminal jurisdiction matters affecting JFCC personnel by coordinating with regional combatant command legal staffs.

(6) Advise the commander on military justice and disciplinary matters concerning JFCC personnel.

c. Tasks/Functions:

(1) Provide recurrent training on the Law of Armed Conflict.

(2) Provide a judge advocate to support the targeting cell and review all targeting lists and make recommendations for compliance with the Law of Armed Conflict and other applicable directives.

(3) Review ethics issues, such as giving and accepting gifts.

(4) Provide training to investigating officers and review reports for legal sufficiency.

(5) Assist operations planners in drafting Rules of Engagement (ROE) consistent with the Standing Rules of Engagement and other applicable guidance.

(6) Provide support during negotiation and conclusion of international agreements.

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ANNEX G to JFCC SGS CONCEPT OF OPERATIONS

RESOURCES

1. **Purpose:** The Resources Directorate serves as the principal resource and financial management (FM) advisor for JFCC SGS.
2. **Responsibilities:** JFCC SGS J8 is responsible for planning, programming, budgeting and executing the JFCC SGS annual budget. JFCC SGS J8 will consolidate JFCC SGS inputs to the USSTRATCOM led Planning Programming, Budgeting, and Execution (PPBE) and Program Objective Memorandum (POM) processes. This requires close collaboration with USSTRATCOM J8 for financial matters. Support to USSTRATCOM Capabilities Development will be provided through JFCC SGS subject matter experts (SME) as required and available to USSTRATCOM J8 led processes. Due to JFCC SGS J8 manning limitations, USSTRATCOM tasking for SME support to Capabilities Development will flow through the JFCC Chief of Staff for adjudication. JFCC SGS will catalogue and submit near term requirements through the appropriate USSTRATCOM J-Codes.
3. **Organization:** JFCC SGS J8 is organized to provide budgeting and financial management support to JFCC operations, planning, and execution missions and enables advocacy of financial shortfalls to HQ USSTRATCOM. The directorate consists of a chief, and a Financial Manager. It leverages HQ USSTRATCOM J8 functions to provide JFCC SGS required JFCC SGS J8 services. **Figure G-1** below represents the JFCC SGS J8 organization.

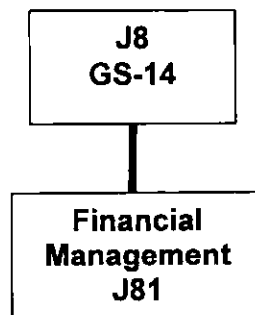


Figure G-1: JFCC SGS J8 Organizational Structure

4. **Tasks/Functions:** The Financial Management specialist performs the following key tasks/functions:
 - a. Serve as the FM consultant to JFCC SGS and perform day-to-day budget execution functions under the guidance of the Commander.

- b. Coordinates with JFCC SGS J4 on logistics contracting requirements and participates in JFCC SGS J4 planning groups and boards as required.
- c. Reviews and advises the CDR JFCC SGS on estimated and actual costs of operations (budgeting).
- d. Coordinates with resource sponsors and resource managers concerning their funding requirements, and provides guidance as required.
- e. Establishes Cost Center Managers (CCMs) in each of the divisions to relay financial requirements and financial issues to JFCC SGS J81.
- f. Determines sources of funding and obligation authority and reviews any applicable agreements that require FM support.
- g. Provide funds status to directorates and CCMs, as requested.
- h. Provide insight into funding overages and shortfalls identified within the command.
- i. Coordinates with contracting officials and appropriate USSTRATCOM program managers with regard to contractor support.
- j. Coordinates with USSTRATCOM J84 in FM oversight providing the following:
 - (1) Status of funds/availability of funds.
 - (2) Inputs to the USSTRATCOM Financial Plan, Budget Estimate Review, and unfunded requirements.
 - (3) Data for the Financial Working Group and Financial Management Board, as led by USSTRATCOM J84.
 - (4) Provides other financial reports as required.
- k. In coordination with USSTRATCOM J84, participates in the Command's Fiscal Year-end close out activities and FM processes.
- l. Coordinate financial management training through USSTRATCOM/J84 for JFCC SGS division CCMs.
- m. Ensure documents (Purchase Requests, travel orders, MIPR, MORDs, etc.) are processed in a timely manner.
- n. Liaison for establishing FM products for JFCC SGS.
- o. Establish Government Purchase Card holders and training for approving officials and cardholders.
- p. Track funds status for JFCC SGS.
- q. Assist in Command and USSTRATCOM/J84 Fiscal Year funding processes to include providing proper funding reports and inputs. This includes consolidation of the JFCC SGS inputs to the Program Objective Memorandum.
- r. Implement the necessary finance tools needed for FM execution via USSTRATCOM/J84 and 55 CPTS coordination.

s. Establish a Management Control Process to provide reasonable assurance that obligations and costs comply with applicable laws; funds and other assets are protected; and proper accounting is executed.

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ANNEX J to JFCC SGS CONCEPT OF OPERATIONS

COMMAND RELATIONSHIPS

1. Purpose. The purpose of this annex is to provide a listing of organizations and entities essential to achieving success as the JFCC SGS plans, integrates, coordinates, and executes its assigned missions.
2. General. Attached appendices provide a central listing of command operational centers, mission partners, and an outline of integration processes. These lists are not deemed to be exclusive and may require updates given mission requirements levied upon JFCC SGS.

Appendices:

1. Command Operational Centers
2. Mission Partners

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Appendix 1 to Annex J to JFCC SGS CONCEPT OF OPERATIONS

COMMAND OPERATIONAL CENTERS

1. As a minimum, the JFCC SGS coordinates with the operations centers listed below when employing forces or planning operations as applicable:
 - a. 14th Air Force; Vandenberg Air Force Base, California
 - b. 8th Air Force; Barksdale Air Force Base, Louisiana
 - c. Joint Information Operations Center; San Antonio, Texas
 - d. SMDC/ARSTRAT HQ Operations Center, Peterson AFB, Colorado
 - e. NAVNETWARCOM, Norfolk, Virginia
 - f. Cheyenne Mountain Operations Center (CMOC)
 - g. Space Control Center (SCC); Cheyenne Mountain AFS
 - h. Space Vault; Cheyenne Mountain AFS
 - i. Missile Warning Center (MWC); Cheyenne Mountain AFS, Colorado
 - j. DDMS Support Ops Center (SOC); Patrick AFB, Florida
 - k. Global SATCOM Support Center (GSSC); Peterson AFB, Colorado
 - l. GPS Operations Center (GPSOC)
 - m. Global Analysis Center (GAC, part of the JIC)
 - n. National Reconnaissance Operations Center
 - o. Aerospace Fusion Center (AFC)
 - p. 20th Air Force; F.E. Warren AFB, Wyoming
 - q. Joint Navigation Warfare Center (JNWC)
 - r. National Oceanic and Atmospheric Administration (NOAA)
 - s. Joint Functional Component Command, Network Warfare (JFCC NW)
 - t. Joint Functional Component Command, Integrated Missile Defense (JFCC IMD)
 - u. Joint Functional Component Command, Intelligence Surveillance and Reconnaissance (JFCC ISR)

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Appendix 2 to Annex J to JFCC SGS CONCEPT OF OPERATIONS

MISSION PARTNERS

1. Purpose. The purpose of this appendix is to capture non-USSTRATCOM partners, who may be asked for significant and essential support to enable the JFCC SGS to accomplish assigned missions. In accordance with the establishing directive, Direct Liaison Authority (DIRLAUTH) between JFCC SGS and other joint functional and service components, combatant commanders, and agencies, while keeping HQ USSTRATCOM informed is authorized. As a minimum, JFCC SGS mission partners include:

- a. Other combatant commands
- b. National Security Agency (NSA)
- c. National Reconnaissance Office (NRO)
- d. Defense Threat Reduction Agency (DTRA)
- e. Joint Warfare Analysis Center (JWAC)
- f. National Geospatial Intelligence Agency (NGA)
- g. Missile Defense Agency (MDA)
- h. Defense Intelligence Agency (DIA)
- i. Central Intelligence Agency (CIA)
- j. Defense Information Systems Agency (DISA)
- k. US Department of State (through the USSTRATCOM POLAD)
- l. Defense Special Missile and Aerospace Center (DEFSMAC)
- m. National Air and Space Intelligence Center (NASIC)
- n. National Aeronautics and Space Administration (NASA)
- o. National Oceanic and Atmospheric Administration (NOAA)
- p. National Environmental Satellite Distribution System (NESDIS)
- q. National Ground Intelligence Center (NGIC)
- r. Office of Naval Intelligence (ONI)
- s. Defense Logistics Agency (DLA)

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Annex K to JFCC SGS CONCEPT OF OPERATIONS

COMMAND, CONTROL, COMMUNICATIONS AND COMPUTERS SYSTEMS

1. **Purpose:** The purpose of this annex is to illustrate how the J6, Command, Control, Communications and Computers (C4) Systems Directorate is answerable to the Commander, JFCC SGS for ensuring the availability of required C4 capabilities. The J6 analyzes requirements for and acquires command, control, communications and computer (C4) capabilities, and ensures reliability of those C4 systems supporting assigned forces across the spectrum of conflict. The J6 supports USSTRATCOM C4 acquisition efforts to maintain information superiority while ensuring battlefield interoperability with U.S., allied, and coalition forces.

2. **Responsibilities:** J6 is responsible for ensuring the following USSTRATCOM actions listed in the Unified Command Plan are achievable through operational and tactical application and support of C4 systems.

- a. Establish requirements for JFCC SGS C4 capabilities.
- b. Ensure JFCC SGS maintains critical C4 capabilities required to execute assigned missions.
- c. Integrate Space and Global Strike C4 support.
- d. Support C4 tasking.

3. **Organization:** J6 is organized with a directorate structure consisting of C4 Systems and C4 Operations. **Figure K-1** represents the J6 organization.

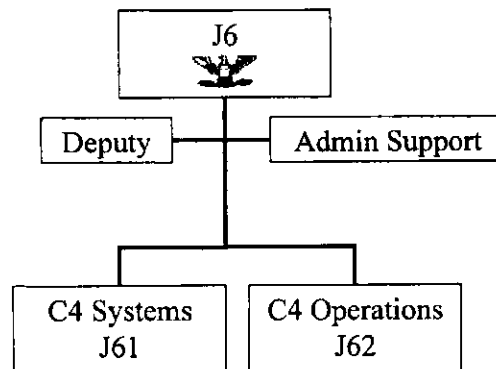


Figure K-1: J6 Organizational Structure

- a. C4 Systems Division (J61) is responsible for establishing command C4 and NetOps standards and policies, determining and prioritizing C4 capability requirements through USSTRATCOM J6, submitting C4 budget requirements, and advocating future C4

capabilities requirements through the USSTRATCOM J8 (except for systems specifically assigned (i.e. ISPAN)). This division will leverage the HQ USSTRATCOM J6 resources and capabilities to provide required C4 systems support for SGS mission accomplishment. This division is responsible for JFCC SGS GIG critical infrastructure protection and continuity of operations planning in coordination with USSTRATCOM J6.

b. C4 Operations Division (J62) provides an interface between communications and operations, and facilitates the operational integration of the C4 mission area through its C4 Mission Area Experts (MAE). This division monitors the status of global and SGS C4 capabilities provided by JTF-GNO, USSTRATCOM J6, and SGS subordinate commands; analyzes and reports their SGS mission impact; and directs remedial courses of action. This division supports C4 deliberate and time sensitive planning as part of the JEWG/JIB and GIC, and provides contingency and exercise augmentation to the GIC. The division also coordinates C4 exercise involvement with the USSTRATCOM J6 and SGS subordinate commands' C4 exercise planners.

4.Tasks/Functions. The SGS J6 supports the following tasks, which are derived or implied from the USSTRATCOM Joint Mission Essential Task List.

- a. Provide C4 services. Consolidate, validate, coordinate, document, and prioritize the Command's C4 requirements. Collaborate with SGS J5 on ISPAN issues.
- b. Establish requirements for Offutt-based classified and unclassified C4 capabilities through USSTRATCOM J6.
- c. Establish staff requirements for communications security (COMSEC) assets through USSTRATCOM J6.
- d. Coordinate frequency management and deconfliction to SGS planning and operations with JTF-GNO and USSTRATCOM J6.
- e. Monitor current C4 status, evaluate impact on SGS operational readiness, and report C4 events to USSTRATCOM J6.
- f. Support SGS C4 deliberate and time sensitive planning.
- g. Coordinate and deconflict scheduled SGS C4 outages that will degrade mission readiness.
- h. Augment the Global Integration Cell as required.
- i. Coordinate SGS C4 exercise planning with USSTRATCOM J6 exercise planners.
- j. Provide subject matter and mission area expertise to the USSTRATCOM/J8 Mission Capability Teams as required.

Annex T to JFCC SGS CONCEPT OF OPERATIONS

EXERCISES

1. **Purpose:** The purpose of this annex is to outline JFCC SGS J7 Exercise Directorate functions as it fulfills the lead integrating organization role for exercises, wargaming support, readiness, and training in direct support of the CDR JFCC SGS. JFCC SGS J7 ensures effective and efficient training integration, synchronization and advocacy for missions of Space, Global Strike and Information Operations. As the JFCC lead integrator, JFCC SGS J7 provides training requirements, objectives and JMETL support for Space, Global Strike, and other assigned missions. JFCC SGS J7 supports HQ USSTRATCOM J37 for all USSTRATCOM directed joint exercises as JFCC SGS leadership, time, and resources permit.
2. **Responsibilities:** JFCC SGS J7 is responsible for monitoring apportioned forces preparedness and non-apportioned forces' readiness through the service components' training and readiness processes. This includes visibility of forces that could be assigned to carry out assigned missions and other JFCCs as they integrate to conduct Space and Global Strike operations.
3. **Organization:** JFCC SGS J7 is organized to provide integrated exercise planning and support to HQ USSTRATCOM J37. **Figure T-1** represents the JFCC SGS J7 organization.

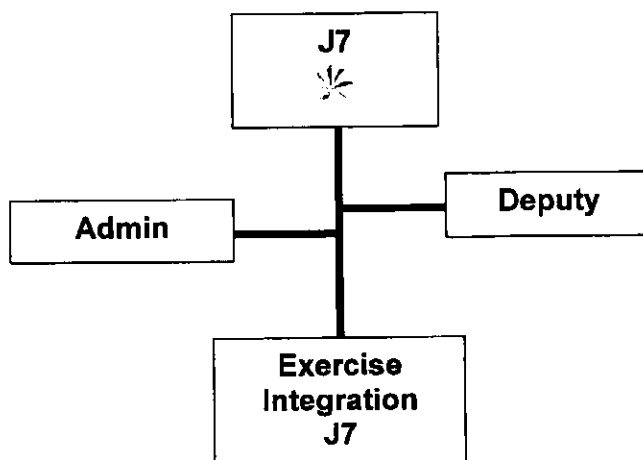


Figure T-1: JFCC SGS J7 Organizational Structure

- a. **Exercise Integration (JFCC SGS J71):** Supports HQ USSTRATCOM J37 in the design, coordination, execution, and assessment of training for assigned forces and other components. Provides direct support to HQ USSTRATCOM J37 for Category I exercises and integrates the support of Category II & III Command Post Exercises (CPX), Battle Staff Exercise (BSX), and Field Training Exercises (FTX). Advocates to HQ USSTRATCOM, JFCC SGS and attached/assigned unit training and exercise requirements. Additionally, the division supports

space and global strike training objectives and exercise requirements development for both USSTRATCOM and other combatant command tasked exercises.

4. Tasks/Functions: In close coordination with the HQ USSTRATCOM J37, JFCC SGS J7 will support mission area operational level planning, integration and coordination of exercises with other USSTRATCOM joint and service components and, as directed, other combatant commanders to effect a fully interoperable and integrated exercise execution at the Category II & III level. This involves providing Blue Force Participants, Umpires and/or White Cell Mission Area Experts to represent higher authorities. JFCC SGS J7 will provide additional support to HQ USSTRATCOM J37 for planning conferences as directed by J37. JFCC SGS J7 will plan, organize, and direct JFCC SGS HQs training (i.e., watch standers, intelligence training, etc.).

a. At a minimum, JFCC SGS J71 will coordinate and support USSTRATCOM exercises by:

- (1) Supporting JFCC SGS and HQ USSTRATCOM for exercise space situational awareness assessments.
- (2) Supporting the development and coordination of Exercise OPLANS as directed by HQ USSTRATCOM.
- (3) Supporting CDR USSTRATCOM's Joint Training Plan by fully integrating all joint and Service components, Space and Global Strike forces and other mission partners to support USSTRATCOM directed Category I major exercises.
- (4) Providing White Cell, MAE and Blue Force Participants and Planners for HQ directed events.
- (5) Supporting other combatant commands with space and global strike exercise planning, as directed by HQ USSTRATCOM.
- (6) Providing support for JFCC SGS, other combatant command exercises and experimentation requirements as directed by USSTRATCOM headquarters.
- (7) Assisting USSTRATCOM J37 in the reporting of operational readiness assessment of assigned mission areas.
- (8) Supporting development of exercise OPLANS as directed by HQ USSTRATCOM.
- (9) Providing exercise space situational awareness assessments.
- (10) Attending selected exercise planning conferences to insure JFCC SGS training objectives are incorporated.
- (11) Conducting hotwash and/or associated post exercise feedback for SGS and participating in USSTRATCOM conducted hotwash and/or associated post exercise feedback sessions.
- (12) Collecting and maintaining SGS Joint Universal Lessons Learned (JULLs) and providing input to the JULL database.
- (13) Additional JFCC SGS J7 tasks include:
 - (a) Advocating for exercise and training support of assigned/attached units.
 - (b) Managing and directing the JFCC SGS after action program and supporting the Joint Staff Remedial Action Program.

(c) Reporting on training matters as required to CDR JFCC SGS and HQ USSTRATCOM as required.

(d) Providing expertise and support to the USSTRATCOM J8 Mission Capability Teams to ensure lessons learned are incorporated into required future mission capabilities efforts.

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Annex W to JFCC SGS CONCEPT OF OPERATIONS

Abbreviations and Acronyms

References: a. Joint Publication 1-02, Department of Defense Dictionary of Military and Related terms (U)

1. Purpose. The purpose of this annex is to provide a centralized listing of acronyms, abbreviations used in the development of the JFCC SGS Concept of Operations.
2. General. Attached appendix provides a central listing of acronyms and definitions. While an attempt was made to spell out acronyms and abbreviations in use within the document, some may have been overlooked. Acronyms not found in this annex may be available in reference (a).
3. Appendix 1: Abbreviations and Acronyms

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Appendix 1 to Annex W to JFCC SGS CONCEPT OF OPERATIONS

ABBREVIATIONS AND ACRONYMS

ADMIN.....	Administrative
AFB.....	Air Force Base
AOC.....	Air Operations Center
AOG.....	Air Operations Group
ARSTRAT.....	U.S. Army Strategic Command
AT.....	Antiterrorism
CALCM.....	Conventional Air Launched Cruise Missile
CCIR.....	Commander's Critical Information Requirements
CCM.....	Cost Center Manager
CDR JFCC SGS.....	Commander, Joint Functional Component Command Space and Global Strike
CDR USSTRATCOM.....	Commander, United States Strategic Command
CENTCOM.....	U. S. Central Command
CIA.....	Central Intelligence Agency
CJTF.....	Commander, Joint Task Force
CJCSI.....	Chairman of the Joint Chiefs of Staff Instruction
CM.....	Consequence Management
CMOC.....	Cheyenne Mountain Operations Center
CMSA.....	Cruise Missile Support Activities
CMSA LANT.....	Cruise Missile Support Activities, Atlantic
CMSA PAC.....	Cruise Missile Support Activities, Pacific
CNO.....	Computer Network Operations
COA.....	Course of Action
COCOM.....	Combatant Command
COE.....	Consequence of Execution
COMSEC.....	Communication Security
CONOPS.....	Concept of Operations

GIG.....Global Information Grid
 GI&S.....Geo-spatial Information & Services
 GNO.....Global Network Operations
 GOC.....Global Operations Center
 GS.....Global Strike
 GPSOC.....GPS Operations Center
 GSSC.....Global Satellite Communications Center
 GSSDs.....Global Strike Support Documents
 HDBT.....Hard and Deeply Buried Target
 IAW.....in accordance with
 ICBM.....Intercontinental Ballistic Missile
 IO.....Information Operations
 IM.....Information Management
 IMD.....Integrated Missile Defense
 ISR.....Intelligence, Surveillance and Reconnaissance
 ISPAN.....Integrated Strategic Planning Analysis Network
 ITW/AA.....Integrated Tactical Warning/Attack Assessment
 IWS.....Information Workspace
 JCIDS.....Joint Capabilities Integration and Development System
 JCB.....Joint Coordination Board
 JEWG.....Joint Effects Working Group
 JFC.....Joint Functional Component
 JFCC.....Joint Functional Component Command
 JFCC SGS.....Joint Functional Component Command Space and Global Strike
 JFCOM.....Joint Forces Command
 JIB.....Joint Integration Board
 JIOC.....Joint Information Operations Center
 JIPWG.....Joint Intelligence Priorities Working Group
 JMET.....Joint Mission Essential Task
 JMETL.....Joint Mission Essential Task List
 JNWC.....Joint Navigation Warfare Center
 JOPES.....Joint Operational Planning and Execution System
 JPG.....Joint Planning Group

JPIM.....Joint Planners Integration Meeting
 JSPOC.....Joint Space Operations Center
 JSWG.....Joint Staff Working Group
 JTF.....Joint Task Force
 JWAC.....Joint Warfare Analysis Center
 LRC.....Logistics Readiness Cell
 MAE.....Mission Area Expert
 MARFORSTRAT.....U.S. Marine Corp Forces, U.S Strategic Command
 MDA.....Missile Defense Agency
 MCT.....Mission Capability Team
 METOC.....Meteorological and Oceanographic
 MILDEC.....Military Deception
 MIPR.....Monetary Interagency Purchase Request
 MOF.....Missile Operations Flight
 MORDs.....Miscellaneous Obligation Reimbursement Document
 MWC.....Missile Warning Center
 NASIC.....National Air and Space Intelligence Center
 NASA.....National Aeronautics and Space Administration
 NAVSTRAT.....Naval Service Component to U.S. Strategic Command
 NAVNETWARCOM.....Naval Networks Warfare Command
 NESDIS.....National Environmental Satellite Distribution System
 NGA.....National Geo-spatial Agency
 NGIC.....National Ground Intelligence Center
 NLT.....No Later Than
 NOAA.....National Oceanic and Atmospheric Administration
 NORAD.....North American Aerospace Defense Command
 NORTHCOM.....U.S. Northern Command
 NPR.....Nuclear Posture Review
 NRO.....National Reconnaissance Office
 NSA.....National Security Agency
 NW.....Network Warfare
 OPCON.....Operational Control
 OPLAN.....Operational Plan

OPOARDS.....Operational Orders
 Ops.....Operations
 OPSEC.....Operational Security
 OSD.....Office of Secretary of Defense
 PA.....Public Affairs
 PACOM.....Pacific Command
 PAO.....Public Affairs Office
 PIR.....Priority Intelligence Requirement
 POC.....Point of Contact
 POLAD.....Political Advisor
 POM.....Program Objective Memorandum
 PPBE.....Planning Programming, Budgeting, and Execution
 PSYOP.....Psychological Operations
 RFI.....Request for intelligence or Request for information
 ROE.....Rules of Engagement
 SAR.....Satellite Access Request
 SATCOM.....Satellite Communications
 SBR.....Space Based Radar
 SBIRS.....Space Based Infrared System
 SCI.....Sensitive Compartmented Information
 SCIF.....Sensitive Compartmented Information Facility
 SDB.....SATCOM Database
 SECDEF.....Secretary of Defense
 SGSOC.....Space and Global Strike Operations Center
 SIOP.....Single Integrated Operational Plan
 SJA.....Staff Judge Advocate
 SKIweb.....Strategic Knowledge Integration Web
 SOCOM.....U.S. Special Operation Command
 SMDC.....U.S. Army Space and Missile Defense Command
 SME.....Subject Matter Expert
 SOC.....Support Ops Center
 SOF.....Special Operations Force
 SSA.....Space Situational Awareness

SSC.....Space Control Center
 SSO.....Special Security Office
 STO.....Special Technical Operations
 STRATAF.....Strategic Air Forces
 STRATJIC.....USSTRATCOM Joint Intelligence Center
 SUPPLAN.....Supplemental Plan
 TACON.....Tactical Control
 TLAM.....Tomahawk Land Attack Missile
 TOR.....Terms of Reference
 TPFDD.....Time Phased Force Deployment Data
 TSP.....Time Sensitive Planning
 TRANSCOM.....U.S. Transportation Command
 UCP.....Unified Command Plan
 UK MOD.....United Kingdom, Ministry of Defense
 UTL.....Universal Task List
 USAF.....United States Air Force
 USSTRATCOM.....U. S. Strategic Command